New York 2016
Hospital Executive Study Tour

Information Package for Study Tour
June 27\textsuperscript{th} to July 1\textsuperscript{st} 2016

Organized by International Hospital Federation and Health Investment & Financing
New York Hospital Executive Study Tour  
27 June – 1 July 2016

**Agenda Overview**

**Mon Jun 27**  
*Wagner School of Public Service, NYU*  
09:00 – 10:00 *Overview of Study Tour* - Eric De Roodenbeke & Alexander Preker  
10:00 – 11:00 *Affordable Health Care Act* - Dean Sherry Glied  
11:00 – 12:00 *Implications for University Medical Centers* – Dean Douglas Miller  
15:00 – 17:30 *Site Visit to New York City Department of Health & Mental Hygiene*

**Tue Jun 28**  
*Ichon Medical Institute, NYU*  
09:00 – 09:30 *Introductions* - Brian Nickerson & Alexander Preker  
09:30 – 10:00 *Overview of Mount Sinai Health System* - Szabolcs Dorotovics  
10:00 – 11:00 *The Accountable Care Organizations (ACOs)* – Claudia Colgan  
11:30 – 12:30 *Building Care Networks within a Health System* - Arthur Klein  
14:00 – 16:30 *Site Visit to Mt Sinai Hospital Continuum*

**Wed Jun 29**  
*Health Policy and Management Department, Mailman School*  
09:00 – 10:00 *Introduction* - Michael Sparer  
10:00 – 11:00 *Managing a Complex University Hospital Merger* – Larry Brown  
11:00 – 12:00 *Technology Transfer* – Ofra Weinberger  
14:00 – 16:30 *Site Visit to Columbia University Medical Center*  
16:30 – 17:30 *Site Visit to Jeffries Investment Bank*

**Thu Jun 30**  
*New York Academy of Medicine*  
09:00 – 09:30 *Introduction* - Eric De Roodenbeke & Alexander S. Preker  
09:30 – 10:15 *Urban Health and Age-Friendly Cities* – Anthony Shih  
10:15 – 11:00 *Commonwealth Fund* - Robin Osborn  
11:00 – 12:00 *Public Health Priorities* – Philip J. Landrigan  
14:30 – 17:00 *Site Visits to CityMD* – Richard Park

**Fri Jul 1**  
*Health Insurance, Finance and Investment as Game Changers*  
09:00 – 10:00 *Introduction* – Alexander S. Preker  
10:00 – 11:30 *Budgeting Process and Financial Risk Management* – Frank Cino  
11:30 – 13:00 *Wrap Up* - Eric de Roodenbeke & Alexander S. Preker

*Wrap up and Closing Remarks:*

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**Proposed Site Visits and Face-to-Face dialogue with Key Executives**

- New York Academy of Medicine
- Mount Sinai Health System
- Columbia University Medical Center
- CityMD
New York Hospital Executive Study Tour  
27 June – 1 July 2016  
Programme  

Monday, June 27th 2016

KEYNOTE SPEAKERS

Prof. Sherry Glied  
Dean of New York University’s Robert F. Wagner Graduate School of Public Service;  
Former Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services

Eric de Roodenbeke  
Chief Executive Officer  
International Hospital Federation

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

09:00 – 09:30 Registration (at Wagner School)

09:00 – 12:00 Wagner School of Public Service, NYU
  o Venue: 295 Lafayette Street, Puck Building, 3rd Floor, Mulberry Conference Room  
  New York, NY, 10012  
  http://wagner.nyu.edu  
  Subway: Green Line No 6 (to Bleeker Street Station on East Side)

  o 9:30 – 10:00 Overview of Study Tour - Eric De Roodenbeke & Alexander Preker
  o 10:00 - 11:00 Affordable Health Care Act - Dean Sherry Glied
  o 11:00 - 12:00 Implications for University Medical Centers – Dean Douglas Miller

12:30 – 14:00 Lunch (Cost not included)
  o Venue: Cherche Midi - French  
    285 Bowery, New York, NY 10012, Nolita  
    www.cherchemidiny.com (212) 226-3055  
    Walking distance from Wagner School

15:00 - 17:30 Site Visit to New York City Department of Health & Mental Hygiene
  o Venue: 20, 42-09 28th St  
    Long Island City (Queens), NY 11101  
    Subway: Green Line No 4 or 5 (East Side) to 59 Street, then Yellow Line N, Q or R (Mid-town)  
    (to Queensboro Plaza in Queens)

19:00 Dinner
  o Venue: Sarabeth’s Restaurant - Nouveau American Cuisine  
    Hotel Wales, 1295 Madison Ave, New York, NY 10128 - http://sarabethsrestaurants.com  
    +1 (212) 410-7335  
    Walking Distance from afternoon meetings and hotel  
    Subway: Green Line No 6 (to 96 Street Station on East Side)
New York Hospital Executive Study Tour
27 June – 1 July 2016
Programme

Tuesday, June 28th 2016

KEYNOTE SPEAKERS

- **Arthur Klein, MD**
  - President
  - Mount Sinai Health Network

- **Szabolcs Dorotovics, MD, MBA**
  - Vice President
  - International Business Development at Mount Sinai Health System

09:00 – 12:00 *Ichan Medical Institute*

- 09:00 – 9:30 **Introductions** – Brian Nickerson & Alexander Preker
- 9:30-10:00 **Overview of Mount Sinai Health System** – Szabolcs Dorotovics
- 10:00 – 11:00 **The Accountable Care Organizations (ACOs)** – Claudia Colgan

09:00 – 11:30 **Coffee break**

11:30 – 12:30 **Building Care Networks within a Health System** – Arthur Klein

12:30 – 13:30 **Lunch (Cost not included)**
- **Venue: Tre Otto** – Italian Cuisine
  - 1410 Madison Ave, New York, NY 10029
  - +1 (212) 860-8880 (Book 2 Tables for 6 each)
- Walking Distance from afternoon meetings and hotel
- Subway: Green Line No 6 (to 96 Street Station on East Side)

14:00 - 16:30 **Site Visit to Mt Sinai Hospital Continuum**

- **Venue: 1468 Madison Ave.**
  - http://www.mountsinai.org
  - Walking Distance from morning meetings and lunch
  - Subway: Green Line No 6 (to 96 Street Station on East Side)

19:00 **Dinner**

- **Venue: Bar Prima** – Italian Bistro *(Cost included)*
  - 331 East 81st Street (between 1st and 2nd avenue)
  - New York, NY 10128, [http://barprimanyc.com](http://barprimanyc.com)
  - Walking distance from hotel
  - Subway: Green Line No 6 (to 79 Street Station on East Side)
New York Hospital Executive Study Tour  
27 June – 1 July 2016 
Programme

Wednesday, June 29th 2016

KEYNOTE SPEAKERS

Michael Sparer, PhD, JD  
Chair  
Health Policy & Management at Columbia Mailman School of Public Health

