

Fadi El-Jardali, M.P.H., Ph.D.

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American University of Beirut
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3 Dag Hammarskjold Plaza
New York, NY 10017 2303

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Program in Policy and Decision Making
McMaster University
1200 Main Street West
Hamilton, ON, L8N 3Z5

PROFILE

Diverse and multidisciplinary background in health policy and management, health economics and political economy. Knowledge and international experience in health policy and management with several years track record professional experience in research and policy analysis organizations, health policy making (policy development, implementation and evaluation), health care management, quality management, and teaching. Worked closely with policy makers, organizational leaders, managers, researchers, and decision makers (both in high income and low and middle income countries) in an environment closely linked to health systems.

Research activities, publications and interest are focused on health policy making analysis and knowledge transfer, monitoring and evaluation, human resources for health, quality and accreditation, policy-relevant research priority setting, governance, and performance reporting.

EDUCATION

- 2003 Ph.D. **Doctorate** in Philosophy - Public Policy (with concentration on Health Policy)
School of Public Policy and Administration, Carleton University, Ottawa, Ontario, Canada.
- 1995 M.P.H **Master** of Public Health in the area of Hospital and Health Services Administration.
Faculty of Health Sciences, American University of Beirut
- 1992 B.Sc. **Bachelor** of Science Degree, Biology, Lebanese American University, Beirut, Lebanon
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ACADEMIC EXPERIENCE AND ACHIEVEMENTS

- August 2009-2012 **Monitoring and Evaluation Fellow for Evidence-Informed Policy**
Supporting countries in their monitoring and evaluation work

Alliance for Health Policy and Systems Research and Program
in Policy and Decision Making at McMaster
University
- Feb – April 2009 **Visiting Scholar**
McMaster Health Forum
Center for Health Economics and Policy Analysis
McMaster University
Ontario, Canada
- 2005 – present **Assistant Professor**
Department of Health Management and Policy (HMP)
Faculty of Health Sciences
American University of Beirut, Lebanon
- Courses Developed & Taught**
HMPD 318: Policy and Decision Making in Health Care
HMPD 302: Health Management and Policy
HMPD 320: Governance in Healthcare
HMPD 325: Quality Management and Accreditation in
Healthcare
HMPD 319: Strategic Management in Health Care
Organizations
- 2007 – 2008 **Acting Chairman**
Department of Health Management and Policy (HMP)
Faculty of Health Sciences
American University of Beirut, Lebanon
- 2003 – 2005 **Part time Professor**
School of Management / Master Health Administration (MHA)
Program
University of Ottawa, Canada
- Jan. 01-Dec 03 **Sessional Lecturer**
School of Public Policy and Administration, Carleton
University, Ottawa, Ontario, Canada.
- Sept 00 – Dec 00 **Research Assistant**
School of Economics, Carleton University, Ottawa, Ontario,

PROFESSIONAL POLICY & MANAGEMENT EXPERIENCE AND ACHIEVEMENTS

2008 – Present **Health Systems and Policy Consultant for the World Health Organization (WHO) in the East Mediterranean Region**

WHO EMRO

2004 – 2005 **Project Manager /Senior Policy Analyst**

Health Council of Canada, Toronto, Canada

2003 - 2004 **Senior Policy Advisor**

Federal Department of Health, Health Canada, Ottawa, Canada

2001 – 2003 **Hospital Consultant**

Ministry of Health and Long – Term Care, Health Care Programs, Ottawa, Ontario, Canada

2006 – Present **Accreditation Canada**

Certified Accreditation Surveyor and International Accreditation Specialist

1995 - 1999 **Executive Director**

RAEE Hospital
Lebanon

CONFERENCE PROCEEDINGS (Peer Reviewed) AND INVITED SPEAKER (Brief list)

El-Jardali, F. (Nov. 2009) Policy-relevant Research Priorities for Health Systems in the Middle East and North Africa Region – **as part of Global Health Research Initiative (GHRI) consultation on Current gaps and emerging priorities for global health research, Global Forum for Health Research, Havana, Cuba**

