

Proposed role in the project: Senior NK Expert on Health Policy and Strategic Planning

**Family name:** CERNIAUSKAS

**First names:** Gediminas

**Date of birth:** 15/05/1957

**Nationality:** Lithuanian

**Civil status:** Married

**Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained	Doc
Lithuanian Academy of Science, Institute of Economics, Lithuania 1983 - 1986	PhD in Economics	
Vilnius State University, School of Economics, Lithuania 1975 - 1980	Master in Economics	
London Business School Corporate Finance Evening Programme 2000 - 2001	Certificate	
Programme for Civil Servants, Denmark 1995	Certificate	
Educational Programme for Top Civil Servants, Lithuania and the Netherlands 1993	Certificate	

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Lithuanian	1	1	1
English	1	1	1
Russian	1	1	1
Polish	3	4	4

**Membership of professional bodies:** n.a.

**Other skills:** Full computer literacy, Competent in most word-processing and spreadsheet packages

**Present position:** Resident Twinning Adviser EU Twinning Project "Support to implementation of the mandatory health insurance system in Azerbaijan"

**Years within the firm:**

**Key qualifications:**

- Design and implementation of social mandatory health insurance
- Legislation and policy issues of health care systems reform
- Budgeting of healthcare systems
- Development and monitoring of remuneration systems for providers of health care services
- Health service standardisation
- Management of big scale projects
- Health quality improvement
- Design and implementation of health insurance, health care management and health care financing systems
- Planning and implementation of training on health care financing and health quality assurance
- Design, implementation and administration of pilot studies in health care organization
- Master planning and hospital planning
- Facilitation of national discussions on health care policies
- Social policy and social security systems
- Health technology assessment.

**Specific experience in the region:**

Country	Date from - Date to	Country	Date from - Date to
Azerbaijan	08/2017- Present 09/2009-11/2009	Georgia	2005 – 2006

**Professional experience:**

Dates	Location	Company & reference person	Position	Description
08/2017- Present	Azerbaijan	Expertise France	Resident twinning advisor	▪ The EU funded project "Support to implementation of the mandatory health insurance system in Azerbaijan"
Contact: Ref. 1, Doc. x				
12/2014 08/2017	Lithuania	Mykolas Romeris University	Professor of Economics	▪ Lectures, seminars, tutorials in Health Economics and History of Economic Thought, for students doing master's degree in public administration as well as Macroeconomics for students doing bachelor's degree in economics
Contact: Ref. 2, Doc. x				
01/2015 07/2015	Ukraine	EFPIA	Senior Expert	▪ Reforming of HC in Ukraine
Contact: Ref. 3, Doc. x				



Dates	Location	Company & reference person	Position	Description
01/2013 11/2014	Lithuania	Ministry of Health	Vice-Minister	▪ Policy making in the field of Health Financing, State investments in health, EU integration. Lithuanian Presidency of EU Council (2013) .
Contact:				
03/2011 02/2012	Lithuania	Statutory Health Insurance Agency	Expert	▪ Midterm forecast of revenues and expenditures
Contact:				
01/2011/ 02/2012	Lithuania	Lithuanian Ministry of Health	Expert	▪ Analysis of Health Systems Reforms. Development of the draft of Lithuanian Health Programme (Strategy) 2011-2020
Contact:				
04-07/ 2010	Lithuania	EU – Lithuanian Ministry of Health	Expert	▪ Analysis of the Development Possibilities for the Supplementary Voluntary Health Insurance in Lithuania.
Contact:				
09/2009- 11/2009	Azerbaijan	GAVI	Expert	▪ Financial Management Assessment in health sector in Azerbaijan
Contact:				
01/2009	Tajikistan	SEC – Conseil Santé Consortium / European Commission (EC)	Senior Expert	▪ Comprehensive Health Sector Strategy Development for 2010-2020.
Contact:				
2008	Lithuania	Ministry of Health	Minister of Health	▪ Responsible for the overall coordination and control of the performance of the departments of the Ministry of Health, organization of health care strategy and reforms implementation in the country and for the implementation of the Programme of the Lithuanian Government within the competence of the Ministry of Health.
Contact:				
2008	Lithuania	Ministry of Health	Vice Minister of Health	▪ Policy making in the field of Health Care, Health Quality Assurance and Health Insurance. Integration and harmonisation of Lithuanian regulations into the EU requirements
Contact:				
2007	Lithuania	Government of the Republic of Lithuania	Adviser to Prime Minister	▪ Adviser to the Prime Minister on health care organization, strategy and reforms implementation and public investments issues.
Contact:				
2006	Ukraine	SEC – Conseil Santé (EC) -	Senior Expert	▪ Reform of Secondary Health Care Project – Project Preparation and TOR Drafting.
Contact:				
2005- 2006	Georgia	GVG /Germany / EC - Tacis	Team Leader	▪ Management of the EuropeAid/116064/SV/GE project "Support to Primary Health Care Development in Georgia: Reform of the Health Care Financing System. Development of ToR for the international and local experts; technical assistance on reform planning and implementation.
Contact:				
2005 – 2007	Lithuania	Health Economic Center	Director	▪ Individual consultant and adviser in Health and Social sectors. Management of social insurance schemes, financing of health services, development of regional and institutional investment projects, vocational training of managers in health care and pharmacy industry. Contracts with social insurance and health care institutions in both public and private sectors, Government of Lithuania.
Contact:				
2004- 2008	Lithuania	University of Law/Mykolas Romeris University	Professor	▪ Lectures, seminars, tutorials in Health Economics and History of Economic. Thought, for students doing master's degree in public administration as well as microeconomics for students doing bachelors degree in law.
Contact:				
2001-	Lithuania	Ministry of	Vice-Minister	▪ Policy making in the field of Health Care and Health Insurance. Integration and harmonisation of Lithuanian regulations into the EU



Dates	Location	Company & reference person	Position	Description
2004		Health		requirements. Strategic management of financing and investment planning. Chairman of the supervisory board of Lithuanian Health Insurance Fund (The state Patient Fund). Chairmen of the steering committee of the ongoing World Bank project in Lithuanian Health sector. Chairman of the committee on EU structural funds management in the health sector. Deputy chair in the comity on restructuring of health sector. Liaising with Lithuanian Parliament (Seimas), negotiations with health care services providers and manufactures of medical goods. Development of public/private partnership in medical sector (e.g. outsourcing of non medical services, private investments into public institutions)
Contact:				
2003	Lithuania	European Commission, GVG	Senior expert and author	▪ "Study on the social protection systems in the 13 Candidate Countries"
Contact:				
1993-2001	Lithuania	Health Economic Center	Director	▪ Individual consultant in Health and Social sectors, drafting of Laws, statutory and voluntary insurance, pricing and contracting of health services, municipal finances, administration of social insurance contributions, medium term forecast of social budget, efficiency of expenditures in health, education and social sectors, contracts with social insurance and health institutions, poverty research. Government of Lithuania, Phare, WB, UNDP. - Phare project "Assessment of current financial management policy and practise in Lithuania "National and regional policies, accounting on regional and hospital level, co-operation between health insurance funds counties and municipalities had been analysed. Price Waterhouse Coopers, UK, (1999) - Assessment of municipal budgetary policy and practise. Efficiency of expenditures in health, education and social sectors had been analysed, Ministry of Finance (1999) - Phare Consensus II Programme "Monitoring the Development of Social Protection Reform in the CEEC's. Social Assistance (1999) - Poverty Research Ministry of Social Protection and labour, UNDP (1998) - Phare Consensus Project. Recent Reforms in Organization, Financing and Delivery of Health Care in Central and Eastern Europe in Light of Accession to the European Union (1998) - Assistance for Development of Additional (Voluntary) Health insurance in Lithuania. Consensus Programme project, BASYS, Germany (1998) - Phare project: "Health Reform and Financing in Lithuania" Decentralisation of the public management of health care system, facilitation of local initiatives in the field of primary health care and development of a health insurance system. Management and co-ordination of local and EU experts. Communication with national health authorities. Research and analysis in health insurance policy development, remuneration of providers (1995 -1998) - Administration of Social Insurance Contributions in Lithuania, Lithuanian Social Insurance Agency (Sodra) (1997) - Consensus Phare, International Summer School on Social Security in Europe, Phare Consensus Management Agency MEDE B.V., Netherlands (1996) - Analysis off Social Security Policy in Lithuania, World Bank (1995) - Preparation of "White Paper" on Social Insurance in Lithuania, World Bank (1995)
Contact:				
2000	Lithuania	Lithuanian State Patient Fund (SPF)	Chief expert	▪ "Revenues and Expenditures of Lithuanian Statutory Health Insurance Fund Forecast (2001-2010)". Dynamics of main macroeconomic (GDP, inflation, wages, labour force) and demographic indicators as well as SPF revenues and expenditures according optimistic, pessimistic and normative scenarios had been analysed
Contact:				
1990-1993	Lithuania	Ministry of Health	Head of Economic Department	▪ Health policy development, drafting of Laws, pricing of pharmaceuticals and services, financial planning.
Contact:				
1983-	Lithuania	Institute of	Researcher	▪ Research in economics of public goods, social policy development.