Lawrence Brown, PhD  
Professor  
Health Policy & Management at Columbia Mailman School of Public Health

09:00 – 12:00 Health Policy and Management Department, Mailman School  
- Venue: 722 W 168th St, 4th (Room 440)  
  New York, NY 10032  
  https://www.mailman.columbia.edu  
  Subway: Blue Line A or C (to 168 Street Station on West Side)

12:30 – 13:30 Lunch (Cost not included)  
- Cogans – New York Irish and Multinational Cuisine  
  4015 Broadway, New York, NY 10032  
  http://www.coogans.com  
  +1 (212) 928-1234  
  Walking Distance from morning meetings

14:00 - 15:00 Site Visit to Columbia University Medical Center  
- Venue: Columbia University Medical Center  
  http://www.cumc.columbia.edu  
  Physicians and Surgeons Building,  
  630 W 168th St, Meet in Lobby  
  Walking Distance from lunch  
  Subway: Blue Line A or C (to 168 Street Station on West Side)

16:00 - 17:30 Jeffries Investment Bank (Capital Financing of Hospitals & Health Services)  
- Venue: 520 Madison Ave,  
  New York, NY 10022  
  http://www.jefferies.com  
  +1 (212) 284-2300  
  Subway: Green Line No 6 (to 96 Street Station on East Side)
New York Hospital Executive Study Tour
27 June – 1 July 2016
Programme

Thursday, June 30th 2016

KEYNOTE SPEAKERS

Anthony Shih, MD, MPH
Executive Vice President
New York Academy of Medicine

Robin Osborn, MBA
Vice President and Director
International Program in Health Policy and Practice Innovations,
The Commonwealth Fund

09:00 – 12:00 New York Academy of Medicine
- Venue: 1216 5th Ave, New York, NY 10029
  http://www.nyam.org, +1 (212) 822-7200
- Walking distance from Whales Hotel
- Subway: Green Line No 6 (to 96 Street Station on East Side)
- 09:00 - 09:30 Introduction- Eric de Roodenbeke & Alexander S. Preker
- 09:30 - 10:30 Urban Health and Age-Friendly Cities - Anthony Shih
- 10:30 - 11:30 Commonwealth Fund - Robin Osborn
- 11:30 - 12:00 Library Tour at NYAM – Anthony Shih

12:30 – 14:00 – Lunch (Cost not included)
- Venue: Tavern on the Green
  1 Tavern on the Green, 67th Street &, Central Park West, New York, NY 10023
  tavernonthegreen.com
  +1 (212) 877-8684

14:30 - 17:30 CityMD Site Visit – Dr. Richard Park (CEO of CityMD)

Corporate Office Visit
- Venue: 1345 Ave of the Americas, New York, NY
  http://www.citymd.com/about/contact-us
  (212) 913-0828
  55th and 6th avenue

Clinic Visit
- Venue: 944 2nd Avenue, New York, NY
  http://www.citymd.com/about/contact-us
  (212) 315-2330
  50th and 2nd avenue, walking distance from corporate office
New York Hospital Executive Study Tour
27 June – 1 July 2016

Programme

Friday, July 1st 2016

KEYNOTE SPEAKERS

Frank Cino, MPH, CPA
Senior Vice President, Chief Risk Officer
Mount Sinai Health System

Alexander S. Preker
Chief Executive Officer
Health Investment & Financing Corporation

09:00 – 12:00 Health Insurance & Investment
- Venue The Mount Sinai Health System
  - 150 East 42nd Street, New York, NY
  - Conference room 2-C.14
- Subway: Green Line No 6 (to 96 Street Station on East Side)

09:00 – 10:00 Introduction: – Alexander S. Preker
10:00 - 11:30 am: Budgeting & Risk Management – Frank Cino
11:30 – 13:00 Wrap up and Closing Remarks: – Eric de Roodenbeke & Alexander S. Preker

13:30 – 15:00 Lunch (Optional)
- Venue: Bryant Park Grill (cost not included)
  25 W 40th St, New York, NY 10018
  http://arkrestaurants.com/bryant_park/
  +1 (212) 840-6500
  Subway: Green Line No 6 (to 42th Street Station on East Side)

17:00 – 19:00 Happy Hour (Optional)
- Venue: Suggest Loeb Boathouse Central Park (cost not included)
  E 72nd St, New York, NY 10021
  http://www.thecentralparkboathouse.com
  +1 (212) 517-2233
  Subway: Green Line No 6 (to 96 Street Station on East Side)
Monday, June 27th 2016

Venue: 20, 42-09 28th St
Long Island City (Queens), NY 11101
Subway: Green Line No 4 or 5 (East Side) to 59 Street,
then Yellow Line N, Q or R (Mid-town)
(to Queensboro Plaza in Queens)

15:00 – 15:05  **Pauline Ferrante** - greet in the lobby of the building.
Please ensure you have your identifications ready for security.

15:05 – 15:30  **Eric Colchamiro** - Overview of New York City’s
Department of Health and Mental Hygiene

15:35 – 16:30  **Caroline Heindrichs, Mina Chang and Rishi Sood**
Primary Care and Access in New York City
Tuesday, June 28th 2016

Venue: 1468 Madison Ave.
New York NY 10029 http://www.mountsinai.org
Walking Distance from morning meetings and lunch
Subway: Green Line No 6 (to 96 Street Station on East Side)
Columbia University Medical Center and Jeffries Investment Bank

Wednesday, June 29th 2016

CUMC
Venue: CUMC, Physicians and Surgeons Building,
630 W 168th St, Meet in Lobby
Walking Distance from lunch
Subway: Blue Line A or C (to 168 Street Station on West Side)

Jeffries Investment Bank
Venue: 520 Madison Ave,
New York, NY 10022
http://www.jefferies.com
+1 (212) 284-2300
Subway: Green Line No 6 (to 96 Street Station on East Side)

14:00 – 15:00  John Sanil Manavalan, George Vlad, and Elena Rodica Vasilescu, Site Visit to Columbia University Medical Center, Department of Pathology

16:00 – 17:30  Keith Lockwood, David Bahk - Site Visit to Jeffries Investment Bank
CityMD

Thursday, June 30th 2016

Corporate Office Visit
- Venue: 1345 Ave of the Americas, New York, NY
  http://www.citymd.com/about/contact-us
  (212) 913-0828
  55th and 6th avenue

Clinic Visit
- Venue: 15 W 57th St, New York, NY
  http://www.citymd.com/about/contact-us
  (212) 315-2330
  57th and 8th avenue, walking distance from corporate office

14:30 – 16:00 Richard Park, Visit the Corporate Office and meeting with the CEO of CityMD

16:30 – 17:30 Visit one of the CityMD Clinics
BIO OF SPEAKERS

International Hospital Federation
Mr. 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 programmes 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 programmes 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).

Mr. 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.