El-Jardali, F. (Nov. 2009) Commentator on the Session about Translating Knowledge Translation into Action, **Global Forum for Health Research, Havana, Cuba**

El-Jardali, F. (October 2009) National Performance Scorecard Initiative for Hospitals: Readiness Assessment, Implications and Lessons Learned for Policy and Practice, **2009 International Society for Quality in Health Care Conference in Dublin, Ireland**

El-Jardali, F. (October 2009) Patient Safety Goals and Accreditation, **2nd Middle East Patient Safety Conference, Abu Dhabi, United Arab Emirates**

El-Jardali, F. (October 2009) How Primary Healthcare Accreditation can Ensure Continuity and Integration of Care Across the Continuum, **2nd Middle East Healthcare Management in Primary Healthcare, Abu Dhabi, United Arab Emirates**

El-Jardali, F. (June 2009) Assessment of nurse retention challenges and strategies in Lebanese hospitals: The perspective of nursing directors, **The International Council of Nurses (ICN) 24TH Quadrennial Congress, Durban South Africa**

El-Jardali, F. (June, 2009) A national study on intent to leave and job satisfaction of Lebanese nurses, **The International Council of Nurses (ICN) 24TH Quadrennial Congress, Durban South Africa**

El-Jardali, F. (Feb.2009) Policy Concerns and Research Priorities for Health Systems in the Low and Middle Income Countries in MENA Region – **Center for Health Economics and Policy Analysis (CHEPA) Seminar series – McMaster University, Canada**

El-Jardali, F. & Hylton, J. (January 2009) Addressing the Coming Health Human Resources Crisis in the Middle East, **Leaders in HealthCare Conference – Arab Health Congress – Dubai**

El-Jardali F. (November 2008) Priority Setting for Health Policy & Systems Research, November 17th 2008 – **2008 Global Ministerial Forum on Research for Health, Bamako, Mali (presentation)**

El-Jardali F. (November 2008) Identifying and Ranking Policy Concerns and Research Priorities Related to Health Financing, Health Human Resources for Health and the Role of Non-State Sector: A Nine-Country Study in the Middle East and North Africa (MENA) Region – **2008 Global Ministerial Forum on Research for Health, Bamako, Mali (poster)**

El-Jardali, F., Jamal, D., Jaafar, M., Rahal, Z. Analysis of Health Professionals' Migration: A Two Country Case Study for the United Arab Emirates and Lebanon

– **WHO-OECD hosted Dialogue on Migration and other Health Workforce Issues in a Global Economy. Oct.20-21st 2008, Geneva**

El-Jardali, F. (June 2008) Nurse Migration, Intent to Leave and Job Satisfaction: Results from Three National Studies on Lebanon, June 20th 2008 - **Developing the Nursing Workforce in Lebanon: Challenges and Opportunities Conference**, Beirut, Lebanon

El-Jardali, F. (April 2008) “Challenges and Experience of Implementing National Accreditation Program on Quality Improvement Practices: A case Study about Lebanon and Implications for the Region” **The Second Arab HealthCare Quality Forum**, Cairo 19-22 April 2008.

El-Jardali, F. (April 2008) “Human Resources for Health Research Priorities in the Middle East and North Africa Region – Outcome of the nine-country study” **Berkeley Conference on Global Health Workforce**, April 6th, 2008 University of California , Berkely, California

El-Jardali, F. (March 2008) “Identification of Policy Concerns and Priority Research Questions Related to Health Human Resources (HRH) for Health: A Multi-Country Study in the Middle East and North Africa (MENA) Region” **First Global Forum on Human Resources for Health, 2-7 March 2008, Kampala, Uganda**

El-Jardali, F. (March 2008) “Trends, Magnitude and Reasons of Nurse Migration Out of Lebanon”, **First Global Forum on Human Resources for Health, 2-7 March 2008, Kampala, Uganda**

