

Thomas VOGEL

Date and Place of Birth	May 13 th 1970 Geneva, Switzerland
Citizenship	Switzerland
Marital status	Married, 2 children (15 and 11 years old)
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- ➔ **Management consultant (strategy, organisation and operations) with over 20 years work experience**
- ➔ **Broad international experience**
- ➔ **Trained health economist**
- ➔ **Teaching activities in the fields of health economics, health policy and hospital management**

Areas of expertise

- ◆ **Strategy:**
 - Strategic analysis and positioning, in particular
 - Forecasting, visioning and strategic planning
 - Functional and operational articulation of strategic decisions
 - Performance analysis and evaluation of institutional programs
- ◆ **Organisation & Operations:**
 - Management, finance and process engineering
 - Operational audit, process review & reengineering
 - Situational review and assessment
 - Quality assurance systems / Continuous quality improvement
 - Change enablement
 - Program / Project management
 - Management Information Systems & Performance Management
 - Project evaluation / Public policy evaluation
 - Management accounting and cost management
 - Finance and budgeting
 - Public finance and resource allocation
- ◆ **Health systems and healthcare organizations:**
 - International health
 - Health services planning
 - Health services administration
 - Health policy analysis (evaluation)
 - Health systems performance measurement
 - Health economics
 - Health care financing models
 - Hospital management

Work history

2008 – ongoing	Thomas Vogel , Romanel-sur-Morges, Vaud Independent contractor , Consultant in international cooperation and government services, teacher in health systems, health policy and health economics
2008 – ongoing	University Hospitals of Geneva (HUG) , Geneva Lead health economist, Project leader , Development cooperation Division of international and humanitarian medicine
2013 – ongoing	International Hospital Federation (IHF) , Geneva Healthcare consultant, Coach & Trainer, IHF Education - Faculty “Healthcare Leadership Program” and “Healthcare Management Advancement Program”
2006 – 2008	Swiss Tropical and Public Health Institute (Swiss centre for international health), Health economist, Project leader Head of the Health Systems and Economics Unit
2002 – 2006	Thomas Vogel , Gland, Vaud Independent contractor, Consultant in international cooperation
2002 – 2006	Advimed , Geneva Partner, Consultant in public health, health care and higher education
1998 – 2002	Andersen Business Consulting , Geneva Manager, head of management consulting activities for the health sector in Switzerland,
1995 – 1997	Arthur Andersen , Geneva Business Consultant, Health care and government services,

Education

1998 – 2001	University of Geneva, Faculty of Medicine Masters (MAS) degree in Public Health, <i>MPH</i>
1995 - 1996	University of Geneva, Faculty of Medicine Certificate (CAS) in Community Health
1993 - 1995	University of Geneva, Faculty of economic and social science , Masters (MAS) in Public Administration, <i>MPA</i>
1990 - 1993	University of Geneva, Faculty of economic and social science , MSc in economics – Public finance

Continuing professional education

2001	Arthur Andersen, Chicago - Designing change in healthcare organizations - Project management
1999	Arthur Andersen, Dallas Fundamentals of cost-management
1998	Arthur Andersen, Thun Knowledge management
2000	Arthur Andersen, Zurich Effective facilitation
1998	Arthur Andersen, Segovia - Managing application software implementation - Enabling change
1997	Summer university for health systems analysis, Ascona (UDEASS) - Quality management in healthcare - Case-mix (DRGs) as financing tools
1996	Summer university for health systems analysis, Ascona (UDEASS) - Conceptual tools for health systems analysis - Quality of life evaluation

Language skills

• French	Mother tongue	Read, written and spoken	ILR 5
• English	Fluent	Read, written and spoken	ILR 4
• German	Fluent	Read, written and spoken	ILR 3
• Spanish	Basic skills	Read and understood	ILR 1
• Italian	Basic skills	Read and understood	ILR 1

Computer skills

- Familiar with Microsoft Office Suite : Word, Excel, PowerPoint, Access, MS Project, Outlook
- Other software and applications : Microsoft Visio, Lotus Notes (IBM Notes), SPSS, Epi Info, QuestionPro, Socrative & Social Networks