Dates	Location	Company & reference person	Position	Description
1990		Economics		Empirical studies in health care management and financing
Contact:				
1980-1983	Lithuania	Vilnius University	Lecturer	▪ Economics, seminars and lectures on economics of public sector
Contact:				

Ref. 22, Doc. x

Ref. 23, Doc. x

**Other relevant information:**



Proposed role in the project: Senior NK Expert on Health Policy and Strategic Planning

**Family name:** KOVACS  
**First names:** Lajos  
**Date of birth:** 04/03/1968  
**Nationality:** Hungarian  
**Civil status:**  
**Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained	Doc
National Institute of Public Administration, Budapest, Hungary (1999)	<b>Postgraduate Degree in Public Administration</b>	
University of Economic Science, Budapest, Hungary, Erasmus University, Rotterdam, The Netherlands (1996-1998)	Postgraduate Studies in European Studies (MSc Course)	
University Law School, Pécs, Hungary (1995-1997)	Postgraduate Studies in Medical Legal Studies	
City University, London, United Kingdom (1995)	Training in Strategic & Project Management	
London School of Hygiene and Tropical Medicine, London, United Kingdom (1994-1995)	<b>Master of Science in Health Services Management (MSc)</b>	
Hogeschool van Amsterdam, Amsterdam, The Netherlands (1994)	Training in Health Management	
European Union TEMPUS Project (1993)	Training in Epidemiology	
World Health Organisation, Regional Office for Europe (1992)	Training in Epidemiology	
University Medical School, Debrecen, Hungary (1986-1992)	<b>Medical Doctor (MD)</b>	

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

**Membership of professional bodies:** ATINER Athens Institute for Education and Research: Academic Member (from 2014); Health Manager Journal of Health Management, published in Kazakhstan: Member of Editorial Board (2011-2015); Med et Jur Journal of Medical and Legal Sciences, published in Hungary: Member of Editorial Board (2010-2013); METTT National Scientific Association for Medical Tourism, Hungary: Member (from 2010); ISRICH International Society for Research on Innovation and Change in Health Care Systems: Academic Member (from 2007); ESFC European Social Fund Committee: Representative of Employers' Organizations (2005-2007).

**Other skills:**

**Present position:**

**Years within the firm:**

**Key qualifications:**

- Extensive experience in health policy, health care financing, health system management, public health, social policy, management of change, etc.
- Development of strategies in health care policy
- Design, implementation and administration of pilot studies in health care organisation, management financing; pricing of pharmaceuticals and health services, remuneration systems development and monitoring
- Facilitation of discussions on health care strategies and policies
- Social policy analysis in health and investment planning in health
- Planning and implementation of relevant training in health care financing, contracting, pricing
- Very skilled trainer with excellent communication skills and leadership abilities
- Experience in transition countries and in working with international donors (EC, World Bank, etc.)
- Management of large scale projects.

**Specific experience in the region:**

Country	Date from - Date to
Azerbaijan	05/2015- 06/2015

**Professional experience:**

Dates	Location	Company & reference person	Position	Description
07/2017-present	Finland, and EU, CEE, FSU	Public Health Improvement Initiatives	<i>Executive Director, Board</i>	Public Health Improvement Initiatives International (PHII) is based at the University of Eastern Finland and supported by Karelia University of Applied Sciences; PHII is an assembly of multi-country expertise for



Dates	Location	Company & reference person	Position	Description
		International, Finland	Member	advisory, research and capacity building in global health and health economics. ▪ Coordination of the international team of experts and acquisition of new business opportunities and projects.
Contact: Mr Pavitra Paul, Board Member, pavitra.paul@phii.eu				
04/2016-11/2017	Kazakhstan	Global Fund, Ministry of Health of Kazakhstan	Team Leader / Health Financing Consultant	▪ Project management and consulting in the project Cross border TB, M/XDR-TB and TB/HIV among labor migrants in Kazakhstan. Design, develop and establish medico-social fund as a financial mechanism for the reimbursement of expenses related to diagnostic and treatment of TB among migrants within GFATM grant awareness rising and communication with key partners. (Project Hope, US, DC).
Contact: Mr Bakhtiyar Babamuradov, bbabamuradov@projecthope.org				
10/2016-06/2017	Hungary	EEA Financial Mechanism and the Norwegian Mechanism, National Healthcare Service Centre, Hungary Saniplan, Germany	Monitoring & Evaluation Expert	Mid-term review and post-completion evaluation of the projects <i>Improvement of the working conditions of health visitors active in Roma communities and methodological, structural and capacity enhancement to support interventions aiming to promote the mental health of the population in Hungary</i> funded by the EEA/Norway Grants: ▪ Conduct assessment of operation and implementation of programs, reviewing regulating documents and strategy/ action plans; ▪ Advising the project partners to improve the effectiveness/efficiency of use of donor funding; ▪ Recommend methodological approaches, capacity building activities, mechanisms for dissemination of information and raising public awareness.
Contact: Ms Birgit Rasehorn, Project Manager, Saniplan, birgit.rasehorn@inbas.com				
10/2015-08/2017	Moldova	Swiss Agency for Development and Cooperation (SDC), Switzerland, Ministry of Health of Moldova Swiss Tropical and Public Health Institute, Switzerland/	Project Leader	▪ Advise on strengthening primary health care system in the project <i>Reducing the Burden of Non-Communicable Diseases in Moldova</i> , particularly focusing on policy making and implementation, and quality control procedures in primary health care services; ▪ Support to the modernization of the Moldovan healthcare system by providing policy advice, proposal on integration of community health services (horizontal integration) and development of patient pathways through different levels of health care service (vertical integration); ▪ Development of regulating documents and key processes for project implementation; ▪ Determining the functions of the MoH in PHC development and improving quality of health services; ▪ Development of clinical guidelines and protocols; ▪ Development of methodological approaches to training of PHC professionals; ▪ Development of a system of motivation and incentives for PHC professionals and the National Health Insurance Fund in financing health prevention and promotion; ▪ Design and coordination of training programs on evidence based medicine for PHC professionals and development of training materials for PHC professionals.
Contact: Mr Manfred Zahorka, Project Director, Swiss TPH, manfred.zahorka@unibas.ch				
10/2015-11/2015	Hungary	European Commission, National Healthcare Service Centre	Senior Consultant	Advise on the development of organizational effectiveness in the health care system: ▪ Conduct assessment of operation of health system; ▪ Advise on development and implementation of indicators in primary health care system, focusing on quality improvement and payment for performance; ▪ Awareness raising and communication with key partners.
Contact: tamop625b.hr@aek.hu				
05/2015-06/2015	Azerbaijan	The World Bank Ministry of Health of Azerbaijan	Senior Consultant	Project design and proposal writing. Identification and formulation of project: ▪ Training needs assessment; ▪ Determine the functions of the Ministry of Health in health management training; ▪ Advise on capacity building in health management training; ▪ Advise on sector policy support program; ▪ PHC facility managers (i.e. chief doctors of policlinics) were among trainees in health management training program.
Contact: Ms Elvira Anadolu, Senior Health Specialist, WB, eanadolu@worldbank.org				
04/2015-07/2015	Kazakhstan	The World Bank,	Senior Consultant	Produce a study and advise the MoH on establishing Health Management Training Centers in Central and Eastern Europe within the framework of the <i>World Bank's Kazakhstan Health Technology Transfer and Institutional</i>



Dates	Location	Company & reference person	Position	Description
		Ministry of Health of Kazakhstan m4health, Germany, Oxford Policy Management, UK/		<i>Reform Project.</i> The study introduced international experiences with developing capacities in health management training and establishing health management training centers, in particular. The study also introduced the key aspects of capacity building in health management training that are relevant for Kazakhstan: <ul style="list-style-type: none"> <li>▪ Recommend methodological approaches to training health managers;</li> <li>▪ Determining functions of Ministry of Health in health management training;</li> <li>▪ Working closely with the Ministry of Health, the Republican Center for Health Development (RCHD) and the National Centre for Health Management Training.</li> </ul>
Contact: Mr Kuanysh Yergaliev, Head of Health Management Unit, Ministry of Health of the Republic of Kazakhstan, k.yergaliyev@mz.gov.kz Ref. 7, Doc. x				
01/2013 to present		Health Travel Training Institute, U.S. Faculty Member	U.S., Global	<ul style="list-style-type: none"> <li>▪ The Health Travel Training Institute works with international development NGOs to bring education and skills training to all levels of health professionals particularly in the fields of healthcare administration, hospital management, insurance reimbursement and contracting, health facilities management, technology and statistical research, strategic planning.</li> </ul>
Contact: Ref. 8, Doc. x				
10/2013-11/2013	Hungary, Kazakhstan	The World Bank, Ministry of Health of Kazakhstan Euro Health Group, Denmark	Senior Consultant	Assist the MoH in exploring international health systems by developing bilateral cooperation with EU Member States within the framework of the <i>Twinning Arrangement on Pharmaceutical Policy</i> of the World Bank's <i>Kazakhstan Health Technology Transfer and Institutional Reform Project</i> . <ul style="list-style-type: none"> <li>▪ Working closely with the MoH and the Republican Centre for Health Development (RCHD);</li> <li>▪ Organizing study tours for senior staff of MoH and RCHD to the Members States of European Union (Austria, Hungary) to introduce national pharmaceutical systems and policies, establish contact with international counterparts (i.e. Ministries and government agencies, actors of private sector, etc.).</li> </ul>
Contact: Mr Kuanysh Yergaliev, Head of Health Management Unit, Ministry of Health of the Republic of Kazakhstan, k.yergaliyev@mz.gov.kz Ref. 9, Doc. x				
04/2013-10/2013	Hungary, Kazakhstan	Horvath & Partners, Hungary	Strategic Advisor	<ul style="list-style-type: none"> <li>▪ Management consulting and supporting strategic planning; Design and implementation of business development; Drafting projects and technical/administrative provisions;</li> <li>▪ Health sector analysis and assessment; Health policy planning, health systems development;</li> <li>▪ Working with the National Medical Holding, public and private health care providers.</li> </ul>
Contact: Ms Viktoria Bodnar, Partner, Managing Director, viktor.bodnar@ifua.hu Ref. 10, Doc. x				
07/2011-02/2012	Kazakhstan	European Commission, Ministry of Health of Kazakhstan Progeco S.r.l., Italy	Team Leader, Advisor to Ministry of Health	Project management, including settlement of project office, in the EU funded twinning project <i>Support to Capacity Development of the Ministry of Health to Implement the State Programs on Health Care Reform and Development</i> (Salamatty Kazakhstan) and consulting the MoH on capacity development, health policy development and related planning, implementation, monitoring and evaluation of the State Health Program and Strategic Plans for 2011-2015: <ul style="list-style-type: none"> <li>▪ Advising on Sector Policy Support Program, budget support;</li> <li>▪ Identification and formulation of new EU projects;</li> <li>▪ Working closely with the MoH, the Republican Centre for Health Development and other government agencies and health care organizations.</li> </ul>
Contact: Mr Rene Mally, Head of Operation Section, Delegation of the European Commission to Kazakhstan, Rene.MALLY@eeas.europa.eu Ref. 11, Doc. x				
07/2010-03/2013	Kazakhstan	The World Bank, Ministry of Health of Kazakhstan EPOS Health Management, Germany	Team Leader, Advisor to Ministry of Health	Project management, including settlement of project office, in the project <i>Twinning Arrangement for Health Management Capacity Building</i> in the framework of the World Bank's <i>Kazakhstan Health Technology Transfer and Institutional Reform</i> : <ul style="list-style-type: none"> <li>▪ Implementation of Health Care Reform covering health financing and health care delivery, healthcare quality management, sector-wide performance monitoring and capacity building;</li> <li>▪ Proposal on shifting procedures and patients to out-patient and PHC services and managing patients through the levels of health care system (vertical integration);</li> <li>▪ Management, implementation and design of sector support programs;</li> <li>▪ Determine the role and functions of Ministry of Health in health management training;</li> <li>▪ Develop regulating documents, Terms of Reference, standard operational procedures;</li> <li>▪ Review and recommend system of motivation and incentives for health managers;</li> </ul>