Sheila Anazonwu, MSc, Partnerships and Project Manager at the International Hospital Federation
Contact: sheila.anazonwu@ihf-fih.org

Ms. Sheila Anazonwu is IHF Partnerships and Project Manager responsible for coordinating and managing activities related to all IHF events. She is the NGO focal point and represents the IHF at special meetings with organisations such as the World Health Organization (WHO), World Intellectual Property Organization (WIPO). In her role as Project Manager, she is responsible for administering projects as the Award sponsorship programme; Group Purchasing Special Interest Group. Sheila joined the IHF in 1992 as Assistant to the Director General. She since held the positions of Programme Development and Knowledge Manager (2007-2009); Communications & Development Programmes Officer (2004-2007); Publications Officer (1996-2004). Sheila is the author of various IHF reports and has contributed to some publications. Sheila holds a Master of Science Degree (M.Sc.) in International Relations from the University of Southampton, UK and a Bachelor of Arts Degree (BA) in European and Social Sciences, with a major in French language from the University of East Anglia, UK.

Katelyn Yoo, MPH, Fellow at the International Hospital Federation
Contact: kyy2107@caa.columbia.edu

Ms. Katelyn Yoo is the fellow at the International Hospital Federation. She has a Master of Public Health in the Department of Policy and Management at Columbia University and holds a Bachelor of Commerce at the University of Toronto. She previously worked at United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and UNICEF examining the good governed practices and challenges of implementing the Policy, which may build on for the new Policy. She also worked in Kisumu, Kenya in areas of maternal health and microfinance ensuring safe delivery of care to the local Kenyans, particularly the vulnerable by developing common policies, providing operational coordination, process evaluation, assessing needs, and negotiating access and mobilizing resources in Kisumu. She also has been working on different projects around gun violence policies systematically quantifying the content and measuring the effects of gun violence prevention laws on health outcomes and health-related behaviors; on issues around Healthcare Cooperatives (COOP) in the United States to understand the current challenges of COOP under the ACA. Previously, Katelyn has worked at PwC and the City of Boston in the Office of Jobs and Community Service to provide eligible taxable income refunds to the low-income quintile. During the span of her childhood, she lived in many different places including Indonesia, Hawaii, Canada, US, and Korea. Her international framing carries over to her passion for global health, public policy, and health economics.
Bios of Speakers

David Bahk, Vice President at Goldman Sachs

Mr. David Bahk is the Vice President at Goldman Sachs. He received his Bachelors at Harvard University.

Lawrence Brown, PhD, Professor, Health Policy & Management at Columbia Mailman School of Public Health, Columbia University

Mr. Lawrence D. Brown served as former chair of the Mailman School's Department of Health Policy and Management for 10 years and Columbia University's Public Policy Consortium for three years. A political scientist, he served on the faculty of Harvard University and the University of Michigan, and held positions at the Brookings Institution before joining the Columbia faculty in 1988. Dr. Brown is the author of Politics and Health Care Organizations: HMOs as Federal Policy (Brookings Institution, 1983) and of articles on the political dimensions of community cost containment, expansion of coverage for the uninsured, national health reform, the role of analysis in the formation of health policy, and cross-national health policy. Dr. Brown edited the Journal of Health Politics and Policy and Law for five years, and has served on several national advisory committees for the Robert Wood Johnson (RWJ) Foundation. He is a recipient of an RWJ Investigators in Health Policy award and a member of the Institute of Medicine. He received his PhD at Harvard Radcliffe Colleges.

Mina Chang, PhD, MPA, Assistant Commissioner for the Bureau of Primary Care Access and Planning (PCAP), Division of Prevention and Primary Care at the NYC Department of Health and Mental Hygiene (DOHMH)

Ms. Mina Chang, is currently is the Assistant Commissioner for the Bureau of Primary Care Access and Planning (PCAP), Division of Prevention and Primary Care at the NYC Department of Health and Mental Hygiene (DOHMH). In this role, Dr. Chang leads a bureau of approximately 75 staff, overseeing its strategic planning, policy and research development, and citywide health insurance enrollment assistance program. All New Yorkers have the right to access health care, and PCAP plays a critical role in advancing that mission. This position is a key role in the agency given this period of unprecedented health care reform. Dr. Chang previously served as the Chief of Health Research and Program Development at the Ohio Department of Medicaid. She has more than 15 years of leadership and managerial experience for large health care delivery systems, including Medicaid, managed care, and behavioral health. She has served as a senior leader, overseeing seven Medicaid managed care plans and has more than 20 years of relevant experience in policy, research, and analytics. Dr. Chang holds a Doctor of Philosophy in Public Policy and Management and a Master of Public Administration from Ohio State University.

Frank Cino, MPH, CPA, Senior Vice President, Chief Risk Officer, Mount Sinai Health System

Mr. Frank Cino is the Senior Vice President, Chief Risk Officer, at the Mount Sinai Health System. At Mount Sinai, Mr. Cino is responsible for managing the audit and compliance services functions with a focus on mitigating business risks, achieving company performance objectives, and sustaining operational improvement. Prior to joining Mount Sinai in 2001, Mr. Cino spent 16 years with the international accounting firm of Ernst & Young, LLP primarily focusing on hospitals and health care-related client services. In addition, he served as the Vice President and Controller of United Wisconsin Services, Inc., a publicly traded managed care organization headquartered in Milwaukee, Wisconsin. Mr. Cino was a Trustee and Chairman of the Audit Committee of Senior Health Partners, Inc., an affiliate of Mount Sinai, until its sale by Mount Sinai in 2010 and is
Mr. Eric Colchamiro, MPA, Senior Legislative Analyst in the Bureau of Intergovernmental Affairs at the New York City Department of Health and Mental Hygiene (DOHMH)

Mr. Eric Colchamiro is the Senior Legislative Analyst in the Bureau of Intergovernmental Affairs at the New York City Department of Health and Mental Hygiene (DOHMH). In this capacity, he is responsible for legislative analysis, development, and advocacy for the Divisions of Disease Control, Environmental Health, and Finance at DOHMH. In addition, he coordinates the Department-wide effort to prepare Commissioner Bassett for her three annual budget hearings before the City Council. His prior work in healthcare policy and politics includes a stint at the National Quality Forum, as a Capitol Hill staffer, and political campaigns at the local, state, and federal levels. He earned a Masters of Public Administration in Health Policy and Management from New York University, and a Bachelor of Science in Newspaper Journalism from Syracuse University.

Eric de Roodenbeke, CEO of the International Hospital Federation

Mr. 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 programmes 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 programmes 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).
Szabolcs Dorotovics, MD, MBA, Vice President, International Business Development at Mount Sinai Health System

Dr. Szabi Dorotovics is currently the VP of International Business Development at Mount Health System, and a former Managing Director at Johns Hopkins Medicine International. Dr. Dorotovics has more than 17 years of experience in strategic positioning, business development and enterprise management in the global health care delivery arena. He gained experience in emergency medicine as a practicing physician and subsequently has held key business development and management positions at Johnson & Johnson Hungary, at The American Clinic in Budapest and at Johns Hopkins Medicine in Baltimore, USA. Dr. Dorotovics has obtained a thorough understanding of multiple health care systems and built a large personal relationship network with health care executives, corporate leaders and top government officials in Europe, Asia and Latin America. For the last 10 years, he has been a managing director at Johns Hopkins Medicine International, an arm of Johns Hopkins Medicine that provides a focus for all international activities. It has been his role to evaluate and develop educational, research and clinical care linkages with foreign institutions and to oversee multiple institutional affiliations and management contracts.