Significant geographical and cultural exposure

1989 – 1990	Twelve month extensive travel through Latin America
1996 – 1997	Ten month project in Canada (Montréal, Québec)
1999 – 2000	Six month project in Malaysia
2003 – 2006	Several long term projects in Romania and Bulgaria Short term assignments in Benin and Central African Republic
2006 – 2008	Long term projects in Rwanda, Burundi and Liberia
2008 – 2017	Multiple short term assignments in Bosnia-Herzegovina and Kosovo Short term assignments in Albania, Moldova, Central African Republic, Tajikistan, Tanzania , Jordan, the UAE and Iran

Professional memberships

- Chairman of the Board **Medicus Mundi Switzerland, “Network Health for All”**
- Member of the Expert Panel **Swiss Society for Public Health**
- Member of the Steering Committee **ESTHER Switzerland**
- Member **Swiss Society for Health Policy (SSPS)**
- Member **Swiss Evaluation Society (SEVAL)**
- Member **Swiss Medical Informatics Society (SSIM)**
- Member **International Health Economics Association (iHEA)**
- Member **‘Association Latine pour l'Analyse des Systèmes de Santé’ (ALASS)**

Detailed projects, assignments and other professional involvements

09.2016 – Ongoing

(Independent contractor)

Switzerland – City of Geneva – Municipal Social Services Department

Advisor to the director – Consultant and facilitator.

Tasks: Support the director in his task to implement a new social services policy for the City of Geneva, develop the implementation plan together with the management and steering tools (public policy implementation).

Current stage: Adoption of the plan to enhance availability of municipal social services.

06.2016 – Ongoing

(Independent contractor)

I.R. of Iran – WHO Iran – Training of trainers for hospital managers program

Trainer for the financial management module (one of seven modules of the program).

Tasks: Develop a financial management module for hospital managers, train local trainers and assist the adaptation of the teaching material to local specificities.

Current stage: The training for hospital managers is currently deployed throughout Iran.

02.2016 – Ongoing

(University Hospitals of Geneva)

Bosnia-Herzegovina – ‘End-of-Life Care and Support’ study, Doboij Municipality, BiH

Co-Investigator.

Objectives of the study: Identify needs and expectations of terminally ill patients and develop a plan to offer desired, affordable and sustainable end-of-life care and support.

Tasks: Offer technical advice and assistance for the development and analysis of patient questionnaires. Facilitate focus group discussions.

Current stage: The focus group discussions are planned to take place during spring 2017.

02.2016 – Ongoing

(University Hospitals of Geneva)

Switzerland – University of Geneva, Global Studies Institute, MSc Global Health

Co-organizer – Teacher and supervisor – Yearly course on Health Systems

Tasks: Deliver a higher education training on the political, social and economic aspects of the functioning of health systems.

Audience: MSc Students (approx. 30 students).

10.2012 – Ongoing

(University Hospitals of Geneva)

Bosnia-Herzegovina – ‘Strengthening nursing’ project (ProSes), phase 1 / 2012-2017

Advisor to the project director, the component managers and to the steering committee.

Objectives of the project: to develop and strengthen the nursing workforce in BiH.

Tasks: Offer strategic advice to the project leadership; facilitate discussions and negotiations with stakeholders; develop sound proposition for a sustainable transformation of the nursing workforce in BiH.

Current stage: the project is currently preparing a proposal for a second phase 2017-2021.

12.2010 – Ongoing

(University Hospitals of Geneva)

Tanzania – Mbeya Region, Mbozi Nursing School (YWHI)

Advisor to the project leadership for the creation of a higher education nursing school.

Objectives of the project: to establish a diploma nursing school in a rural area of Tanzania in order to develop a response to the “Human Resources for Health” (HRH) crisis and to increase the availability of skilled nurses in the region.

Tasks: Develop the project’s logical framework, follow-up on activities, tasks, progress and achievements, managerial and administrative support to the school’s leadership.

Current stage: the school is running and has a yearly intake of 120 students. The project is in its consolidation phase. Financial self-sustainability has been achieved.

05.2010 – Ongoing

(Independent contractor)

Switzerland – University of Neuchâtel, Faculty of Sciences

Teacher– Yearly course on Health Systems and Health Economics.