Dates	Location	Company & reference person	Position	Description
				<ul style="list-style-type: none"> <li>▪ Develop the Kazakh Health Management Standards;</li> <li>▪ Advising on e-technologies, such as Health Management Information Systems, e-governance, e-learning. Establishing Health Management Training Center, develop curriculum, design and deliver training;</li> <li>▪ Working closely with the Ministry of Health, the Republican Center for Health Development, the National Centre for Health Management Training, Medical Universities, School of Public Health, hospitals across the country;</li> <li>▪ PHC facility managers (i.e. chief doctors of policlinics) were among trainees in health management training program.</li> </ul>
Contact: Mr Kuanysh Yergaliev, Head of Health Management Unit, Ministry of Health of the Republic of Kazakhstan, k.yergaliyev@mz.gov.kz Ref. 12, Doc. x				
03/2010-09/2010	Hungary	Institute for Healthcare Quality Improvement and Hospital Engineering	Advisor of General Director	<ul style="list-style-type: none"> <li>▪ Management, implementation and design of sector policy support programs;</li> <li>▪ Design and implementation of capacity development program;</li> <li>▪ Design of the national system for health accreditation (in collaboration with and in accordance with the accreditation standards of ISQUA);</li> <li>▪ Advising the government on cross-border health/patient mobility and medical tourism;</li> <li>▪ Advising on e-technologies, such as Health Management Information Systems, e-governance, e-learning;</li> <li>▪ Representing Hungary at European Network in Health Technology Assessment (EUNeHTA).</li> </ul>
Contact: Mr Barnabas Margitai, dmbe@t-online.hu Ref. 13, Doc. x				
10/2009-06/2010	Turkey	BNB Consulting	Senior Consultant	<ul style="list-style-type: none"> <li>▪ Business development and proposal/Twinning Fiche writing in the fields of health policy planning and health management information systems in Central-Asia region (Kazakhstan, Kyrgyzstan, Tajikistan);</li> <li>▪ Consulting on HMIS Strategy Roadmap by WHO Health Metrics Network.</li> </ul>
Contact: Ms Birol Baysal, General Manager, BNB, baysal@bnbcons.com Ref. 14, Doc. x				
03/2009 to present	Hungary	European Commission, Tempus/Erasmus Mundus	Senior Reviewer & Evaluator	<ul style="list-style-type: none"> <li>▪ In the framework of Tempus Program evaluation and monitoring of tenders and applications for project funding in cooperation projects between the higher education sector in the EU Member States and the Tempus Partner Countries in the areas of Curricular Reform, Governance Reform and Higher Education and Society.</li> </ul>
Contact: Ms Flora Varteres, Project Manager, Tempus, flora.varteres@tpf.hu Ref. 15, Doc. x				
05/2008-05/2009	Serbia	European Commission, Ministry of Health of Serbia NI-CO Northern Ireland Public Sector Enterprises, United Kingdom	Senior Lecturer	<ul style="list-style-type: none"> <li>▪ In the EU funded project <i>Training in Health Service Management</i> development of training modules and delivery of training in Health Management, Health Policy and Financing;</li> <li>▪ Establishment of Health Management Training Center, develop curriculum, design and deliver training;</li> <li>▪ Development and support of accreditation of diploma courses and masters courses on the residential/remote platform and e-learning/distance education systems;</li> <li>▪ Training of trainers programs.</li> </ul>
Contact: Ms Belinda Conlan, Project Manager, NI-CO, bconlan@nico.org.uk Ref. 16, Doc. x				
10/2006-09/2009	Russia	European Commission, Ministry of Health of Russia NI-CO - Northern Ireland Public Sector Enterprises, UK	Team Leader, Advisor to Ministry of Health	<ul style="list-style-type: none"> <li>▪ EU funded <i>health care reform project in the Russian Federation</i> within the framework of the EU-Russia Cooperation Program;</li> <li>▪ Consulting Ministry of Health on health sector reforms;</li> <li>▪ Management, implementation and design of sector policy support programs ;</li> <li>▪ Design and coordination of training program on evidence based medicine for PHC professionals;</li> <li>▪ Development of Primary Health Care system, definition of roles and competencies of PHC teams;</li> <li>▪ Integration of community health services, design of patient pathways through different levels of health care system;</li> <li>▪ Development and implementation of clinical protocols and quality control procedures.</li> </ul>
Contact: Ms Belinda Conlan, Project Manager, NI-CO, bconlan@nico.org.uk Ref. 17, Doc. x				
09/2004-10/2017	Hungary	School of Public Health, University of Debrecen	Visiting Professor	<ul style="list-style-type: none"> <li>▪ Design and delivery of a course on <i>Health Services Management</i> in the postgraduate <i>European Master of Science in Public Health</i> in English;</li> <li>▪ Course topics: health policy planning and financing, health governance and management, health strategies, reform of public/private health care systems in EU, Health Management Information Systems.</li> </ul>
Contact: Ms Roza Adany, Dean, DE, adany@dote.hu Ref. 18, Doc. x				
05/2004-	Global	Derkon	Executive	<ul style="list-style-type: none"> <li>▪ Support national governments in Central and Eastern Europe (e.g.</li> </ul>