El-Jardali, F. (September 2007) “Health Policies and Research Priorities in MENA” **The Middle East and North Africa Health Policy Forum – Better Policies for Better Health Conference – September 8-10, Cairo, Egypt**

El-Jardali, F. (June 2007) Human Resources for Health in the Middle East: Realities, Needs, Priorities and Implications on Primary Health Care. **AcademyHealth 2007 Annual Research Meeting, June 3-5, 2007, Orlando, Florida**

El-Jardali, F. (May 2007) (Keynote Speech) Advancing Positive Practice Environments for Nurses in Lebanon: Impacts on Migration, Retention and Quality Patient Care, **International Nurses Day 2007. Order of Nurses in Lebanon, May 12th, 2007, USJ, Beirut, Lebanon**

El-Jardali, F. (February 2007) The Impact of Hospital Accreditation In Lebanon on Quality Improvement. **International Conference in Quality in Health Care, Patient Safety and Accountability, February 14-17th, Antalya, Turkey**

El-Jardali, F. (October 2006) Health Human Resources Planning and Management in the Eastern Mediterranean Region: Facts, Gaps and Forward

Thinking for Research, Policy and Practice. **Practice to Policy Conference, McMaster University, Oct.25-27th, 2006, Hamilton, Canada**

El-Jardali, F. (June 2006) Enablers of Social Health Insurance. 2006 Summer Training Program in Public Health / **Flagship Program in Collaboration with the World Bank Institute and Harvard University, June 19-23, 2006, American University of Beirut, Beirut, Lebanon**

El-Jardali, F. (October 2005). (Abstract Accepted). Predictors of Adverse Events in Hospitals. **International Society for Quality in Health Care (ISQua) – 22nd ISQua International Conference, Vancouver, Canada, October 25-28, 2005**

El-Jardali, F., Fooks, C. (September 2005) (Abstract Accepted) Health Human Resources Planning in Canada: Identifying the Policy Disconnects and Connecting the Dots. **6th International Conference on the Scientific Basis of Health Services: Improving Health by advancing health care: linking research, policy and action, September 18-20, 2005, Montreal, Canada**

El-Jardali, F. (June 2004) (Abstract Accepted). Health System and Organizational Influences on Patient Safety, **CNA's 2004 Biennial Convention, Public Health & Patient Safety: An Agenda for Action, held on 20-23 June 2004** in St. John's, Newfoundland, Canada.

El-Jardali, F. (May 2004). (Abstract Accepted). The Perplexing Problem of Nursing Shortage: A Canadian Solution to a Global Problem? **First Conference of the Canadian Association for Health Services and Policy Research, May 26-29, Montreal, Canada**

El-Jardali, F. (February 2004) (Abstract Accepted). Using Data Analysis Frameworks for Improving Quality and Safety. **6th National Conference on Quality in Health Care, Toronto, Canada**

El-Jardali, F. (June 2003). (Abstract Accepted). The Impact of Hospital Rationalization and the Interrelationships among Organizational culture, Human Factors, and Nursing Care Processes on Patient Outcomes. **International Health Economics Association (iHEA) – Global Health Economics: Bridging Research and Reforms, San Francisco, United States**

PUBLICATIONS (Short List)

In Peer Review Journals

El-Jardali, F., Makhoul J., Jamal, D., Ranson M.K., and Tchaghchagian, V. Policy-Relevant Health Systems Research Priorities in Nine Low and Middle Income Countries in the Middle East and North Africa Region, Submitted to Health Policy and Planning, 2009, pp. 1-13

El-Jardali, F., Tchaghchaghian, V., and Jamal, D. Assessment of Human Resources Management Practices, Challenges and Strategies in Lebanese Hospitals: The Perspective of Human Resources Managers, Human Resources for Health, 2009, 7:84

El-Jardali, F., Jamal, D., Dimassi, H., Ammar, W., Tchaghchaghian, V. The Impact of Accreditation on Quality of Care in Lebanese Hospitals, International Journal for Quality in Health Care, 2008, Vol 20, No. 5, pp 363-371

El-Jardali, F., Dimassi, H., Dumit, N., Jamal, D., Mouro, G. A National Cross-sectional Study on Nurses' Intent to Leave and Job Satisfaction in Lebanon: Implications for Policy and Practice, BMC Nursing, 2009, 8:3.