Jeffrey Farber, MD, MBA, Senior Vice President for Population Health for the Mount Sinai Health System

Dr. Farber is the Senior Vice President for Population Health for the Mount Sinai Health System, and leads the development and standardization of quality measures within the clinically integrated network while overseeing the development, installation, and monitoring of programs and systems to evaluate the quality, value, and efficiency of care across our clinical system. He develops and manage practice transformation services for primary and specialty care, specialized clinical solutions, and patient engagement programs to improve clinical outcomes in support of the Health System’s population health strategy. Dr. Farber previously worked as the Chief Medical Officer (CMO) of Mount Sinai Health Partners where he was responsible for the development and management of Population Health quality programs and clinical integration efforts within the Mount Sinai Health System and across the community of aligned providers. His efforts engage physicians to implement care management programs in their practices to improve care quality and efficiency. Dr. Farber earned his medical degree and completed a Certificate Program in Bioethics and Medical Humanities from the Albert Einstein College of Medicine of Yeshiva University, after which he completed his internship and residency in Internal Medicine at New York-Presbyterian Hospital. He then completed a fellowship in Geriatrics at Icahn School of Medicine at Mount Sinai. Dr. Farber also holds a master’s in business administration degree from the University of Massachusetts-Amherst.

Sherry Glied, Dean of Robert F. Wagner Graduate School of Public Service, NYU

In 2013, Professor Sherry Glied was named Dean of New York University’s Robert F. Wagner Graduate School of Public Service. From 1989-2013, she was Professor of Health Policy and Management at Columbia University’s Mailman School of Public Health. She was Chair of the Department of Health Policy and Management from 1998-2009. On June 22, 2010, Glied was confirmed by the U.S. Senate as Assistant Secretary for Planning and Evaluation at the Department of Health and Human Services, and served in that capacity from July 2010 through August 2012. She had previously served as Senior Economist for health care and labor market policy on the President’s Council of Economic Advisers in 1992-1993, under Presidents Bush and Clinton, and participated in the Clinton Health Care Task Force. She has been elected to the Institute of Medicine of the National Academy of Sciences, the National Academy of Social Insurance, and the Board of AcademyHealth, and has been a member of the Congressional Budget Office’s Panel of Health Advisers. Glied’s principal areas of research are in health policy reform and mental health care policy. Her book on health care reform, *Chronic Condition*, was
published by Harvard University Press in January 1998. Her book with Richard Frank, *Better But Not Well: Mental Health Policy in the U.S. since 1950*, was published by The Johns Hopkins University Press in 2006. She is co-editor, with Peter C. Smith, of *The Oxford Handbook of Health Economics*, which was published by the Oxford University Press in 2011. Glied holds a B.A. in economics from Yale University, an M.A. in economics from the University of Toronto, and a Ph.D. in economics from Harvard University.

Caroline Heindrichs, MA, Executive Director in the Bureau of Primary Care Access and Planning at the New York City Department of Health and Mental Hygiene (DOHMH)

Ms. Caroline Heindrichs is Executive Director in the Bureau of Primary Care Access and Planning at the New York City Department of Health and Mental Hygiene (DOHMH). As such, Ms. Heindrichs guides her Bureau’s policy research agenda, monitors the implementation of the Affordable Care Act and other major health system reforms, and directs activities related to primary care surveillance and improvement in New York City. Ms. Heindrichs has held positions of increasing responsibility for more than 15 years in the health policy field through roles in the non-profit, private and government sectors. She has expert familiarity with regard to healthcare delivery systems, public insurance programs and the Affordable Care Act. She received a Bachelor of Arts in Social Work from Salisbury University and a Master of Arts in Legislative Affairs with a concentration in healthcare policy from The George Washington University.

Philip J. Landrigan, MD, MSc, Dean for Global Health at the Ichan School of Medicine at Mt. Sinai

Dr. Philip J. Landrigan is a pediatrician and epidemiologist. He has been a member of the faculty of Mount Sinai School of Medicine since 1985 and served as Chair of the Department of Preventive Medicine since from 1995 to 2015. He was named Dean for Global Health in 2010. In 1987, Dr. Landrigan was elected a member of the National Academy of Medicine (formerly the of the Institutes of Medicine). He is the President of *Cellegium Ramazzini*. He served as Editor-in-Chief of the American Journal of Industrial Medicine and Editor of Environmental Research. He has published more than 500 scientific papers and 5 books. He has chaired committees at the National Academy of Sciences on Environmental Neurotoxicology and on Pesticides in the Diets of Infants and Children. From 1995 to 1997, Dr. Landrigan served on the Presidential Advisory Committee on Gulf War Veteran's Illnesses. In 1997-1998, Dr. Landrigan served as Senior Advisor on Children's Health to the Administrator of the U.S. Environmental Protection Agency and was instrumental in helping to establish a new Office of Children's Health Protection at EPA. From 2000-2002, Dr. Landrigan served on the Armed Forces Epidemiological Board. Dr Landrigan served from 1996 to 2005 in the Medical Corps of the United States Naval Reserve. He retired in 2005 at the rank of Captain. He continues to serve as Surgeon General of the New York Naval Militia, New York's Naval National Guard. Dr. Landrigan graduated from Boston College in 1963 and from Harvard Medical School in 1967. He completed an internship in medicine/pediatrics at Cleveland Metropolitan General Hospital and a residency in pediatrics at Children's Hospital Boston. In 1977, he received a Diploma of Industrial Health from the University of London and a Masters of Science in Occupational Medicine degree from the London School of Hygiene and Tropical Medicine. He served for 15 years as an Epidemic Intelligence Service Officer and medical epidemiologist at the Centers for Disease Control and Prevention (CDC) and the National Institute for Occupational Safety and Health (NIOSH). While at CDC, Dr. Landrigan served for one year as a field epidemiologist in El Salvador and for much of another year in northern Nigeria. He participated in the Global Campaign for the Eradication of Smallpox. Dr. Landrigan directed the national program in occupational epidemiology for NIOSH. He was awarded the Meritorious Service Medal of the US Public Health Service.