Dates	Location	Company & reference person	Position	Description
06/2017		Management Consulting	<i>Director, Board Member</i>	Hungary, Romania), and the Former Soviet Union (e.g. Azerbaijan, Kazakhstan, Moldova, Tajikistan) in addition to Western Balkan countries (e.g. Serbia, Albania), Turkey and East Africa in reorganizing and strengthening health systems; <ul style="list-style-type: none"> <li>Provide technical advice and leadership on planning, development and implementation of health care reforms covering health financing, health care delivery, and capacity building.</li> </ul>
Contact: Mr Lajos Kovacs, owner, lkovacs@derkon.hu				
04/2004-09/2006	EU, CEEC	ESSA European Social Security Agency, Hungary	<i>Chief Executive, Board Member</i>	<ul style="list-style-type: none"> <li>Advising governments/ministries on the coordination of social security systems;</li> <li>Working with national government/health institutions and NGOs;</li> <li>Capacity building in cooperation between social security institutions;</li> <li>Technical assistance on enlargement, harmonization and approximation to the EU Acquis;</li> <li>Training of Trainers courses and capacity building in the area of social security;</li> <li>Designing Social Security Knowledge Base Program in line with EU 2006 – The year of workers' mobility.</li> </ul>
Contact: Mr Balazs Lengyel, Balazs.LENGYEL@ec.europa.eu				
09/2003-06/2004	Hungary	International Business School, Hungary/	<i>Senior Lecturer</i>	<ul style="list-style-type: none"> <li>Development and delivery of a course on Organizational Development and EU Enlargement; Course's topics: general management and special capacity building techniques and methods in the EU.</li> </ul>
Contact:				
01/2001-12/2003	Hungary, EU	National Health Insurance Fund	<i>Senior Consultant</i>	<ul style="list-style-type: none"> <li>In the EU funded capacity building project on <i>Social Security of Migrant Workers</i> assisting the <i>National Health Insurance Fund</i> in the application of EU social security legislation and in implementing mechanisms for the coordination of social security schemes;</li> <li>Capacity building in Human Resource planning and management. Awareness raising and communication with key partners.</li> </ul>
Contact: Mr Balazs Lengyel, Head of International Department, lengyel.b@oep.hu				
09/1999-06/2000	Hungary	University of Economic Science, Hungary	<i>Senior Lecturer</i>	<ul style="list-style-type: none"> <li>Development and delivery of a course on European Social Security Systems at postgraduate level. Course topics: <i>acquis communautaire</i>, free movement of persons, coordination of social security systems, cross border health, bilateral agreements, etc.</li> </ul>
Contact:				
06/2000-02/2003	Hungary	National Railway Health Care Service	<i>General Director, Board Member</i>	<ul style="list-style-type: none"> <li>Management of the company providing comprehensive health services (primary health care, dental care, occupational health care, in-patient/hospital care, rehabilitation) for the population across the country;</li> <li>Restructuring/decentralization of the formerly state owned, ineffective/inefficient organization, introducing new financing methods and quality management system, building capacities of decentralized/autonomous health centers;</li> <li>Training in quality control management of family physicians, supported to develop and implement quality control procedures;</li> <li>Implementation of clinical protocols and guidelines in PHC facilities across the company.</li> </ul>
Contact: Mr Zsolt Pasztelyi, General Director, titkarsag@vasuteu.hu				
03/1998-10/2002	Hungary	Veresegyhaz Mission Health Centre	<i>Senior Consultant Board Member</i>	<ul style="list-style-type: none"> <li>Supervision of the <i>National Managed Care Pilot Project</i>, development and implementation of approaches of decentralized health system;</li> <li>Support to the modernization of the healthcare system by providing policy advice, proposal on integration of community health services (horizontal integration) and development of patient pathways through different levels of health care service (vertical integration);</li> <li>Assistance in developing and introducing new financing techniques;</li> <li>Building capacities in health management.</li> </ul>
Contact:				
09/1997-03/1998	Hungary	The World Bank, Ministry of Health of Hungary	<i>Senior Consultant / HMIS Expert</i>	<p><i>The World Bank Health Management Information System Project – technical assistance for developing and building IT capacity of health providers:</i></p> <ul style="list-style-type: none"> <li>Consulting on standards for data exchange in health informatics, architecture of health insurance information systems, security in health informatics;</li> <li>Advising on e-technologies, such as Health Management Information Systems, e-governance, e-learning.</li> </ul>
Contact: Mr Tamas Balogh, Head of Department				
04/1998-07/1998	Hungary, CEE	Kaiser Permanente,	<i>Chief Executive,</i>	<ul style="list-style-type: none"> <li>General and strategic management of the private health care company, which has out-patient and in-patient health centers across Central-Eastern</li> </ul>



Dates	Location	Company & reference person	Position	Description
		USA Oresa Ventures, Belgium Medicover Clinic and Health Centre	<i>Board Member</i>	Europe after Kaiser Permanente / Community Health Plan had opened to the region. Regional business development and introduction of prepaid comprehensive health benefit packages. Management of private health facility, human resources management and development, financial management, communication.
Contact: Mr Peter Grossmann, info@medicover.hu				
08/1995-11/1997	Hungary	Medinvent Health Care Service	<i>Managing Director and owner</i>	<ul style="list-style-type: none"> <li>Management of the company, a regional primary health care and out-patient health care provider serving the population of the North-East;</li> <li>Activities in health planning, assessment, budgeting and financing;</li> <li>Implementation of clinical guidelines and protocols in PHC facilities of the company.</li> </ul>
Contact:				
01/1995-12/1996	Hungary	European Commission / Phare, Ministry of Health of Hungary	<i>Team Leader, Advisor to Ministry of Health</i>	<ul style="list-style-type: none"> <li>Planning and managing the <i>European Union PHARE Resource and Training Centre Project</i> and establishing primary health care information and training centers across the country;</li> <li>Resource and training centers worked as PHC coordination centers and contributed to the integration of community health services, improvement of quality of PHC services, definition of roles and competencies of PHC teams, building capacities of PHC teams, developed and implemented clinical guidelines and protocols;</li> <li>Advising the Hungarian Government/MoH to improve the effectiveness/efficiency of use of donor funding;</li> <li>Awareness raising and communication with key partners.</li> </ul>
Contact: Ms Brigitta Gyebrnar, Head of Public Health Department, Ministry of Health, brigitta.gyebrnar@nefmi.gov.hu				

#### Other relevant information:

- Publications (selection)
  - 'Capacity Building in Health Management Training', Health Economics, Management & Policy Abstracts 13th Annual International Conference on Health Economics, Management & Policy 23-26 June 2014, Athens, Greece Edited by Gregory T. Papanikos, Atiner, Athens, 2014;
  - 'Capacity Building in Health Management Training' Health Manager, 2012. No.3 (4), Ministry of Health of Republic of Kazakhstan, 2012;
  - 'Patients' rights in cross-border health care' Med et Jur, 1/1, 2010;
  - 'Priority Setting' Chapter in Handbook on Public Health, Medicina, Budapest, 2007 (second edition in 2012);
  - 'Cross-border co-operation in health care in the European Union' Chapter in European Studies, National Development Agency, Budapest, 2005;
  - 'Patient mobility and health policy in the European Union' 'Free movement of services in health in the European Union' 'The future of health insurance systems in the European Union' Chapters in European Studies, National Development Agency, Budapest, 2004;
  - 'Health systems in the European Union; The integration and health' Chapter in European Studies, National Development Agency, Budapest, 2003;
  - 'Health systems in the European Union and the effect of enlargement on health system in Hungary' (ed.) Extracts of presentations, National Health Insurance Fund, Budapest, 2003;
  - 'European social security law' Student handbook at Eotvos Lorand University, Budapest, 2003;
  - 'Health services management in the European Union' Student handbook at Tempus Course on EU Health Management at School of Public Health, Debrecen University, 2001.



**Family name:** MANICKI  
**First names:** Mirosław  
**Date of birth:** 14/10/1954  
**Nationality:** Poland  
**Civil status:**  
**Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained	Doc
Medical Exams Centre in Łódź, Poland (1999–2004)	<b>Postgraduate Medical Specialisation in Public Health (MPH)</b>	
Medical Centre for Postgraduate Education, Poland (1980–1993)	Postgraduate Medical Specialisation in Internal Diseases	
University Medical School, Poland (1973–1979)	Medical Doctor's Diploma	
Hogeschool van Amsterdam, Netherlands (1991)	<b>Certificate in Health Care Management – post-graduate studies</b>	

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Polish	1	1	1
English	1	1	1
Russian	2	2	2
Arabic	5	4	5
Indonesian	5	5	5

**Membership of professional bodies:**

- Global Chamber / ZG Worldwide Consultants, Springfield IL, USA – Global Advisor, Warsaw / Associate;
- European Commission Directorate-General, Regional and Urban Policy Smart and Sustainable Growth and Southern Europe Competence Centre Smart and Sustainable Growth (2014 – Present);
- 2020 Program For Global Health: <http://2020globalhealth.com> - Spendlove Medical Research Institute, Utah, USA, Provider Payments ([www.pphmx.com](http://www.pphmx.com)), Martabat ([www.jamsosindonesia.com](http://www.jamsosindonesia.com)), Indonesia; Health 4.0; OPL, USA - Team Member: building the knowledge based, functionally integrated health delivery systems <http://www.pphmx.com> Provider Payments (Manicki, Putri; Ostojic): strategic purchasing models for social health insurance systems;
- Expert, National Social Security Task Force, Coordinating Ministry for People Welfare, Republic of Indonesia, Jakarta (2005–2009);
- Vice President, Bureau of Ad-hoc Group—Health Project OECD Paris (2002–2003);
- Permanent Representative, Minister of Health, Republic of Poland, Council of Europe, European Health Committee, Strasbourg (2002–2003);
- Special Representative, Prime Minister of the Republic of Poland, Council of the Baltic Sea States, Task Force on Communicable Disease Control (2002–2003);
- Chairman, Public Health Policy Program, Ministry of Health, Warsaw, Poland (2001–2003);
- Member, Delegation of the Republic of Poland, World Health Assembly and WHO Regional Committee for Europe (2002, 2003);
- Chairman/Member - National Emergency Management Task Force/Working Groups (Ministry of Health, Poland).

**Other skills:**

**Present position:**

**Years within the firm:**

**Key qualifications:**

- Strong theoretical background in Public Health/Health Financing /Management : (i) Medical Doctor's Diploma; (ii) Postgraduate Medical Specialisation in Public Health (6 years programme), Incl. Health Care Management Studies/Amsterdam
- 20 years of technical expertise in all aspects of building resilient and sustainable financing of health systems in transition (incl. mix systems: budget & health insurance) through translating the processes of health technology assessment, standardization, development and implementation of clinical guidelines and formulary system into health services purchasing decisions, community systems strengthening, program management (linking national vertical programs and personal care focused programs) and hospitals' administration including experience with EU funding
- Experience in development and review of costed and prioritized national strategic plans or investment cases, and experience in strategic investment for highest impact and sustainability in resource limited settings through building comprehensive planning methodologies combining the national and local public health plans and health services plans ( planning budget based on the needs of population) interlinked with the pre-designed referral system including program reviews and evaluations.
- Formulation of legislative frameworks enabling the design, implementation, or monitoring and evaluation of medical standards based health financing models in a developing country context, and program management through the introduction of



innovative health services financing models as an integral part of the national health policy, and national social security policy combined with the attention to economic inequalities, social problems and environmental issues, implementation, or monitoring and evaluation of health/disease programs in a developing country context including knowledge of EU regulations related to the health sector funding sources and mechanisms