Tasks: Deliver a higher education training on the political, social and economic aspects of the functioning of health systems.

Audience: First year medical students (approx. 150 students).

02.2009 – Ongoing

(Independent contractor)

Switzerland – University of Applied Sciences, Western Switzerland, Geneva

Teacher– Yearly course on Health Systems, Health Economics and Social Protection.

Tasks: Deliver a higher education training on the political, social and economic aspects of the functioning of health systems.

Audience: Bachelor students in Nursing, Midwifery, Physiotherapy, Nutrition and Dietetics (up to 300 students).

01.2008 – Ongoing

(Independent contractor)

Switzerland – Swiss TPH – Sector Wide Approaches (SWAp) – TropEd program

Teacher and supervisor – Yearly course on Sector Wide Approaches.

Objectives of the training: To present various aid modalities and Sector Wide Approaches in particular to a group of approx. 30 post-graduate students in international health.

Tasks: Deliver a higher education training on SWAp.

Audience: Post-graduate international students (about 25 students).

03.2015 – 07.2016

(Independent contractor)

Switzerland – Geneva cantonal Youth Health Authority**Strategic and organizational review**

External assistance for the strategic positioning and organizational review of a public authority dedicated to health promotion and prevention for children and youth. In charge of two working groups aiming at addressing all identified strategic and operational issues.

Objectives of the project: to reformulate a vision and to articulate the agreed mission into a reviewed and functional organization. Develop steering and management tools

Tasks: Offer strategic advice to the project leadership; facilitate discussions in the working groups, develop sound propositions and instruments for effective service delivery.

12.2015

(University Hospitals of Geneva)

Egypt, Cairo – WHO EMRO**Capacity Building Program for Public Hospital Managers**

Trainer, Expert in Healthcare and Hospital Financial Management.

Objectives: To introduce healthcare and hospital financial management theory and practice to the representatives of 22 countries of the EMRO region. Help the representatives identify needs and opportunities for capacity development in their respective country.

Tasks: Introduce financial management skills as a critical component of sustainable and effective health systems.

02.2015 – 03.2015

(University Hospitals of Geneva)

I.R Iran – WHO Iran – Consultancy – Hospital Management and Accreditation

Consultant, Expert in Hospital Management.

Objectives: Assessing the current management models of public, charitable and private hospitals in the I.R. of Iran; making recommendations and developing a roadmap to support the further development of hospitals policy and management towards the country goal of Universal Health Coverage.

Tasks: Rapid assessment of gaps and challenges in hospital management, identify opportunities and priorities for actions to improve hospital management, assist in the development of a plan of action to improve hospital management.

11.2014

(Independent contractor)

Switzerland, Geneva – City of Geneva – Municipal Youth Department

Strategic advisor and facilitator.

Objectives: Strategic positioning and team building.

Tasks: Facilitation of a participative strategic workshop and editing of a team charter.

07.2014 – 06.2015

(Independent contractor)

Switzerland, Geneva – Canton of Geneva**Regional Employment Centre (ORP) – Cantonal Employment Office (OCE)**

Management Consultant – External Advisor.

Objectives: Measure employment advisors' workload and identify drivers of dissatisfaction

Tasks: Analyse workload, conduct individual interviews, facilitate focus group discussions, identify causes and propose recommendations to overcome the pressure and anxiety associated with the employment advisors' workload.

04.2011 – 05.2016

(University Hospitals of Geneva)

Jordan – Development of the Jordan Civil Defence (JCD) Ambulance Services

Quality systems advisor – Component leader.

Objectives: To develop and implement a continuous quality improvement (CQI) system for emergency medical services (to be later extended to all emergency services provided by the Jordan Civil Defence).

Tasks: Design the continuous quality improvement system: define relevant indicators, establish targets, set-up the data collection mechanism, create a 'dashboard' and facilitate the decision making process. Provide technical assistance and manage the quality component in close collaboration with JCD's study department.

12.2013 – 05.2014

(Independent contractor)

Switzerland, Geneva – City of Geneva – Municipal Social Services Department

Advisor to the newly appointed director.