Keith Lockwood, Managing Director – Healthcare Investment Banking at Jefferies & Company

Mr. Keith Lockwood is the Managing Director of Healthcare Investment Banking at Jefferies & Company since 2007. Previously he served as the Executive Director at UBS investment Bank for 11 years. He received his Bachelors from Bucknell University.
Douglas Miller, M.D., C.M., M.B.A., Dean, School of Medicine, NYU

Dr. Miller came to NYMC from the University of Alberta where he served as dean of Maculty of Medicine and Dentistry as well as Chair of the Health Sciences Council. An internationally recognized cardiologist and clinician-scientist, Dr. Miller has served as a leader in academic medicine and chief academic/executive officer for more than 25 years. Under Dr. Miller’s leadership, NYMC will continue to provide excellent educational, research, specialty and primary care opportunities in an atmosphere of excellence, scholarship and professionalism. Dr. Miller will also serve as the vice-provost for bio-medical affairs for the Touro College and University System, which includes NYMC. Prior to the University of Alberta, Dr. Miller served as dean of the School of Medicine at the Medical College of Georgia (MCG), where he facilitated an expansion of the medical school from one campus to four. While at MCG, he also developed a new interdisciplinary research structure and a unified model of health care delivery by bringing physicians and hospitals closer together. In addition to the University of Alberta and MCG, Dr. Miller has held clinical appointments as an internist, cardiologist and medical imager at the University of Texas Health Sciences Center San Antonio, Saint Louis University and the Veterans Administration. Dr. Miller was the Robert G. Petersdorf Scholar-in-Residence with the Association of American Medical Colleges, where he studied the associations between national economies, health care policies and physician workforce balance. A native of Brockville, Ontario, Dr. Miller received his undergraduate degree at Concordia University in Montreal, and attended medical school at McGill University where he also completed an internal medicine residency in 1981. He completed a clinical and research cardiology fellowship at l'Institut de Cardiologie de Montréal, a clinical cardiology fellowship at Emory University School of Medicine and a cardiac imaging fellowship at Harvard University. He later went on to receive an executive master of international business administration from Saint Louis University.

Brian Nickerson, PhD, MD, Director and Senior Faculty at Icahn School of Medicine at Mount Sinai

Dr. Nickerson is the Director and Senior faculty at Icahn School of Medicine at Mount Sinai, and responsible for launching and managing online graduate programs in health care delivery innovation for industry leaders. He previously worked as the Dean and Provost and Senior Vice President for Academic Affairs at Iona College. Dr. Nickerson also worked as the Executive Director at Wilson Center for Social Entrepreneurship, and Director Michaelian Institute for Public Policy & Management at Pace University. He received his PhD in Political Science at the State University of New York at Albany, JD at Pace University School of Law, MPA at Pace University, and Bachelors of Political Sciences at Iona College.

Robin Osborn, M.B.A., Vice President and Director International Program in Health Policy and Practice Innovations, The Commonwealth Fund

Ms. Robin Osborn, is vice president and director of The Commonwealth Fund's International Program in Health Policy and Practice Innovations since 1997, has responsibility for the Fund's annual international symposium on health policy, annual international health policy surveys and comparisons of health systems data, the Commonwealth Fund–Nuffield Trust international conferences on quality, the Fund's International Working Group on Quality Indicators, the Harkness Fellowships in Health Care Policy and Practice, the Australian–American Health Policy Fellowships, and 22 international partnerships with Ministries of Health, research organizations, and health foundations. In addition, she serves on the editorial board of the Health Systems in Transition series of the European Observatory. Prior to joining the Fund in 1997, Mrs. Osborn was director of fellowship programs at the Association for Health Services Research where she directed the Picker/Commonwealth Scholars Program and served as deputy director of the Robert Wood Johnson Foundation Investigator Awards in
Health Policy Research Program. While living in the United Kingdom from 1986–1992, she held management positions at BUPA, the largest private health insurer in the United Kingdom, with responsibility for developing managed care programs. Her previous positions include managing director of the Miller Institute for Performing Artists at St. Luke’s–Roosevelt Hospital Center; executive director of Blue Cross and Blue Shield of Greater New York’s corporate foundation, The Health Services Improvement Fund; special assistant to the vice president of Blue Cross and Blue Shield for the division charged with cost containment, quality, pilot benefits and health services research; and assistant director of Bronx Municipal Hospital Center, a 1,400-bed, public safety-net hospital. She earned a B.S. with honors at Tufts University and an M.B.A. from Columbia University.

Richard Park, MD, Chief Executive Officer at CityMD

Dr. Richard Park is the CEO at CityMD based in New York City. Dr. Park is board certified in emergency medicine and completed his medical studies at Albert Einstein College of Medicine in NY. He completed his training in emergency medicine at Long Island Jewish Medical Center’s Residency program where he served as chief resident. Dr. Park continued his career as the Associate Program Director of the residency program at NS-LIJ's emergency department and was awarded the Teaching Attending of the Year Award by his residents for 2003, 2004, 2005 and 2006. In 2007 he was recognized as an expert educator and awarded a system-wide award and additionally participated in the "Teach the Teacher" fellowship program. He is the author and co-editor-in-chief of McGraw-Hill’s Intensive Review of Emergency Medicine. In addition, he educates residents and attending physicians alike as the co-director of the NS-LIJ’s Manhattan Board Review for Emergency Medicine. He is also a graduate of the Wharton School of Business at the University of Pennsylvania. Dr. Park's expertise in all facets of urgent care delivery and operation, combined with his vision for delivering easily accessible, top quality medical care have made CityMD the best place in New York City for urgent care.

Elena Rodica Vasilescu, MD, Co-Director, Immunogenetics and Cellular Immunology; Assistant Professor of Pathology & Cell Biology, Columbia University Medical Center, Immunogenetics and Cellular Immunology (ICI)

Dr. Elena Rodica Vasilescu is the co-director of Immunogenetics and Cellular Immunology, and the Assistant Professor of Pathology & Cell Biology at Columbia University Medical Center, Immunogenetics and Cellular Immunology (ICI). Her interests are analyzing the impact of anti-HLA antibodies developed before and/or after transplantation by patients from a cohort of 950 adult recipients of heart allografts performed at our institution between January 1, 1995 and December 31, 2009. This patient population is unique in that it has been monitoring for anti-HLA antibodies for the entire period of clinical follow-up.

John Sanil Manavalan, M.D. Chief Medical Officer at Star Health Network Inc.

Dr. Manavalan has over 25 years of experience as an MD and a biomedical scientist, including 3 years of clinical medicine and 12 years of Immunology experience at prestigious organizations. Dr Manavalan served as Assistant Professor of Medicine at Columbia University Medical Center, as an adjunct Professor at New York Institute of Technology and iwas on the Columbia University’s Institutional Review Board (IRB). He has over 30 publications in peer-reviewed medical journals and has served on the Executive Editorial Board of the Human Immunology Journal, as an Associate Director of a Clinical laboratory, and as a Principal Investigator. He also serves on the advisory board of Harlem Children's society. Sanil earned his medical degree from University of Maiduguri, Nigeria.
Alexander S. Preker, MD, PhD, Chair of the External Advisory Committee for the WHHSJ of the International Hospital Federation

Mr. 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.