**Specific experience in the region:** N/A

**Professional experience:**

Dates	Location	Company & reference person	Position	Description
03/2017-Present	Germany	Atheneum Partners	Expert Platform Member	<ul style="list-style-type: none"> <li>Expert's focus on the knowledge-based capital investment decisions based on designing the knowledge-based models for linking service/medical standards and protocols with the appropriate hospitals' payment models (paying for quality) for both public and private health care providers (equity in access to providers' contracts), strategic purchasing in Europe.</li> </ul>
Contact: Hans-Christian Jomaa (hans-christian.jomaa@atheneum-partners.com) Ref. 1, Doc. x				
03/2010-Present	USA,	Fluidity Finance and Comprehensive Integrated Medicine & Health (CIMH Global) together with Spendlove Medical Research Institute, Logan, Utah, USA	Principal	<ul style="list-style-type: none"> <li>Developed/improved mechanisms of strategic purchasing of health service incl. capacity building/knowledge transfer in reform of financial system in order to build the stable knowledge (standards and protocols) based health financing models (Single Payer focus);</li> <li>Developed a model bridged to the WHO International Classification Codes Categories (ICD, LOINC; ICF; ICHI) in order to extend the existing classifications and taxonomies to functional processes and making it a basis for medical standardisation and the comprehensive health providers' payment models (paying for quality)(making DRG based payment model a tool for an integral part of the national health policy development).</li> </ul>
Contact: Kenneth Tingey PHD, Chairman, Spendlove Research Institute Logan, Utah, USA (ken.tingey@gmail.com) Ref. 2, Doc. x				
03/2017-Present	USA	ZG Worldwide Consultants / Global Chamber Springfield, IL, USA / Scottsdale, AZ, USA	Associate/Global Advisor	<ul style="list-style-type: none"> <li>Expert's focus: Health Financing: Strategic purchasing focused;</li> <li>Fluidity Finance websites: <a href="http://fluidityfinance.com/">http://fluidityfinance.com/</a> <a href="http://thehorizontalnetwork.com/">http://thehorizontalnetwork.com/</a></li> <li>Engaged executives and regional leaders in more successful cross-border trade and investment to accelerate global business growth, increase community success and change the world;</li> <li>Technical expertise in all aspects of building resilient and sustainable financing of health systems in transition (incl. mix systems: budget &amp; health insurance) through translated the processes of health technology assessment, standardized, developed and implemented clinical guidelines and formulary system into strategic health services purchasing decisions;</li> <li>Worked on continuous reform of health service financing model (strategic purchasing) for the integrated health delivery model.</li> </ul>
Contact: Lothar Solivon Business&Management Consulting   Healthcare   Marketing & Communications   Technology Lothar E. Solivon 2150 Illini Road Springfield, IL 62704 USA, +1 217 6910554, zgworldwide.com Ref. 3, Doc. x				
05-11/2015	Lao,	WHO Western Pacific Region, Lao Office	Expert – Health Financing MoH/National Health Insurance Management Committee	<ul style="list-style-type: none"> <li>Facilitated the approval and implementation of the health financing system with the special focus on linking the hospitals, medical standards and protocols with health services payment models, strategic purchasing (RBF based) as a basis for knowledge-based investments decisions;</li> <li>Coordinated the Department of Finance/Health Minister's Cabinet, Department of Planning and International;</li> <li>Assisted the developments of the health financing payment model for the existing mix system (budget &amp; health insurance) with the special focus on making health insurance model an internal part of the national health policy;</li> <li>Capacity building/knowledge transfer in reform of financial system.</li> </ul>
Contact: Tom Gadsden (gadsdent@wpro.who.int) Ref. 4, Doc. x				
12/2014-05/2015	Bangladesh,	Oxford Policy Management Ltd 6 St Aldates Courtyard	Health Financing Consultant – Team Leader	<ul style="list-style-type: none"> <li>Accompanied Measure to the Health, Population and Nutrition Sector Development Programme, Dhaka;</li> <li>To established and operationalized the strategic purchasing model including planning purchasing and monitoring model ( starter for risk management ) for the social health insurance scheme and made it as an integral part of the hospital's payment model (RBF based paying for quality).</li> </ul>
Contact: Tel +44 (0) 1865 207 300 38 St Aldates admin@opml.co.uk United Kingdom Ref. 5, Doc. x				
01/2014-Present	Belgium	European Commission Directorate-	Health Financing Expert	<ul style="list-style-type: none"> <li>Member of the Panel of Experts to assist Directorate-General for Regional Policy to evaluated, implemented and monitored Cohesion policy intervention focused on EU funding for health sector reflecting health</li> </ul>



Dates	Location	Company & reference person	Position	Description
		General Regional and Urban Policy Smart and Sustainable Growth and Southern Europe Competence Centre Smart and Sustainable Growth		systems and policies at EU, national and regional levels, in order to develop an overall plan health delivery models; <ul style="list-style-type: none"> <li>Introduced the health financing planning methodology for RBF based model (innovative strategic purchasing model incl. health needs assessment - health service planning – health facility planning) combined with promotion of the functionally integrated health care delivery networks as a tool for introduction of the new hospitals' referral system followed by introduction of the upgraded hospital standards based health financing system interlinked with the solid economic and risk analysis (the model has been implemented in Poland) as a basis for investment projects preparation and setting up the implementation requirements ( powerful risk management tool for health care systems).</li> </ul>
Contact: Magali Lenoel				
04/2017- Present	USA	Coleman Research Group Incorp. Coleman Expert Network	Expert	<ul style="list-style-type: none"> <li>Focused on the knowledge-based capital investment decisions, knowledge-based models for linking service/medical standards and protocols with the appropriate hospitals' payment models.</li> </ul>
Contact: Member Services, Coleman Research, 1-877-860-1229 (MemberServices@colemanrg.com)				
03-06/2013	Afghanistan	EPOS Health Management GmbH / European Commission	Senior Expert Health Insurance	<p>Technical Cooperation Programme to the Ministry of Public Health in Afghanistan</p> <ul style="list-style-type: none"> <li>Advised the type of health insurance applicable for Afghanistan and provided recommendation how to build the SHI scheme being an important part of the existing health financing model (strategic purchasing focused);</li> <li>Reviewed the current laws and regulations related to insurance and support MoPH in defending the new Law and regulations on health insurance. Develop regulations for SHI incl. private health insurance.</li> <li>Advised Government on development of SHI and complementary private insurance including institutional structure, hospitals payment models; benefit package, sets of standards and protocols; price determination / monitoring and evaluation mechanism (tool for the future risk management model).</li> </ul>
Contact: Cezara Ciorici, Project Manager and Consultant (Cezara.Ciorici@epos.de)				
09/2009 –08/2015	Indonesia	Konsultan Jaminan Sosial (Prima Konsultindo)	Senior Partner (International) – mid-term & long distance consultationd – Expert in HealthCaare Management	<ul style="list-style-type: none"> <li>Regulated, joint assessed and re-engineered the Indonesian Health Insurance Carrier, with the subsequent assistance in upgrading their provider payment model; Converted legal status of the Indonesian Health Insurance and Social Security Carriers;</li> <li>Developed health financing policy implementation manuals for hospital managers and health professionals linking hospitals' standards and protocols with the pre-defined hospitals' payment models. Planning circles;</li> <li>Risk management tools: <ul style="list-style-type: none"> <li>Developed/improved mechanisms of strategic purchasing of health service,</li> <li>Capacity building/knowledge transfer in reform of financial system.</li> </ul> </li> </ul>
Contact: P.T.MARTABAT, A. E. Putri - +62 21 74870811 / aeputrishi@cbn.net.id, http://www.jamsosindonesia.com				
08/2012	Poland	Health Facilities and Services EPOS Health Management GmbH	Organizer/ Expert in HealthCare policy and Management	<ul style="list-style-type: none"> <li>The delegation from the Republic of Tajikistan visited Poland as part of a study tour in the context of the Tuberculosis Control Programme Phase III, funded by the German Development Bank (KfW). The aim of the KfW-funded project was to contribute to the control of tuberculosis in Tajikistan by rehabilitating, equipping and reorganising the National Reference Hospital for Tuberculosis, located in Macheton near the Tajik capital Dushanbe;</li> <li>The purpose of the study tour was to learn from the Polish experience ( benchmark ) in successful transformation of its health financing system and specifically modern hospital management practices with the special focus on introducing strategic purchasing model.</li> </ul>
Contact: Consultant and Project Manager, Ursula Buerger MPH, Bad Homburg, Germany Ursula.Buerger@epos.de				
06/2010–02/2011	Albania	GVG	Expert in Transforming Hospital Payment Mechanisms	<ul style="list-style-type: none"> <li>Albanian-German seminar series on the Reform of the Health Financing System with the special focus on designing and implementing the new strategic purchasing model in Albania for the National Health Insurance Institute and MoH; conducted benchmark of strategic purchasing model;</li> <li>German Federal Ministry of Health: Initiated the process of transforming the existing centralistic hospital payment system towards a case-based contracts model in order to increase the effectiveness of the public health</li> </ul>