Objectives: Strategic positioning and operational review.

Tasks: Elaboration of a two year strategy and development of an implementation plan.

11.2013 – 05.2014

(Independent contractor)

Switzerland, Geneva – Canton of Geneva**Child and Vulnerable Adult Protection Offices**

Management Consultant – External Advisor – Two parallel assignments.

Objectives: Measure social workers' workload and identify drivers of dissatisfaction.

Tasks: Analyse workload, conduct individual interviews, facilitate focus group discussions, identify causes and propose recommendations to overcome the pressure and anxiety associated with the social workers' workload.

10.2012 – 12.2013 (Independent contractor)	U.A.E Dubai – International Hospital Federation (IHF) & Dubai Health Authority “Future Health Leaders Program” Teacher, trainer, tutor and coach. Objectives of the training: Increase knowledge and skills of healthcare managers, develop their confidence and competence as leaders and improve the performance of their respective organizations. Tasks: Together with a team of four experts, develop the approach and the content of a four weeks program, develop an attractive learning experience using adult learning techniques, support and coach participants in the development of their own projects. Audience: 30 future health leaders selected by Dubai Health Authority for their potential.
10.2012 – 12.2013 (Independent contractor)	Switzerland, Geneva – Hospice général (HG) Consultant – development of a workload measurement tool. Objectives: to develop a workload measurement tool that accurately reflects the reality of social workers (taking complexity into consideration and highlighting the ‘weight’ of the cases). Tasks: Facilitate a working group, handling data and proposing a new and more accurate workload measurement tool.
08.2013 (Independent contractor)	Switzerland, University of Basel / Swiss TPH, MBA in international health program Teacher Objectives: To teach health economics to a small group of MBA students. Tasks: One week course on health economics – Macro and micro economic aspects – Preparation and lecture.
01.2008 – 11.2013 (Independent contractor)	Germany - La Charité, Berlin, Germany – Health Economics – TropEd program Teacher and supervisor – Yearly course in January (6 editions). Objectives: To teach health economics to a group of approx. 30 post-graduate students in international health. Tasks: Two weeks course on health economics – Macro and micro economic aspects – Preparation, lecture, students coaching and evaluation.
04.2008 – 12.2010 (University Hospitals of Geneva)	Bosnia-Herzegovina – FAMI – Family Medicine Implementation Project Monitoring and Evaluation Specialist. Objectives: Make information about resources, activities and results available. The aggregated information should be useful for both the management of the project and for the various external partners. Tasks: Design a monitoring “dashboard” – Define key performance indicators and information flows.
06.2010 – 11.2010 (University Hospitals of Geneva)	Tajikistan, World Bank Community and Basic Health Project, External Review Team leader, Principal evaluator. Objectives: perform an external evaluation of the family and community health components of the World Bank project to strengthen primary health care services in Tajikistan. Tasks: Leading a team of three international experts and two local consultants, taking overall responsibility for the evaluation, presenting and discussing recommendations for the next phase of the project.
01.2010 – 04.2010 (University Hospitals of Geneva)	Geneva Health Forum – Towards Global Access to Health – 3rd edition Programme Manager – Member of the Organizing Committee. Objectives: To prepare an international conference on access to health services bringing together approx. 1’000 participants from the whole world. Tasks: Together with two colleagues, prepare and coordinate the conference program. Overall responsibility for various sessions. Preparation of background documents and assistance to speakers.
10.2008 – 05.2010 (Independent contractor)	Geneva – Hospice général (HG) Consultant – Organisational review – Social work with young adults (18 to 25 years old). Objectives: Adapt the existing organisation to the current legislation and to the newly formulated institutional objectives – increase quality and decrease response time – improve outcomes. Tasks: Design the new model: organisation, flows and tools. Follow-up implementation and review early results. Evaluation of the preliminary phase.