Anthony Shih, MD, MPH, Executive Vice President of the New York Academy of Medicine

Dr. Anthony Shih, is Executive Vice President of The New York Academy of Medicine, which advances solutions that promote the health and well-being of people in cities world-wide. Immediately prior to joining the Academy, Dr. Shih served as The Commonwealth Fund’s Executive Vice President for Programs, overseeing all program and research activities for this national foundation focused on improving the U.S. health system. Previously, Dr. Shih held several senior management roles, including Chief Quality Officer and Vice President of Strategy, at IPRO, where he developed and managed large-scale quality assessment and improvement projects for Medicare and Medicaid populations, as well as led IPRO’s Health Care Transparency Group, a pioneer in public reporting of health care performance information. Earlier in his career, Dr. Shih was Assistant Medical Director for a community-based mental health organization serving immigrant and refugee populations in Oakland, California. Dr. Shih is board-certified in Preventive Medicine and Public Health, and graduated from Amherst College, New York University School of Medicine, and Columbia University Mailman School of Public Health.

Rishi Sood, MPH, Deputy Director of Policy in the Bureau of Primary Care Access and Planning at the New York City Department of Health and Mental Hygiene (DOHMH)

Mr. Rishi Sood is Deputy Director of Policy in the Bureau of Primary Care Access and Planning at the New York City Department of Health and Mental Hygiene (DOHMH). In this role he works on various policy initiatives to improve access to quality primary care for all New York City residents. He co-chaired the NYC Mayor’s Task Force on Immigrant Health Care Access and leads DOHMH’s efforts to improve health care access for immigrants. Rishi earned a master’s degree in public health and an undergraduate degree in medical anthropology from Case Western Reserve University. He has previously worked at the Prevention Research Center for Healthy Neighborhoods in Cleveland, OH and at the Nassau County Department of Health in New York.
Professor Michael S. Sparer studies and writes about the politics of health care, with a particular emphasis on the health insurance and health delivery systems for low-income populations, and the ways in which inter-governmental relations influences policy, both in the U.S. and abroad. His current projects include a review and analysis of lessons learned from thirty years of Medicaid managed care programs, a book funded by the RWJ Investigator Program, which examines how American Federalism influenced the politics and substance of the recently enacted Patient Protection and Affordable Care Act, and a comparison of inter-governmental health politics in the U.S. and the UK. He is a two-time winner of the Mailman School's Student Government Association Teacher of the Year Award, as well as the recipient of a 2010 Columbia University Presidential Award for Outstanding Teaching. Professor Sparer spent seven years as a litigator for the New York City Law Department, specializing in inter-governmental social welfare litigation. After leaving the practice of law, he obtained a PhD in Political Science from Brandeis University. Professor Sparer is the former editor of the Journal of Health Politics, Policy and Law, and the author of Medicaid and the Limits of State Health Reform, as well as numerous articles and book chapters. He received his PhD at Brandeis University and JD at Rutgers University School of Law.

Mr. George Vlad is the co-director of Immunogenetics and Cellular Immunology, and the Assistant Professor of Pathology & Cell Biology at Columbia University Medical Center, Immunogenetics and Cellular Immunology (ICI). He has focused on the induction of antigen-specific immunological tolerance based on the immune system's own self restricting mechanisms. Using molecular and cellular immunology techniques, he established that the inhibitory receptors ILT3 and ILT4 are crucial to the tolerogenic phenotype acquired by professional and non-professional antigen presenting cells. The over expression of ILT3 on APC induces the differentiation of antigen-specific CD8 T suppressor cells during priming. In the context of transplantation, the bi-directional interaction between APC and T suppressor cells triggers a cascade of events which results in graft adaptation and T cell unresponsiveness to alloantigens presented via the direct and indirect pathways.

Dr. Ofra Weinberger is the director at Columbia Technology Ventures. Dr Weinberger then joined the faculty at Columbia University where her research focused on the molecular mechanisms underlying HIV pathogenesis. In light of her interest in facilitating the development and application of insights derived from basic science to the clinical arena, she became involved in technology transfer at the University, and joined Columbia Technology Ventures in 1995. Dr. Weinberger has been Director, Columbia Technology Ventures since 2000. In her capacity as the Health Sciences director, Dr. Weinberger has negotiated and closed multimillion dollar licensing and technology transfer deals, has negotiated multiple substantial research collaboration agreements with industry, foundations, and with other academic institutions, and has negotiated and overseen the spin-out of startup companies from the university. Dr. Weinberger received a PhD in the field of immunology from Harvard University, where she was a National Science Foundation Scholar in the laboratory of Nobel Laureate Baruj Benacerraf and subsequently continued her postdoctoral training at Harvard in the Department of Genetics.
BIO OF PARTICIPANTS
International Hospital Federation
Executive Visit to New York Health Care Institutions

Biograph of Participants

Francisco R. Balestrin Andrade, MD, MPH, Chairman of the Board of Associação Nacional de Hospitais Privados (ANAHP)

Dr. Balestrin is the Chairman of the Board of ANAHP – Brazilian National Association of Private Hospitals and also Executive Vice-President and Corporate Chief Medical Officer of the VITA Hospital Group. He is also a member of the Governing Council and President Designate of the IHF - International Hospital Federation, as well as Chairman of the Board of CBEXs – Brazilian College of Healthcare Executives, a board member at ICOS – Healthcare Coalition Institute, and Joint Coordinator of BioBrasil, the committee on the bioindustrial productive chain at the São Paulo State Federation of Industries.

He is a graduate in Medicine, and finished his medical residency in Health Administration in Hospital das Clínicas of the Medical School of the University of São Paulo - USP. He holds a title as a specialist in Public Health by the School of Public Health of the University of São Paulo – USP; as a specialist in Health Administration by the Business School of Fundação Getúlio Vargas, FGV, São Paulo – SP; and as a specialist in Health Administration by the Brazilian Medical Association – AMB.

Carlos Figueiredo, MPP, CEO of the National Association of Private Hospitals (ANAHP)

Mr. Carlos Figueiredo is the CEO of the National Association of Private Hospitals (ANAHP). Mr. Figueiredo has experience in the Telecommunications Industry, having worked in large national and multinational companies, such as Alcatel, NEC and Embratel. In ANS – National Regulatory Agency for Private Health Insurance and Plans, he was part of the Board of Health Insurance Providers’ Standards and License and the Board of Sectoral Development, coordinating the area of economic and financial recovery of health insurance providers, the Work Groups on Hospitals Compensation, Medical Fees and the Qualification Program of Health Services Providers (QUALISS). Currently, he is Executive Director of ANAHP – National Association of Private Hospitals, directing his efforts to the development of projects focused on Advocacy, GPO (Group Purchasing Organization) and DRG (Diagnosis Related Group) models, and Digital Services Platform.