Dates	Location	Company & reference person	Position	Description
				system management and to make the social health insurance policy an integral part of the national public health policy.
Contact: Martin Wrede - +49 22191286717 / m.wrede@gvg-koeln.de				
05/2012–03/2013	Poland	Regional Hospital P-kow Tr.	Expert in Health Care Financing	<p>Ref. 11, Doc. x</p> <ul style="list-style-type: none"> <li>Analysed the functioning hospital accreditation system and its long-lasting impact in terms of continuous quality improvement to patient care;</li> <li>Capacity building/knowledge transfer in reform of financial system (tertiary level): application of risk management tools and strategies in tertiary hospital.</li> </ul>
Contact: Dr. M. Konieczko - +44 6480300 / sekretariat@szpital-piotrkow.pl				
03/2004–08/2009	Indonesia	GVG / AOK (1st and 2nd phase) / EPOS (1st phase) / GTZ	Team Leader	<p>Ref. 12, Doc. x</p> <ul style="list-style-type: none"> <li>Under the German Development Cooperation supported Social Health Insurance Project, contributed to building a strong foundation for making the Social Health Insurance System an integral part of the National Health/Health Financing System and the National Social Security System, including high level public health policy making;</li> <li>Advised on making a social health insurance implementation and reformed an integral part of the national public health strategies (coherent and co-ordinated approach to health policy) including designed the adequate strategic purchasing model;</li> <li>Developed standards and protocols models blended with the adequate strategic purchasing model;</li> <li>Applied risk management tools and strategies in SHI;</li> <li>Step-wise approach in DRG model implementation: Designed studies and developed concepts and economic and risk-based strategies for health insurance, based on the experiences of the EU and Southeast Asian countries;</li> <li>Established an integrated legal and regulatory framework, and institutional development underpinning a robust social health insurance function, and designed strategies of translating public health policy into purchasing decisions;</li> <li>Operationalised the Social Security Act, including capacity building of managers for its implementation including issues related to health law;</li> <li>Trained coached, mentored incl. an Asia-wide benchmarking – presented below.</li> </ul>
Contact: Martin Wrede - 49 221912867-17 / m.wrede@gvg-koeln.de				
12/2003–03/2004	Poland	Polish Mother's Memorial Hospital	Advisor to the Board	<p>Ref. 13, Doc. x</p> <ul style="list-style-type: none"> <li>Created new organisational unit of the Research Institute, responsible for overseeing Foreign Aid Programmes in Public Health Care especially EC funded projects including program reviews and evaluations.</li> </ul>
Contact: Prof. Oszukowski – iczmp@iczmp.edu.pl				
04-10/2003	Poland	National Social Health Insurance Fund Headquarters (NFZ), Warsaw, Poland	Vice President for Medical Affairs / Acting President Director	<p>Ref. 14, Doc. x</p> <ul style="list-style-type: none"> <li>Established a National Health Insurance Fund servicing 33 million people and build the RBF based uniformed strategic health services purchasing model;</li> <li>Designed and installed the uniformed country wide hospitals, standards and protocols model blended with the uniformed strategic purchasing model followed by implementing the adequate management information system for 700 tertiary/secondary/primary hospitals, ambulatory specialists and GP level);</li> <li>Risk management tools and strategies oriented model;</li> <li>Conceived and supervised the health research projects based on economic and risk analysis including costing and pricing analysis, to support the health service plan for Poland;</li> <li>Implemented innovative health services and public health planning at provincial and country levels in order to build a tool for translating health policy into purchasing decisions combining public health and personal health care issues;</li> <li>Developed training programmes for public and private healthcare providers;</li> <li>Developed, implemented and managed public budgets and expenditure;</li> <li>Contribution to the Health Insurance Reform Act amendment.</li> </ul>
Contact: Dr. K. Panas (Former President) - infolinia@nfz.gov.pl, +48225726042				
11/2001 - 04/2003	Warsaw, Poland	Ministry of Health Warsaw Poland	Acting Director of Dept. of European Integration and International	<p>Ref. 15, Doc. x</p> <ul style="list-style-type: none"> <li>Expedited the integration of more than 260 health laws and regulations as part of a national initiative to harmonize Polish laws and those of the European Union;</li> <li>Assumed control of analysing old laws, coordinating efforts across ministries and Parliament—with Poland successfully achieving membership of the EU in 2004;</li> <li>Special focus on PHARE 2003, including developed and implemented</li> </ul>



Dates	Location	Company & reference person	Position	Description
			Relations, Member of the Committee responsible for establishment of the National Health Insurance Fund	<p>Food Safety strategy; implemented EU directives related to drinking and bathing water, harmonised the national pharmaceutical law with the relevant EU <i>acquis</i> incl. EU-wide benchmarking program;</p> <ul style="list-style-type: none"> <li>Established the international settlement mechanism for health care services, according to the EU Coordination of Social Security Systems;</li> <li>Simultaneously presided over bilateral contacts and representation of the Ministry of Health with global organisations including the OECD, UN, WHO (Health Surveys -EHIS, and NHA) and ILO;</li> <li>As part of reform strategy, combined the social health insurance system with public health, focusing on health financing systems, to devised major amendment of the social health insurance reform law;</li> <li>Developed and implemented public budgets and expenditure improve public expenditure.</li> </ul>
Contact: Dr Bogusław Suski, boguslaw.suski@ecdc.eu				
11/1999–12/2001	Poland	Łódź Regional Social Health Insurance Fund	Medical Director, Regional Health Insurance Authority	<ul style="list-style-type: none"> <li>Improved the strategic purchasing model for 40 hospitals, ambulatory specialists and general practitioners, to improve public expenditure;</li> <li>Risk management tools and strategies-oriented model;</li> <li>Introduced a uniformed hospital standards and protocols model and monitoring and reporting system to ensure equity in access to contracts for both public and private health providers. Building the Provincial Health Plan combining Governors' Public Health Plan and Health Insurance Services Plan (economic and risk analysis based).</li> </ul>
Contact: Dr. W. Stelmach (Former Director) - sekretariat@nfz-lodz.pl				
07/1999–11/1999	Poland	Marshal Office in Łódź	Advisor, Provincial Government	<ul style="list-style-type: none"> <li>Developed and introduce the Regional Public Health Strategic Plan methodology combining public health and personal health care issues focused on an integration around service users;</li> <li>Capacity building/knowledge transfer in reform of financial system.</li> </ul>
Contact: Mr. W. Matusiewicz (Former Chairman) - info@lodzkie.pl				
10/1993–05/1999	Poland	Voivodship Office Łódź/ Piotrków Tryb. (Governor's Office)	Chief Medical Officer, Director of the Dept. Of (Public) Health, Chief Provincial Consultant, Health Promotion	<ul style="list-style-type: none"> <li>Administered the integrated provincial public health system including 6 hospitals;</li> <li>Worked on continuous reform of the health service financing model (strategic purchasing ) for the integrated health delivery model;</li> <li>Strengthened the provincial public health threats preparedness and communicable diseases alert system;</li> <li>Spearheaded an emergency management system to make it an integral part of the integrated provincial public health system;</li> <li>Contributed to public budgets and expenditure policy;</li> <li>Contributed to 2 health laws in the country - Health Insurance Act and Emergency Management Act;</li> <li>Contributed to Postgraduate Training Programs for health care professionals.</li> </ul>
Contact: G. Stepiński (Former Governor) - kontakt@lodz.uw.gov.pl / +44 6329717				
09/1989–10/1993	Poland	Regional Hospital	Internist, Specialist, Consultant in Internal Medicine	<ul style="list-style-type: none"> <li>Gastroenterological Department;</li> <li>Provincial Consultant in Family Medicine.</li> </ul>
Contact: Dr. M. Konieczko - +44 6480300 / sekretariat@szpital-piotrkow.pl				
06/1986–11/1989	Libya	Central Hospital – Zawia, Libya	Internist, President of Polish Medical Staff	<ul style="list-style-type: none"> <li>Selected administrative efforts including contacts with Libyan partners and reforming hospital payment model in order to improve the health expenditure methodology.</li> </ul>
Contact: Dr. M. Lahrash / Dr. El Kom – no contact				
11/1979–06/1986	Poland	Regional Hospital	Internist	<ul style="list-style-type: none"> <li>Gastroenterological Department.</li> </ul>
Contact: Dr. M. Konieczko - +44 6480300				

#### Other relevant information:

- Publications:
  - (selection) [https://www.amazon.co.uk/Books-MirosławManicki/s?ie=UTF8&page=1&rh=n%3A266239%2Cp\\_27%3AMirosław%20Manicki](https://www.amazon.co.uk/Books-MirosławManicki/s?ie=UTF8&page=1&rh=n%3A266239%2Cp_27%3AMirosław%20Manicki);
  - Book: Our Century: Our Opportunity (English and Chinese editions ), by Kenneth Tingey, Mirosław Manicki, Amazon USA 2015;
  - Book: Rational War By Kenneth Tingey, Mirosław Manicki, Amazon USA 2015;
  - Book: Quantum Epidemiology - Leveraging the Data-Driven Health Tradition By Kenneth Tingey, Mirosław Manicki, Rex Spendlove and Jon Daines, Amazon USA 2015;