El-Jardali F., Merhi M., Dumit N., Jamal D., Assessment of Nurse Retention Challenges and Practices in Lebanese Hospitals: The Perspective of Nursing Directors, Journal of Nursing Management, 2009, 17:453-462.

El-Jardali, F., Dimassi, H., Jamal, D., Tchaghchaghian, V., Comparing Reasons for Nurse Migration against Predictors of Intent to Leave Lebanon: A Two-Hospital Case Study, Middle East Journal of Nursing, 2009 Vol.3, Issue 1

El-Jardali, F., Dumit, N., Jamal ,D. & Mouro, G. Migration out of Lebanese Nurses: A Questionnaire Survey and Secondary Data Analysis, International Journal of Nursing Studies, 2008, Vol. 45, pp 1490-1500

El-Jardali, F., Jamal, D., Abdallah, A. and Kassak, K. Human resources for health planning and management in the Eastern Mediterranean region: facts, gaps and forward thinking for research and policy. Human Resources for Health Journal, 2007, Vol.5, N.9

El-Jardali, F. "Hospital Accreditation Policy In Lebanon – Its Potential in Bringing Long-Lasting Quality Improvement Practices?" Lebanese Medical Journal , 2007, Vol. 55 N. 1

Shamian, J., **El-Jardali, F.**, "Healthy Workplaces for Health Workers in Canada: Knowledge Transfer and Uptake in Policy and Practice" Lead Paper, Healthcare Papers, 2007, Vol.7 (Sp)

El-Jardali, F., Lagace, M. "Making Hospital Care Safer and Better: The Structure-Process Leading to Adverse Events" HealthCare Quarterly , 2005 Volume.8 (2) pp. 40-48

Books:

El-Jardali, F., Hamendi, M., Rabaa, S. (2008) Quality Management and Accreditation: A Tool Book for Healthcare Professionals and Organizations. 1ST Edition, Syndicate of Private Hospitals, Lebanon

Chapters in Books

El-Jardali, F., Longuenesse, E., Kronfol, N., Jamal, D. Health Workforce in the Arab World: A Public Health Challenge in Public Health In the Arab World (Forthcoming)

Publications in Professional Journals (Non-Peer Reviewed)

El-Jardali, F., Shumsky, L. Improving Patient Safety in Healthcare Organizations, *Arab Health Journal*, Issue 4, 2009, PP. 46-49

El-Jardali, F., Little Matthews, L. Key Performance Indicators for Hospitals: The Role of Accreditation, *Hospital Build Journal*, Issue 2, 2009, pp.6-8

El-Jardali, F. Quality Worklife in Health Organizations: A Call for Strategic Health Human Resources Management in the Middle East, *Qmentum Quarterly*, 2009, vol.1, N.3

El-Jardali, F. Beyond Quality Improvement: How Governance Standards are Promoting Health Care Reform and Improving Performance in the Middle East, *Qmentum Quarterly*, Vol. 1, N.2, December 2008

El-Jardali, F., Itani, R. Performance Indicators for Hospitals: From Measurement to Improvement *Human & Health Journal*, N.4, July 2008

El-Jardali, F., Dumit, N., Jamal, D., Mouro, G. Understanding the Reasons of Nurse Migration Out of Lebanon, *Human & Health Journal* N.3, April 2008

Mouro, G., **El-Jardali, F.**, Ghaziri, M., Gharzeddine, R., Towards Better Nursing Accountability in Lebanon, *Human & Health Journal* N.3, April 2008