He also seeks to strengthen the Association’s representation, having already promoted more than 50% of growth in the number of members. Mr. Figueiredo has a graduate degree in Business Administration, postgraduate in Public Policy and Regulation.
Dr. Risto Miettunen is Chief Executive of Kuopio University Hospital District in Finland, and is the governor of the IHF and chairs the University Hospitals Special Interest Group. Prior to engaging in healthcare management he has served in the pharmaceutical and medical engineering industries, as President of Orion Pharma, a global business, and Vice President of Siemens Medical Solutions in Germany, Switzerland and Finland. Earlier in his career he worked as a medical doctor. Dr. Miettunen is a radiologist by training with his doctoral thesis on medical physics, and he has published 12 articles in international medical journals.

Narayan H.K.V, MD, MHA, Medical Administrator and Deputy Director at Advanced Centre for Treatment Research and Education in Cancer (ACTREC)

Dr. Narayan H.K.V. 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.

Imma Puig, MSD, Head of negotiation of service contracts with the Government at Hospital Clínic de Barcelona

Imma Puig is currently head of negotiation of service contracts with the Government (420 M €) and head of billing Department at Hospital Clinic de Barcelona, one of the leading research and teaching hospitals in Catalonia and Spain. She supervises and negotiate the annual service contract with CatSalut (Public Insurance of the Catalan Government), which represents more than 90% of hospital income. She is also leading the billing department team, which creates and sends more than 8.400 invoices (30 M €) to non public customers (insurances companies and private patients). She has a comprehensive knowledge of the catalan healthcare system, healthcare delivery services funding and payment. She is member of the Technical Assessor Council for medical drugs, at Unió Catalana d’Hospitals, an association of health care providers, and she is also member of AISBE, which is an association of providers from different healthcare disciplines such as, primary care, hospitals, and high technology hospitals. She is co-author of several articles related to cost-efficiency, such as “Prediction of higher cost of antiretroviral therapy (ART) according to clinical complexity. Previously Imma Puig worked as a financial analyst in a trade agency, developing sadistic and quantitative models for stock exchange markets. She holds a degree in Mathematics from Universitat Politècnica de Catalunya as well as a master in quantitative skills for developing models in financial markets, from Universitat Politècnica de Catalunya.
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.

John Wakefield, PSM, MB, CHB, MPH (research) FRACGP FACRRM FRACMA, Deputy Director-General, Clinical Excellence Division, Queensland Department of Health, and Adjunct Professor of Public Health Queensland University of Technology

Dr. Wakefield is Deputy Director General – Clinical Excellence Division, Queensland Health and an Adjunct Professor of Public Health – Queensland University of Technology. He has more than 25 years of experience in clinical and management roles in rural, regional and tertiary public sector health services in Queensland. After completing a Fellowship at the National Centre for Patient Safety of the VA Health System in the United States, Dr. Wakefield returned to Queensland in 2004 and established the Queensland Health Patient Safety Centre, which he led until late 2012. He is actively involved in national efforts to improve patient safety in partnership with the Australian Commission for Safety and Quality in Healthcare. He chaired the National Open Disclosure Pilot Project and regularly teaches Open Disclosure and other patient safety curricula. His research interests include patient safety culture, safety performance measurement and Open Disclosure. In 2011, he was awarded a public service medal for services to patient safety as part of the national Australia Day Awards.
LOCATION

Maps

International Hospital Federation
HOTEL

Hotel Wales

Courtyard Hotel
Monday, June 27th 2016

Wagner School of Public Service, NYU

- Venue: 295 Lavayette Street, Puck Building, 3rd Floor, Mulberry Conference Room
  New York, NY, 10012
  Subway: Green Line No 6 (to Bleecker Street Station on East Side)

12:30 – 14:00 Lunch

- Venue: Cherche Midi - French
  285 Bowery, New York, NY 10012, Nolita
  www.cherchemidiny.com (212) 226-3055
  Walking distance from Wagner School
14:30 - 17:30 Site Visit to New York City Department of Health & Mental Hygiene

- Venue: 20, 42-09 28th St
  Long Island City (Queens), NY 11101
- Subway: Green Line No 4 or 5 (East Side) to 59 Street, then Yellow Line N, Q or R (Mid-town) (to Queensboro Plaza in Queens)

19:00 Dinner
- **Venue: Sarabeth's Restaurant** - Nouveau American Cuisine
  Hotel Wales, 1295 Madison Ave, New York, NY 10128 [http://sarabethsrestaurants.com](http://sarabethsrestaurants.com)
  +1 (212) 410-7335 (1 Table for 12 Confirmed – Negotiate group rate with Banquet Manager)
- Walking Distance from afternoon meetings and hotel
  Subway: Green Line No 6 (to 96 Street Station on East Side)
Tuesday, June 28th 2016

09:00 – 12:00 **Ichon Medical Institute**

- Venue: 1425 Madison Avenue
  New York NY 10029
  [http://ichon.mssm.edu](http://ichon.mssm.edu)

Walking distance from Whales Hotel; for others
Subway: Green Line No 6 (to 96 Street Station on East Side)
12:30 – 13:30 **Lunch**

- **Venue:** Tre Otto – Italian Cuisine
  1410 Madison Ave, New York, NY 10029
  +1 (212) 860-8880

Walking Distance from afternoon meetings and hotel
Subway: Green Line No 6 (to 96 Street Station on East Side)
14:00 - 16:30 **Site Visit to Mt Sinai Hospital Continuum**

- Venue: 1468 Madison Ave.
  New York NY 10029
  [http://www.mountsinai.org](http://www.mountsinai.org)
  Walking Distance from morning meetings and lunch
  Subway: Green Line No 6 (to 96 Street Station on East Side)

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<td>Dubin Breast Center</td>
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<td>Dubin Breast Center</td>
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<td>The Lauder Family Cardiovascular Ambulatory Center</td>
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<td>4:10 PM</td>
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<td>Mount Sinai Doctors East 85th Street - Ambulatory Practice</td>
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19:00 Dinner

- Venue: Bar Prima – Italian Bistro
331 East 81st Street (between 1st and 2nd avenue)
New York, NY 10128, http://barprimanycom
Walking distance from hotel
Subway: Green Line No 6 (to 79 Street Station on East Side)
09:00 – 12:00 Health Policy and Management Department, Mailman School

- Venue: 722 W 168th St, 4th (Room 440)
  New York, NY 10032
- Subway: Blue Line A or C (to 168 Street Station on West Side)

12:00 – 14:00 Lunch

- Cogans – New York Irish and Multinational Cuisine
  4015 Broadway,
  New York, NY 10032
  [http://www.coogans.com](http://www.coogans.com)
  +1 (212) 928-1234

Walking Distance from morning meetings
14:30 - 17:30 *Site Visit to Columbia University Medical Center*

- Venue: Columbia University Medical Center
  - [http://www.cumc.columbia.edu](http://www.cumc.columbia.edu)
  - 2960 Broadway, New York, NY 10027
  - Walking Distance from lunch
  - Subway: Blue Line A or C (to 168 Street Station on West Side)
Thursday, June 30th 2016