- Book: The Big Step Forward: To Knowledge-Driven Universal Coverage Miroslaw Manicki ,Asih Eka Putri , Amazon USA 2014;
- Book: Optimum Performance Living By:Larry Farnes PT Miroslaw Manicki MD Mph Steve Lee MPharm Rex Spendlove PhD Kenneth Tingey PhD, Amazon USA, 2014;
- Book: Quantum Epidemiology By: Kenneth Tingey, Miroslaw Manicki, Rex Spendlove,Jon Daines, Larry Farnes, Amazon USA, 2015;
- Book: Integration,Legitimacy And The Law Authors: Miroslaw Manicki, Kenneth Tingey;
- Book:Ensuring Biology-Based Regulation Authors: Miroslaw Manicki MD MPH Kenneth Tingey PhD, Amazon USA, 2014;
- Book: Dual Control and Certain Derailment Authors: Miroslaw Manicki MD, PHD Kenneth Tingey, PhD, Larry Farnes, PT: Dejan Oresic, Amazon USA, 2014;
- Book: Context in Science - Generalists and Root Causes Authored by Kenneth Tingey, Rex Spendlove, Miroslaw Manicki, Amazon USA 2014;
- Book: 2020 Program for Global Health Knowledge-Driven Universal Coverage in this Decade Authors: Kenneth Tingey, PhD, Master of Pacific International Affairs, MBA, Miroslaw Manicki, MD, MPH, Larry Farnes, PT Nov.2013: Amazon USA.
- International consultation and benchmarking:
  - <http://2020globalhealth> - Spendlove Medical Research Institute, Utah, USA,**Provider Payments** ( [www.pphmx.com](http://www.pphmx.com)) Martabat ( [www.jamsosindonesia.com](http://www.jamsosindonesia.com) ) ,Indonesia; Health 4.0; OPL, USA - Team Member: building the knowledge based, functionally integrated health delivery models. <http://www.pphmx.com> **Provider Payments** (Manicki ,Putri; Ostojic): **strategic purchasing models for social health insurance systems.**
  - Fellowship in Max-Planck-Institute, Munich, Germany 24 March – 4 April 2007 (GVG)
  - International Conference on Social Health Insurance in Developing Countries and Informative Visits to German Social Health Insurance Institutions, Berlin, Germany, 5 – 7 December 2005 (Gov. of Indonesia/GTZGVG)
  - **Informative Visit to the Philippines Social Security Institution**, Manila, the Philippines 16-20 October 2006 and Nov.2014(Gov. of Indonesia / GTZ/GVG/EPOS/Gov. of Philippines)
  - **Informative Visit to the National Health Security Office**, Thailand, 11-12 February 2007 (Gov. of Indonesia/GTZ/GVG/Gov. of Thailand)
  - Informative Visit to Korean Social Security Institutions, Seoul, South Korea, 27-29 November 2007 (Gov.of Indonesia/Gov. of Korea/GTZ/GVG)
  - Informative Visit to the Thailand Social Security Office, Bangkok Thailand 11-12 December 2007 (Gov.of Indonesia/GTZ/GVG/Gov.of Thailand)
  - Informative Visit to Chinese Social Security Institutions, Beijing November 24-26, 2008 □ (Gov.of China/Gov.of Indonesia/GTZ/GVG)
  - Informative Visit to Indian Social Security Institutions, New Delhi, India, 16-17 November 2008(Gov.of China/Gov.of Indonesia/GTZ/GVG)
  - High Level Expert Mission, Jakarta, July 6, 2008- July 13, 2008 (German Soc.Sec. Institutions/GTZ/GVG)
  - Business Process Analysis on Health Insurance Management at PT JAMSOSTEK and PT ASKES, AOK Mission 2006-2007 (German AOK Health Insurance Org.. Institutions/GTZ/GVG)
  - Tools for successful Purchasing (Financial Safety, High Quality of Services, □ Effective Communication Among Payer, Providers, Members) Jakarta, February 2010 (Martabat/PT Askes)
  - A Roadmap to success - Building a National Health Insurance System in Mixed healthcare Financing System. High Level Expert Workshop, Jakarta, February 2010 (Martabat/MoH, Indonesia)
  - Albanian-German seminar series on the Reform of the Hospital Payment System in Albania (Min.of Health, Albania/German Federal Ministry of Health/GVG) Albania, Germany 2010-2011



**Family name:** MARUŠIČ

**First names:** Dorjan

**Date of birth:** 13/07/1957

**Nationality:** Slovene

**Civil status:** Married

**Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained	Doc
Faculty of Social Sciences, University of Ljubljana, Slovenia (2016)	Master of Science (MSc) in Management	
Ministry of Health and Medical association of Slovenia: title of primaries (2015)		
IEDC Bled School of Management, Slovenia (2001)	Postgraduate Course on Health Management at the IEDC Bled School of Management (2001)	
Medical Faculty, University of Ljubljana, Slovenia (1989)	Medicine; graduated with honors Doctor of Medicine (MD)	
Faculty of Natural Science, Department of Mathematics, University of Ljubljana, Slovenia (1981)	Theoretical mathematics Bachelor of Science (BSc) in Mathematics	

**Other relevant training:**

- 1997 European Congress Organization (ECOR) in Myocardial Ischemia
- 1995 – 97 Courses in intensive medicine organized by the Slovenian Intensive Medicine Association
- 1995 Department of Internal Medicine, Faculty of Medicine, University of Ljubljana, Slovenia  
Course: Membership Exam in Internal Medicine
- 1990 – 95 Department of Internal Medicine, General Hospital Izola and Clinical center Ljubljana, Slovenia  
Course: Specialization (equivalent to rotation) in internal medicine
- 1993 Postgraduate Course at the Department of Cardiology of the Thorax Centre, University Hospital Groningen
- 1991 Postgraduate Course at the Intensive Care Unit of the General Hospital Celje
- December 1990 Ministry of Health of the Republic of Slovenia: Course: State Exam for Physicians
- 1989 – 90 General Hospital Izola Course: Clinical training included Internship

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Slovene	1	1	1
English	1	1	1
Italian	1	1	1
Serbian	1	1	1
Croatian	1	1	1
French	3	3	3

**Membership of professional bodies:**

- 2016 - Member of the Scientific Advisory Board of Sanicademia
- 2013 – 2016 Member of the Expert Panel on Effective Ways of Investing in Health
- 2009 – 2010 Member of the Health Insurance Institute Slovenia Board
- 2009 – 2010 Member of the Health Council, Ministry of Health of Slovenia
- 2006 – 2007 President of Council for Health Care Informatics, Ministry of Health of Slovenia
- 2005 President of Conference Organizing Committee 'From Data to Information in Healthcare'
- 2003 Editorial Board of 'Economics, Organization and Informatics in Health Care' Bulletin
- 1998 Association of Slovenia Cardiology Association
- 1998 Slovene Medical Informatics Association
- 1998 Slovene Intensive Medicine Association
- 1996 Slovene Emergency Medicine Association
- 1989 The Medical Chamber of Slovenia

**Present position:**

- Zdravstveni zavod Celjenje- Director
- Hospital Sežana : Specialist outpatient clinic - Part time employed
- Tetras consulting d.o.o. - Part time employed
- Specialist in internal medicine

**Years within the firm:**

**Key qualifications:**

- Highly acclaimed medical doctor with specialty in Internal medicine and experience and qualifications in both general and health management.



- Involved in many national and international projects regarding health care system and health care insurance, payment methods, quality improvement, national data standardization and health informatics. In last 15 years built up a strong health systems and policies background in national and international environment with strong knowledge and expertise of current European developments in European Union and region.
- Presidency in two project committees (Health Sector Management Project in Slovenia and Medical Card), which means managing two of the most important health system projects in the country. In the former, reforms of system of financing, health management, clinical guidelines and health informatics have all been completed. In terms of the latter, we added several data to the medical card: medical devices, descriptive of the organ donors and we have already started with the electronic prescription system.
- Responsible for EU programmes, annual negotiation of contracts with all service providers, legislation projects, quality improvement (indicators), national data standardization and health informatics. Dr Marusic held the responsibility of the EU committee at the Ministry of Health, which meant preparation of the Slovenian EU presidency program for Health.

**Specific experience in the region:**

Country	Date from - Date to	Country	Date from - Date to

**Professional experience:**

Dates	Location	Company & reference person	Position	Description
June 2019	Montenegro			▪ Develop strategy for health care quality assurance in Montenegro Ref. 1, Doc. x
Contact:				
January 2019	Albania, Kosovo, Bosnia and Herzegovina	Swiss Development and Cooperation		▪ Regional Study Tour 2019 on Primary Health Care for the delegation of Swiss Development and Cooperation (SDC) invests in Albania, Kosovo, Bosnia and Herzegovina. Ref. 2, Doc. x
Contact:				
December 2018	Montenegro	WHO	short-Term International expert	▪ Technical assistance in assessing PHC performance on managing chronic conditions in Montenegro as a WHO short-Term International expert Ref. 3, Doc. x
Contact:				
January 2018 – December 2019	Republic of Moldova	WHO	short-Term International Expert	▪ Technical support as a WHO short-Term International Expert to implement action plan on strategic purchasing of health services in the Republic of Moldova. Ref. 4, Doc. x
Contact:				
January 2018 – December 2018	Belgium	SCRL CMGRP Belgium		▪ Technical assistance in health care to SCRL CMGRP Belgium Ref. 5, Doc. x
Contact:				
November 2017 – January 2018	Republic of Slovenia			▪ Analysis of administrative and legal aspects of the healthcare system in the Republic of Slovenia and in the Friuli Venezia Giulia region for the preparation of a preparatory analysis for the construction of the joint medical programs for mental health services for population in the EZTS GO Ref. 6, Doc. x
Contact:				
November 2017 – December 2017	Republic of Moldova		WHO short-Term International Expert	▪ Technical support as a WHO short-Term International Expert to develop an action plan and priorities for intervention to strengthen purchasing of health services in the Republic of Moldova. Ref. 7, Doc. x
Contact:				
September 2017 – October 2017	Montenegro			▪ Technical assistance to WHO in modelling the long-term health and cost benefits of implementing fiscal policies to reduce smoking prevalence and sweetened sugary beverages (SBBs) consumption in Montenegro Ref. 8, Doc. x
Contact:				
June 2015 – December 2019	Republic of Kosovo	Ministry of Health	Expert	▪ Clinical Services management Expert to Provide Expertise for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/017RH 15 014) under the Health Support Program in Kosovo Phase II. Ref. 9, Doc. x
Contact:				
March 2015 – July 2015	Republic of Moldova	WHO	short-Term International Expert	▪ Technical support as a WHO short-Term International Expert to the Proposal for situational analysis on strategic purchasing of services in the Republic of Moldova. Ref. 10, Doc. x
Contact:				
September 2014	Astana, Kazakhstan	WHO	short-Term International Expert	▪ Technical support as a WHO short-Term International Expert to the implementation of the Flagship Course on Health Systems Strengthening: Health Financing in Astana, Kazakhstan. Ref. 11, Doc. x
Contact:				
September	Montenegro	Ministry of		▪ Evaluation of health care facilities in order to start the accreditation