El-Jardali, F. The Impact of Accreditation on Quality of Care in Lebanese Hospitals, *Human & Health Journal* N.1, October 2007

Griffin, P., **El-Jardali, F.**, Tucker, D., Grinspun, D., Bajnok, I. and Shamian, J. "What's the Fuss About? Why do we need healthy work environments for nurses anyway?" *HR Resources*, Longwood Publication, 2006

OTHER SCHOLARY WORK (Short list)

- **El-Jardali, F.**, Jaafar, M., Jamal, D., Hamdan, R. (November 2009). Patient safety culture assessment in Lebanese Hospitals: Developing action oriented strategies. Final Research Report submitted to the Eastern Mediterranean Regional Office of the World Health Organization.
- **El-Jardali F**, Saleh S, Ataya N, Jamal D. (September 2009) Procedures Manual for Lebanese Health Quality Performance Scorecard System (LHQPSS) Pilot Project, Department of Health Management and Policy, American University of Beirut, Beirut, Lebanon
- **El-Jardali, F.** Saleh, S., Itani, R., Kronfol, N., Jamal, D. (2008) Performance Score Card Report Initiative for Lebanese Hospitals, Technical Report Submitted to World Health Organization – Lebanon Country Office
- **El-Jardali, F.**, Jamal, D., Jaafar, M., Rahal, Z. Analysis of Health Professionals’ Migration: A Two Country Case Study for the United Arab Emirates and Lebanon – Final Report submitted to WHO-OECD September 2008.
- O’Brien-Pallas, L., Yan, J., Shamian, J., Tomblin Murphy, G., Oulton, J., MacDonald-Rencz, S., Fritsch, K., **El-Jardali, F.**, Smith, K. An International Survey Monitoring Key Result Areas’ Progress in Nursing and Midwifery Services – An Examination Using Human Development Index – 2008 World Health Organization, Geneva
- **El-Jardali, F.**, Makhoul, J., Jamal, D. Tchaghchaghian, V, Identification of Priority Research Questions Related to Health Financing, Human Resources for Health, and the Role of the Non-State Sector in Low and Middle Income Countries of the Middle East and North Africa Region, Final Research Report - Alliance for Health Policy and Systems Research (March 1, 2008)
- **El-Jardali, F.** , Dumit, N., Jamal, D., Dimasi, H., Mouro, G. Towards a Better Understanding of the Magnitude and Predictors of Nurse Migration Out of Lebanon, Final Research Report - Eastern Mediterranean Regional Office, Special Grants for Research in Priority Areas of Public Health (September 2007) Published at the WHO EMRO Human Resources for Health Observatory
- **El-Jardali, F.**, Dimasi, H., Jamal, D., Dumit, N., Mouro, G. Developing Country Specific Retention strategies for Nurses in Lebanon, Final Research Report - Eastern Mediterranean Regional

Office, Special Grants for Research in Priority Areas of Public Health (November 2007) Published at the WHO EMRO Human Resources for Health Observatory

- **El-Jardali, F.** & Kronfol, N. (2007) Towards Accountable Public Hospitals in Lebanon: Reporting of Hospital Performance, WHO – Lebanon
- Osseiran, A., **El-Jardali, F.**, Kassak, K., Ramadan, S. (2006) “Harnessing the Private Sector to Achieving Public Health Goals in Countries of the Eastern Mediterranean: The Case of Lebanon” World Health Organization (WHO)
- **El-Jardali, F.**, Fooks, C. (2005) “An Environmental Scan of Current Views on Health Human Resources In Canada: Identified Problems, Proposed Solutions and Gap Analysis”, prepared for the National Health Human Resources Summit, Health Council of Canada, Toronto, Canada
- **El-Jardali, F.** (2003) “Barriers to Effective Collaboration between Family Physicians and Nurse Practitioners: a discussion paper”, Prepared for Health Canada, Ottawa, Canada