09:00 – 12:00 New York Academy of Medicine

  +1 (212) 822-7200

Walking distance from Whales Hotel
Subway: Green Line No 6 (to 96 Street Station on East Side)

12:30 – 14:00 – Lunch

○ Venue: Café Alsace – Lively French Bistro
  1695 2nd Ave, New York, NY 10128, http://www.cafedalsace.com
  +1 (212) 722-5133

5th Avenue Bus (to 88th Street on East Side)
14:30 - 17:00 **Site Visits to Ambulatory Clinic Networks**

CityMD, Corporate site
1345 Ave of the Americas, New York, NY 10105 (55th and 6th avenue)
(212) 913-0828

CityMD, Clinic site
315 W 57th St, New York, NY 10019 (57th and 8th avenue)
9:00 – 12:00 *Health Insurance, Finance and Investment as Game Changers*

- **Venue:** The Mount Sinai Health System
  150 East 42nd Street, New York, NY
  Conference room 2-C.14

12:30 – 14:00 - *Lunch*

- **Venue:** Bryant Park Grill
  25 W 40th St, New York, NY 10018 +1 (212) 840-6500
  Subway: Green Line No 6 (to 42th Street Station on East Side)
Evening Free

- **Venue: Loeb Boathouse Central Park**
  
  E 72nd St, New York, NY 10021
  
  [http://www.thecentralparkboathouse.com](http://www.thecentralparkboathouse.com)
  
  +1 (212) 517-2233 (Catering – A la carte no special deals) – Booked for 10
  
  Subway: Green Line No 6 (to 96 Street Station on East Side)
SAFETY

1. Safety Info
2. Emergency Contacts
SAFETY IN NEW YORK CITY

Safety in NYC

Let's face it - New York City can be intimidating for those planning a vacation in NYC. We're sure you've heard the rumors, read the news, and seen the many TV cop dramas based in New York. While NYC crime rates have dropped significantly over the past decade, it's still better to be safe than sorry when traveling NYC. Here are a few tips to avoid running into trouble in New York City.

NYC Safety Tips

NYC Safety is important to all.

To be safe in NYC is to use general common sense. However, with so many different neighborhoods and such dense population, there are some safety tips you should know when traveling in NYC.

NY Airport Safety:
While the NY airport is generally quite safe, NYC tourists leaving either JFK Airport, LaGuardia Airport, or Newark International can encounter seedy characters outside the terminals.

- **Avoid Ride Invitations:** It's best to deny any unmarked ride invitation upon leaving the NY airport terminal. Always use marked NY taxi cabs or airport sponsored shuttles when leaving the major NY airports.

- **Ditch Your Luggage:** We recommend going straight to your hotel when arriving in New York City, that way you can get rid of your valuable luggage as quickly as possible. You can also use luggage storage at a number of NY facilities, but it's probably easier to just go to your NY hotel first.

NY Hotel Safety:

Yes, New York City hotels are mostly secure. But with open NYC hotel halls and so many
people constantly walking in and out, it's best to be on the cautious side when staying in a hotel in NYC.

- **Keep Your Valuables in a Safe:** Most NY hotels offer in-room safes that are laptop compatible. For peace of mind, we highly recommend storing your valuables in these free NY hotel safes.

- **Know Who is at Your Door:** When you hear a knock on the door, make sure to check through the peep hole on the door before opening it. With so many people walking in and out of **NYC hotels**, it's easy for just about anyone to wander through your average NY hotel. And remember - hotel maids can open the door themselves if they need to enter your room.

**Traveling via taxi is a quick and convenient way to get around NYC**

**NY Taxi Safety:**

With so many NYC taxi cabs in the area, traveling via taxi is a quick and convenient way to get around **New York City**. However, there are a few things to be aware of when getting into a NY taxi cab.

- **Don't Travel in Unmarked NY Taxi Cabs:** Commonly referred to as "Gypsy Cabs," these unmarked NYC taxi cabs are usually non-metered, non-insured and non-licensed. Avoid a rip-off - or something worse - by denying a trip in these unmarked NY taxi cabs.

**Always Tip:** Avoid an unwanted confrontation with a NYC taxi cab driver by tipping. After all - it's the right thing to do.

**NYC Safety Tips Continued**

**The NYC subway is the best way to travel in the Big Apple.**

**NYC Subway:**

While many NYC tourists can be intimidated by the NY subway, this cheap and easy form of NYC public transportation is the best way to travel **New York City**. Here are some NYC safety tips when traveling on the NYC subway.

- **Avoid Riding Alone:** This is especially important during the late-night hours. If you can, ride the NY subway with others, as it's always more safe to travel in groups. Also, the MTA recommends NYC subway commuters avoid riding in empty subway cars.

- **Use Public Exits:** It's recommended that NYC subway commuters use the exits with the most activity. In general, it is best to stay in highly public areas in **New York City**.
Walking the Streets of NYC:

Staying safe on the streets of NYC means being aware of your surroundings and using common sense. Here are some things NYC tourists should know when walking in NYC.

*One must be cautious walking the streets of NY*

- **Keep Your iPod Volume Down:** We admit - walking the streets of NYC while listening to Jay-Z is *really cool.* That being said, we recommend keeping the volume down on your iPod so that you can be more aware of your surroundings - and those around you - when walking through New York City.

- **Don't Flash Your Jewelery:** Avoid becoming a moving target to muggers in NYC by keeping your jewelery tucked under your clothing. Also, if you're an NYC tourist carrying a purse, we recommend strapping it over your shoulder and across your body. For gentlemen, it's best to put your wallet in your front pocket to avoid pick pockets.

- **Stay Near the Curb, Away From Alleys:** Walking near the curb allows NYC tourists to steer clear of dark doorways and alleys. After all, you never know who could be there.

- **Know Where You Are:** It's best to plan out your route before leaving your NY hotel, that way you don't end up in any shady neighborhoods. If you're embarrassed about asking for directions, we recommend buying a GPS Application on your smart phone. But seriously - don't be afraid to ask for directions. New Yorkers get it all the time.

- **Don't Jaywalk:** Not only could you end up getting a ticket, but you could easily end up flattened by a NY taxi on the streets of NYC. Use crosswalks and proceed with caution when crossing NY streets.

Overall, our biggest safety tip when traveling in NYC is to be smart and follow your instincts. NYC is really not as bad as you've heard, but unfortunately stuff does happen. Don't put yourself in an unsafe position - be aware of your surroundings and travel lightly in NYC.
Emergency Information

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2. Katelyn Yoo:        +1 (917) 913 4360

Emergency Health Information

1. CityMD Urgent Care
   315 W 57th St, New York, NY 10019
   +1 (212) 315-52330

2. Columbia Medical Center Urgent Care
   622 West 168th Street, New York, NY 10032
   +1 (212) 342-4700

3. NYP/ Weill Cornell Medical College
   525 East 68th Street, New York, NY 10021
   +1 (212) 746-5454

4. Mount Sinai Emergency Care
   E 101st Street, New York, NY 10029
   +1 (212) 828-3250