06.2008 – 03.2010 (Independent contractor)	Kosovo – Ministry of Health (MoH) Special Advisor – Health Policy, Health Insurance, Health Financing. Objectives: Provide external advice and support to the Ministry of Health during the reconstruction of the health system. Tasks: Advise different working groups and department leaders within the MoH – Policy and legislation review.
06.2009 – 09.2009 (University Hospitals of Geneva)	Jordan – Development of the Jordan Civil Defence Ambulance Services - Feasibility study – seco (State Secretariat for Economic Affairs) Economic and Financial Advisor. Objectives: To review economic feasibility and financial sustainability of a project to provide approx. 100 new ambulances to the Jordan Civil Defence. Tasks: Review documents, meet key informers and visit operation centres to assess feasibility and sustainability – Write a mission report.
01.2009 – 07.2009 (University Hospitals of Geneva)	Kosovo – Pristina – Emergency Radiology Symposium Co-organizer of the Conference. Objectives: To inform radiologists from Kosova about the latest emergency radiology techniques and to provide a course to develop local capacity. Tasks: Provide administrative support for the conference preparation.
10.2008 – 11.2008 (University Hospitals of Geneva)	Moldova – Health System Reform – Management in Primary Health Care Project Leader – Feasibility Study. Objectives: To assess capacity building needs within the Moldovan Primary Health Care System and to draft a proposal to develop management skills in decentralized health institutions. Tasks: Review strategic documents (national health policy, strategy and various reports), interview key stakeholders in the health system, visit rural health centres. Develop a capacity building model (teaching and coaching) and write a mission report.
06.2008 – 07.2008 (Independent contractor)	Central African Republic – Association des Conférences Épiscopales de la région d’Afrique centrale (ACERAC) – Management of faith based organization in the Health system Lecturer. Objectives: To raise awareness about the importance of a sound management of church owned health facilities in public health systems. Provide bishops of the Central African Region with background information and tools to effectively provide quality health services to the population of their dioceses. Tasks: Prepare a presentation with key elements, give a lecture, present existing tools and provide assistance to draw improvement plans.
02.2008 – 09.2008 (Independent contractor)	Geneva, Conference of the Swiss Society for Public Health – “Public Health: act locally and globally” Member of the organizing committee. Objectives: To prepare a conference mainly for Swiss public health professionals. Given the location of Geneva provide insight on international health. Tasks: Participate in organizational tasks, coordinate sessions, identify speakers and play an active role as speaker during the conference.
02.2008 – 05.2008 (University Hospitals of Geneva)	Geneva Health Forum – Towards Global Access to Health – 2nd edition Programme Manager – Member of the Organizing Committee. Objectives: To prepare an international conference on access to health services bringing together approx. 1’000 participants from the whole world. Tasks: Program preparation and coordination. Overall responsibility for various sessions. Preparation of background documents and assistance to speakers.
05.2007 – 02.2008 (Swiss TPH)	Partnership for public hospitals – Swiss Agency for Development and Cooperation (SDC) – Voinjama, County of Lofa, Liberia Project leader. Objectives: To manage a tri-partite contractual agreement between a funding agency, a private operator and the public health authorities. Tasks: Preparing contractual agreement, setting-up governance body, setting-up monitoring information system, accompanying the board of the hospital and transferring knowledge to the local health authorities.