Peer Reviewer for:

- Health Policy
- WHO Bulletin
- International Journal for Quality in Health Care
- Journal of Nursing Management
- Human Resources for Health Journal
- Women & Health Journal

Capacity Building Consultancies and Training Workshops (developed and delivered) – Short List

El-Jardali, F. (November 2009) Policy Making Process and Advocacy, in the Y-PEER Network Workshop on Evidence based Advocacy for Sexual and Reproductive Health and HIV/AIDS, Faculty of Health Sciences, American University of Beirut, Lebanon

El-Jardali, F. (September 2009) How to communicate evidence to policymakers, Workshop on Building NGO Capacity for tobacco control policy advocacy, WHO and the Faculty of Health Sciences at the American University of Beirut, Lebanon

El-Jardali, F., Saleh, S. (September 2009) Lebanese Health Quality

Performance Scorecard System (LHQPSS) Pilot Procedure Training, Syndicate of Private Hospitals, Lebanon

E-Jardali, F. (January 2009) Developed and co-facilitated a Regional workshop for launch of East Mediterranean Region (EMR) Evidence-Informed Policy Network (EVIPNet EMR)– Beirut Lebanon

El-Jardali, F. (January 2009) Role of Evidence – Why Now in the East Mediterranean Region (EMR) – Evidence Based Public Health Workshop – Faculty of Health Sciences, American University of Beirut

El-Jardali, F., Mroueh, A. (January 2009) The Theory and Practice of the Policy Making Process – Communicating with Policy Makers Workshop – Faculty of Health Sciences, American University of Beirut

El-Jardali F. (2009) Developed and delivered a workshop entitled “Evidence Based Policies” Ministry of Health - Jordan

El-Jardali F. (2008) Developed and delivered two workshops entitled “Health Systems and Policy Research – Evidence Based Policies” Ministry of Health - Kingdom of Saudi Arabia

El-Jardali, F. (2009) Developed and delivered 2 workshops related to Patient Safety and Performance Measurement and Reporting – Jeddah, Kingdom of Saudi Arabia

El-Jardali, F., Hylton, J. (2009) Developed and delivered a workshop on Health Human Resources Planning – How to Develop a Ten Year Plan for Health Human Resources – Healthcare Management Forum – Dubai - United Arab Emirates

El-Jardali, F. (2008) Participated in Database Mapping and Analysis related to Ministry of Public Health Data Related to Private Hospitals in Lebanon, in part of the World Bank Project on Performance Contracting – World Bank

El-Jardali F., (2008). Coaching and Mentoring Self Assessment Teams for Accreditation in King Abdulaziz University Hospital, Jeddah, Kingdom of Saudi Arabia

El-Jardali F. (2008) Developed and delivered four workshops entitled “Human Resources Management in Hospitals” Syndicate of Private Hospitals in Lebanon - Beirut, Lebanon

El-Jardali, F., Jamal, D., Jaafar, M., Rahal, Z. (2008) Conducting System Analysis of Health Professionals’ Migration in the United Arab Emirates as part of WHO-OECD planned activities.

El-Jardali F., (2008). Coaching and Mentoring Self Assessment Teams for

Accreditation in 22 Primary Health Centers and Two Hospitals in part of Accreditation Canada mission to the Ministry of Health in Bahrain

El-Jardali, F. (2008) Developed and delivered 3 workshops related to Quality and Performance indicators, Patient Safety and Strategic Planning in part of Accreditation Canada mission to the Ministry of Health in Bahrain

El-Jardali, F. (2008) Developed and delivered a workshop entitled “Understanding Patient Safety” in collaboration with the Canadian Council on Health Services Accreditation – Egypt

El-Jardali F., (2008). Developed and delivered a workshop entitled “Policy and Procedures in Health Care Organizations” Ministry of Health In Bahrain, in coordination with Accreditation Canada

El-Jardali F., (2007). Developed and delivered a workshop entitled “Strategic Planning in Hospitals” Syndicate of Private Hospitals in Lebanon

El-Jardali, F., Beaumont, M., Bradly, A. (2007) Assessing the Feasibility of Regionalization in Central Region of Military Hospital Administration – The MODA Health Sector Reform, Medical Services Department, Kingdom of Saudi Arabia

El-Jardali F., (2007). Developed and delivered a workshop entitled “Quality Improvement through Accreditation” Syndicate of Private Hospitals in Lebanon

El-Jardali F., (2007). Coaching and Mentoring Self Assessment Teams for Accreditation in King Abdulaziz University Hospital, Jeddah, Kingdom of Saudi Arabia

El-Jardali F., (2007). Coaching and Mentoring Self Assessment Teams for Accreditation in New Mouwssat Hospital, Kuwait

El-Jardali F., (2007). Developed and delivered a workshop entitled “Policy and Procedures in Health Care Organizations” Syndicate of Private Hospitals in Lebanon

El-Jardali F., (2007). Coaching and Mentoring Self Assessment Teams for Accreditation in Dar Al Shifa Hospital, Kuwait

Nuwayhid, I., **El-Jardali F.** (2006). Developed and delivered a workshop entitled “Accreditation and Occupational Health and Safety in Hospitals” in collaboration with Syndicate of Private Hospitals in Lebanon, June 5, 6 & 8, 2006, Beirut, Lebanon.

El-Jardali F., (2006). Developed and delivered an intensive course entitled

“strategic Health Planning” in collaboration with World Health Organization, May-June 2006, Damascus, Syria

El-Jardali F., (2005). Developed and delivered a workshop entitled “Improving Organizational Performance: Quality of Care and Leadership” in collaboration with General Authority for Health Services for the Emirate of Abu Dhabi, Dec 11-13, Abu Dhabi, UAE.

RESEARCH PROJECTS FUNDED – Short List (Principle Investigator Only)

1. Towards Evidence Informed Policies in the Middle East & North Africa Region, funded by the Global Health Leadership Award (Global Health Research Initiative / Global Health Leadership Award, Total Award \$ 197,720
2. National Case Studies on Health Policy Making in the Middle East, Issam Fares Institute for Public Policy and International Affairs, Total Award \$ 18,000
3. Exploring the problem of scarcity of nurses in underserved areas in the Middle East: Factors, Reasons & incentives for recruitment & retention, funded by : WHO – Alliance for Health Policy and Systems Research, Total Award: \$ 199,000
4. Governance, Equity and Health in the Middle East and North African Region: A Scoping Study, funded by the International Development and Research Center, Canada; Total Award:\$ 61,020
5. Lebanese Hospital Quality Performance Scorecard System: Next Steps for National Scorecard Initiative, funded by the World Health Organization – Lebanon Country Office, Total Award: \$ 9,900
6. Patient Safety Culture Assessment in Lebanese Hospitals; Developing Action Oriented Strategies, funded by the Eastern Mediterranean Regional Office of the World Health Organization, Total Award: \$ 8,700
7. Towards an Accountable Health Care System in Lebanon: Performance Reporting for Public and Private Hospital, funded by the World Health Organization – Lebanon Country Office, Total Award: \$ 14,080
8. Identification of Priority Research Questions Related to Health Financing, Human Resources for Health, and the Role of the Non-State Sector in Low and Middle Income Countries of the Middle East and North Africa Region, funded by the WHO – Alliance for Health Policy and Systems Research, Total Award: \$ 69,300