- 03.2006 – 02.2008**
(Swiss TPH) **Health systems support – Swiss Agency for Development and Cooperation (SDC) – Ngozi, Burundi**
Project leader.
Objectives: Offer technical and financial assistance to the health system of the Ngozi Province in Burundi (pop. 700'000).
Tasks: Project supervision – leading strategic planning, operational programming, technical assistance and overview the participative process.
- 02.2006 – 02.2008**
(Swiss TPH) **Health systems support – Swiss Agency for Development and Cooperation (SDC) – Kibuye, Rwanda**
Project leader.
Objectives: Offer technical and financial assistance to the health system of two districts in western Rwanda (pop. 500'000).
Tasks: Project supervision – leading strategic planning, operational programming, technical assistance and overview the participative process.
- 07.2006**
(Independent contractor) **Project evaluation – Terre des Hommes, Bujumbura, Burundi**
Expert – Project evaluation.
Objectives: External review of the national program aiming at supporting the “orphans and vulnerable children”.
Tasks: On the field evaluation – combining document reviews, stakeholders interviews and achievement measurements. Evaluation report including recommendations and lessons learned.
- 05.2006**
(Independent contractor) **Diocesan coordinators workshop – Medicus Mundi International –, Bangui, Republic of Central Africa**
Expert – Workshop facilitator.
Objectives: Disseminate knowledge and skills for professional management of faith based health organisations in Africa.
Tasks: Workshop facilitation, lectures given on resources allocation, financial management and human resources management.
- 05.2005 – 06.2005**
(Independent contractor) **Project evaluation – Terre des Hommes – Cartagena, Colombia**
Expert – Project evaluation.
Objectives: Review a project aimed at providing assistance to displaced populations – community empowerment, psycho-social support and maternal health.
Tasks: On the field evaluation – combining document reviews, stakeholders interviews and achievement measurements. Evaluation report including recommendations and lessons learned.
- 09.2004 – 09.2006**
(Independent contractor) **Strategic and organizational review and reorganization – Hospice général Geneva, Switzerland**
Consultant – Technical assistance.
Objectives: Reorganization of this 1'000 employees' entity.
Tasks: Strategic review, organizational review, improvement and reorganization propositions, transition plan, change management and communication. Follow-up of the implementation process.
- 12.2004 – 06.2005**
(Independent contractor) **Francophone Africa's Bishops Conference – The healing ministry in the 3rd millennium – Medicus Mundi International – Cotonou, Bénin**
Consultant – Technical assistance.
Objectives: Co-organize, set-up and facilitate the Conference.
Themes: Partnerships, contracting, finance and human resources management.
Tasks: Prepare the Conference, invite, brief key speakers and facilitate the whole Conference. Overall responsibility for the Conference.
- 08.2004 – 11.2004**
(Independent contractor) **Health and poverty in developing countries – Medicus Mundi Switzerland – 3rd Symposium – Basel, Switzerland**
Member of the organizing committee.
Objectives: Organize a Conference for Swiss NGOs active in health development cooperation – International health.
Tasks: Prepare the Conference, invite and brief key speakers and facilitate break-out sessions of the Conference.

08.2003 – 11.2003

(Independent contractor)

Resources allocation in developing countries' health systems –Medicus Mundi Switzerland – 2nd Symposium – Basel, Switzerland

Member of the organizing committee.

Objectives: Organize a Conference for Swiss NGOs active in health development cooperation – International health.

Tasks: Prepare the Conference, invite and brief key speakers and facilitate break-out sessions of the Conference.

05.2003 - 08.2003

(Independent contractor)

Evaluation of ten years Swiss cooperation in CEE and NIS countries in the health sector (1992-2002) Swiss Agency for Development and Cooperation (SDC)

Co-evaluator.

Objectives: Inventory and global evaluation of the all projects financed by SDC and seco in the health sector during the 1992-2002 period.

Tasks: Review all the projects financed by SDC and the State Secretariat for Economic Affairs (seco). Establish an assessment of the impact of the Swiss cooperation for each country and by domain. Summarize the successes and the pitfalls for the region. Formulate recommendations for improvement of the Swiss cooperation and develop a synoptic tool to establish priorities for future aid.

01.2003 – 01.2006

(Advimed Sàrl)

Public-private partnerships in public hospitals in Romania International Finance Corporation (IFC) – The World Bank

Expert – Technical assistance.

Objectives: Assist IFC in the definition of Public-Private Partnerships (PPP) in public hospitals in Romania.

Tasks: Development of technical documents for Public-Private Partnerships: Health systems organization and financing models, Hospital management, ancillary services, dialysis centers, medical imaging, women's hospitals and home care.

09.2002 - 08.2005

(Independent contractor)

Hospital management training in Bulgaria, Swiss Agency for Development and Cooperation (SDC)

Expert – Tutor – Teacher.

Objectives: Train teachers in hospital management and share knowledge about western European experiences. Coach the trainers and supervise the development of training material.

Tasks: Assess training needs, develop a weekly training program, develop and assist the creation of training material.

09.2002 – 12.2003

(Independent contractor)

Development of a postgraduate program in Health Economics and Management at the Institute of Health Economics and Management (IEMS), University of Lausanne

In charge of the project.