9. MENA Workshop in Beirut, funded by the WHO – Alliance for Health Policy and Systems Research, Total Award: \$ 9,000
10. Towards Accountable Public Hospitals in Lebanon: Reporting of Hospital Performance, funded by the World Health Organization – Lebanon Country Office, Total Award: \$ 11,500
11. Developing Country-Specific Retention Strategies for Nurses in Lebanon funded by the Eastern Mediterranean Regional Office of the World Health Organization, Total Award: \$ 8,100
12. Towards a Better Understanding of the Magnitude and Predictors of Nurse Migration out of Lebanon, funded by the Eastern Mediterranean Regional Office of the World Health Organization, Total Award: \$ 7,500
13. The Impact of Accreditation on Quality of Care in Lebanese Hospitals, funded by American University of Beirut, University Research Board, Total Award: \$ 10,425
14. Hospital Accreditation in Lebanon – Is the Policy Effective in Bringing Long-Lasting Quality Improvement Practices, funded by American University of Beirut, University Research Board, Total Award: \$ 4,600

AWARDS

Recipient of the Global Health Leadership Award from the Global Health from the Global Health Research Initiative (GHRI) which is managed by the International Development Research Center (IDRC)

COMMITTEE MEMBERSHIPS AND SERVICE (short list)

2009 present	Member of the Scientific Committee for the First Global Symposium on Health Systems Research.
November 2009	Chair of the Merit Review Committee for Mock Proposal Review on Knowledge Transfer and Exchange (KTE) – Global Health Research Initiative
2009 present	Chair of the Faculty Advisory Committee for the Program on Research, Advocacy and Public Policy in the Arab World, Issam Fares Institute for Public Policy and International Affairs
2009 present	Founding member of the Center for Studies on Aging in Lebanon and the Arab Region: Translating Research into Policy and Practice (TRIPP)

2009	Member of the ministerial committee on performance contracting, Ministry of Public Health, Lebanon
2009 present	Chair of the Conference Organizing Committee (2010) Middle East and North Africa Health Policy Forum
2009 present	Member of the Editorial Advisory Board Health Policy and Planning Journal
2009	Member of the Merit Review Committee for the Knowledge Transfer and Exchange (KTE) – Global Health Research Initiative – International Development Research Council – Canada
2009 present	Chair of the ScoreCard Initiative for Lebanese Hospitals
2007 present	Member of the International Accreditation Advisory Committee, Accreditation Canada
2008 present	Member of the International Expert Committee on Health Workforce Retention, WHO Geneva
2007 present	Chair of the Education and Development Committee of the Lebanese Health Care Management Association
2007 present	Member of the Executive Board of the Lebanese Health Care Management Association
2005 present	Founding Member of the Middle East and North Africa (MENA) Health Policy Forum
2005 present	Member of the Board of Trustees for the MENA Health Policy Forum
2004	Member of the Work Life National Advisory Committee, Canadian Council on Health Services Accreditation
2003 Present	Member of the management committee and the Advisory Committee for Nursing Sector Study
2003-2004	Member of the research and analysis committee for the Survey of Health and Work, Canadian Institute for Health Information (CIHI) and Statistics Canada
2003 Present	Member of the management committee and the Advisory Committee for the Healthy Work Environment Best Practices Guidelines International Project, Registered Nurses Association of Ontario
2002-2003	Co – Chair: Supportive Care Pilot Project for Ottawa Partnership projects among Ottawa hospitals, Community Care Access Center, Long Term Facilities and Ministry of Health and Long-

	Term Care
2002-2003	Committee Member, Emergency Health Care Network of Eastern Ontario
2002-2003	Committee Member, University of Ottawa Institute for the Health of the Elderly
2003	Steering Committee Member, Operational Review, University of Ottawa Heart Institute
2002	Steering Committee Member, Operational Review, Ottawa Regional Cancer Center

PROFESSIONAL AFFILIATIONS AND MEMBERSHIP

Lebanese Health Care Management Association (LHCMA)
 Middle East and North Africa Health Policy Forum (MENA-HPF)
 AcademyHealth

LANGUAGES

- Fluent in English; fluent in Arabic and good knowledge of reading French (enrolled (2002-04) in four French courses (translation and oral))

Date of Birth

August 12th, 1970

Nationality

Dual: Lebanese Canadian