Objectives: Create and organize the “Master in Health Economics and Management” (MHEM) at the University of Lausanne. Guaranty the acceptance by the local authorities and the University.

Tasks: Development of the program, Creation of the studies plan, Organization, Promotion and Management of the program.

09.2002 – 12.2003

(Independent contractor)

“Network Health Economics”**A network of six Swiss universities (Basel, Bern, Geneva, Lausanne, Lugano and Zurich)**

a.l. Managing director of the Network.

Objectives: development, coordination and harmonization of a “Master in Health Economics and Management” (MHEM) program, development of an “International PhD program in Health Economics and Policy”, development of a common research platform.

Tasks: managing visioning and plenary sessions for the Network, facilitation of two work groups (“Master” and “PhD”), development of the educational concepts, transcript of the different inter-university Memoranda of Understandings, development of visual material and creation of a graphic charter, development of promotional material and creation of the Network's website.

- 09.1998 – 08.2002**
(Andersen Business Consulting) **Operational review of a teaching hospital in Switzerland**
Various topics, for example
- performance management system
 - quality assurance
 - management accounting
 - management information system (MIS)
 - strategic information distribution and decision process
 - clinical information system (CIS)
 - financial risks analysis
 - resource allocation system
 - 'internal market' organization
 - ...
- 09.2001 - 11.2001**
(Andersen Business Consulting) **Budget process review and budgeting tool development in a regional public health administration in Switzerland**
In charge of the mandate.
- Review of the budgeting process
 - Development of a budgeting and budget documentation tool
 - Enhancing transparency in the budgeting process
 - Facilitate relationships between payers (the parliament) and the regional public administration
- 12.2000 - 04.2001**
(Andersen Business Consulting) **Study of cost rising factors in a teaching hospital in Switzerland**
In charge of the mandate.
- Highlight of cost rising factors
 - Development of a tool for prospective cost management
 - Information used to remodel budgeting and financing processes
- 09.2000 - 11.2000**
(Andersen Business Consulting) **Andersen's initiative for new information technologies in Healthcare (e-Health).**
European leader of the project.
Team leading, Market analysis and Service line definition
Business case and market positioning
Various presentations across Europe
- 02.2000 - 08.2000**
(Andersen Business Consulting) **Hospital organizational review, strategic position and business plan, National Heart Institute - IJN, Kuala Lumpur, Malaysia**
In charge of the organizational review and business plan.
Organizational review of the OT, The CathLab, the clinics and the pharmacy
- 01.2000 - 05.2000**
(Andersen Business Consulting) **Information Technology (IT) Strategic planning for a group of 7 public hospitals in Switzerland.**
In charge of hospital and clinical information systems (CIS) review.
Recommendations for the new IT strategic plan.
Definition of a surveillance strategy.
- 06.1999 - 11.1999**
(Andersen Business Consulting) **Development of a management accounting model for a regional public administration in Switzerland**
In charge of the model for the public health department.
Co-author of the global model, in charge of the specific requirements for public administration.
- 03.1998 - 07.1998**
(Andersen Business Consulting) **Hospital planning for a region of pop. 50'000 in Switzerland**
Responsible for population needs evaluation and demand forecasting,
Co-author of the transition plan for the integration of three regional hospitals.
Defining integration conditions and acceptable service level agreement.
- 11.1997 - 03.1998**
(Andersen Business Consulting) **Cost analysis of support activities (ancillary services) in a psychiatric hospital in Switzerland**
In charge of the development of an Activity Based Costing (ABC),
Activity Based Budgeting (ABB) tool.

06.1997 - 01.1998

(Andersen Business Consulting)

**Operating Theatre reengineering,
University hospital, CHUV, Lausanne**

In charge of review and reengineering the

- Scheduling process
- Pre-hospitalization and pre-operative services
- Coordination with intensive and continuous care
- Support services

09.1996 - 05.1997

(Andersen Business Consulting)

**Merger and integration of 5 teaching hospitals,
McGill University Health Centre (MUHC), Montreal,**

Member of the MUHC planning group.

Facilitator for visioning sessions of 8 disease oriented groups.

In charge of the visioning process for patient services.

In charge of the prospective model determining future demand.

Geneva, February 2017