Dates	Location	Company & reference person	Position	Description
2014		Health		process; Ministry of Health of Montenegro.
Contact:				
June 2014	Montenegro		Short-Term International Expert	▪ Short-Term International Expert to provide technical assistance in revising Montenegrin Strategy for Prevention and Control of Chronic Noncommunicable Diseases 2008 – 2020 and related Action Plan. <span style="float: right;">Ref. 12, Doc. x</span>
Contact:				
December 2013 – April 2015	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Expertise for Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international expert on Prognosis for health services for the Ministry of Health of Kosovo as a technical assistance for the Ministry of Health of the republic of Kosovo - International Expert PROJECT KSV/014 HEALTH SUPPORT PROGRAMME IN KOSOVO <span style="float: right;">Ref. 13, Doc. x</span>
Contact:				
June 2013 – May 2016		DG SANCO	Expert Panel	▪ Member of the Expert Panel on Effective Ways of Investing in Health at DG SANCO. <span style="float: right;">Ref. 14, Doc. x</span>
Contact:				
December 2013 – March 2016	Republic of Slovenia	Hospital Sežana	Short-Term International Expert	▪ Chromed - Clinical evaluation of a new multi-parametric monitoring system for patients affected by COPD with CHF or sleep disorders comorbidities. Local leader of the project in Hospital Sežana <span style="float: right;">Ref. 15, Doc. x</span>
Contact:				
November 2013 – February 2015	Republic of Slovenia	Hospital Sežana	Short-Term International Expert	▪ elecadio in cross-border macroarea. Local leader of the project in Hospital Sežana. The project is co-funded by the CBC Programme Italy-Slovenia 2007-2013 by the European Regional Development Fund and national funds. <span style="float: right;">Ref. 16, Doc. x</span>
Contact:				
May 2013 – December 2013	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international expert on Elaboration of Health Sector Strategy (HSS) 2014 – 2020 and its Action Plan for the Ministry of Health of Kosovo as a technical assistance for the Ministry of Health of the republic of Kosovo - International Expert PROJECT KSV/014 HEALTH SUPPORT PROGRAMME IN KOSOVO <span style="float: right;">Ref. 17, Doc. x</span>
Contact:				
March 2013 – March 2013	Montenegro			▪ Workshop on "Governance of Health Financing to support service re-organization based on health centers in Montenegro" <span style="float: right;">Ref. 18, Doc. x</span>
Contact:				
January 2013 – April 2013	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international expert on Implementation of performance contract for the hospitals for provision of health care services for 2013 for Kosovo International Expert PROJECT KSV/014 HEALTH SUPPORT PROGRAMME IN KOSOVO <span style="float: right;">Ref. 19, Doc. x</span>
Contact:				
October 2012 – December 2012	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international expert on Elaboration of performance contract for the hospitals for provision of health care services for 2013 for Kosovo International Expert PROJECT KSV/014 HEALTH SUPPORT PROGRAMME IN KOSOVO <span style="float: right;">Ref. 20, Doc. x</span>
Contact:				
October 2012 – December 2012	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Provide Expertise for Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international expert on Drafting the legal, administrative and organisational provision for Kosovo Health Service for Kosovo International Expert PROJECT KSV/014 HEALTH SUPPORT PROGRAMME IN KOSOVO <span style="float: right;">Ref. 21, Doc. x</span>
Contact:				
May 2012 – June 2012	Republic of Kosovo	Ministry of Health	Short-Term International Expert	▪ Building of Capacities for the Ministry of Health of the Republic of Kosovo (Contract no: KSV/014-11 452) under the Framework Provider Terms of References for international experts on concept and modelling of pricelist and basic benefit packaged for Kosovo International Expert PROJECT KSV/014 HEALTH SUPPORT <span style="float: right;">Ref. 22, Doc. x</span>



Dates	Location	Company & reference person	Position	Description
PROGRAMME IN KOSOVO				
Contact:				
March 2012 – May 2012	Russian Federation		Short-Term International Expert	▪ Technical Assistance for Provider Payment System Improvement in Selected Regions of the Russian Federation Ref. 23, Doc. x
Contact:				
October 2009	Republic Srbija	WHO	International Expert	▪ Technical assistance for the drafting of the national plan of health system of Republic Srbija for the period 2010-2014 Ref. 24, Doc. x
Contact:				
September 2009	Albania		Short term consultancy	▪ Short term consultancy, Health policy Consultancy Albania, Workshop on Social Health Protection in Albania Ref. 25, Doc. x
Contact:				
June 2009 – December 2010	Serbia		Senior Expert	▪ Models of payments and Incentives to providers at EU project Establishment of the Public Agency for Accreditation and continuous quality Improvement of Health Care in Serbia Ref. 26, Doc. x
Contact:				
March 2009	Albania		Short-Term International Expert	▪ Models of payments and Process of negotiations - workshop on draft contract with hospitals in Albania, Health insurance Institut of Albania Ref. 27, Doc. x
Contact:				
January 2009	Macedonia	Ministry of Health of Macedonia	Short-Term International Expert	▪ Health Benefit Package – working group in Macedonia, Ministry of Health of Macedonia Ref. 28, Doc. x
Contact:				
October 2008 – December 2009	Montenegro	Ministry of Health, Labour and Social Welfare	Short-Term International Expert	▪ Technical Assistance to the Ministry of Health, Labour and Social Welfare in Conducting the Reform of the Health Sector: (i) Master plan development, (ii) Strategy for secondary and tertiary health care Ref. 29, Doc. x
Contact:				
February 2008 – April 2008	Montenegro	Ministry of Health, Labor and Social Welfare	Short-Term International Expert	▪ Project on "Secondary and Tertiary Care Sector Optimization" at the Ministry of Health, Labor and Social Welfare of the Republic of Montenegro Ref. 30, Doc. x
Contact:				
January 2008 – February 2008	BiH		Short-term international expert	▪ Short-term international expert for legal harmonization in the health sector in the Project Strengthening the BiH Health Care System for EU Integration Project No: EuropeAid 120/974/C/SV/BiH Ref. 31, Doc. x
Contact:				
October 2007	Bulgaria	Ministry of Health	Short-Term International Expert	▪ Short-Term International Expert for Contracting and price setting in a system with a single health insurer - second health round table : Ministry of Health Bulgaria Ref. 32, Doc. x
Contact:				
2007 - 2010	Republic of Slovenia	Health Insurance Institute of Slovenia	Consultant to General director	▪ Consultant to General director, Health Insurance Institute of Slovenia. As adviser to the general director responsible for implementations, analyses and monitoring of quality indicators and monitoring of performance based payment methods, HTA and international cooperation. Ref. 33, Doc. x
Contact:				
2004 – 2007	Republic of Slovenia	Ministry of Health of Slovenia	State secretary - Deputy Minister	▪ Responsible to the Minister for Health for all operational and political matters. Most specifically EU programs, the annual negotiation of contracts with all service providers (hospitals, health centers, general practices etc). ▪ From 2004 held the responsibility of the EU committee at the Ministry of Health, which meant preparation of the Slovenian EU presidency program for Health. ▪ From 2005 president of the commission for preparation and implementation of quality indicators and of efficiency indicators for hospitals. From 2006 president of the Health Informatics Council, a strategic and decision making entity for implementation of eHealth 2010 strategy. Ref. 34, Doc. x
Contact:				
2000 – 2004	Republic of Slovenia	Ministry of Health of Slovenia	State secretary	▪ Responsible to the Minister for Health for all operational matters, most specifically the annual negotiation of contracts with all service providers (hospitals, health centers, general practices etc). The general structure of the contracts is specification of prices and volumes by product type, inclusive of the attainment of specified ▪ Performance Indicators which include quality and reporting. Other Ref. 35, Doc. x



Dates	Location	Company & reference person	Position	Description
				responsibilities included quality improvement (for example, through accreditation), national data standardization and health informatics. Ref. 36, Doc. x
Contact:				
May 2000 - December 2000	Republic of Slovenia	General Hospital Izola, Slovenia	Medical Director,	▪ Responsible for all clinical matters in this mid-size general acute care hospital.
Contact:				
1998 – 2000			Medical Adviser	▪ Medical Adviser, Preventative Organization 'Diet' ▪ Medical Adviser, Adriatic, Insurance Company ▪ Medical Adviser, Generali, Insurance Company Ref. 37, Doc. x
Contact:				
January 1998 - May 2000	Republic of Slovenia	Department of Internal Medicine, General Hospital Izola, Slovenia	Head of intensive Care	▪ Ref. 38, Doc. x
Contact:				
October 1995 - December 1997	Republic of Slovenia	Department of Internal Medicine, General Hospital Izola, Slovenia	Consultant in internal medicine	▪ Ref. 39, Doc. x
Contact:				
December 1990 – October 1995	Republic of Slovenia	General Hospital Izola and Department of Internal Medicine, Clinical Centre	Registrar (Resident) in internal medicine	▪ Ref. 40, Doc. x
Contact:				
December 1989 - December 1990	Republic of Slovenia	General Hospital Izola, Slovenia	Internship	▪ Ref. 41, Doc. x
Contact:				
February 1984 - July 1984			Teacher of Mathematics, 8th Grade	▪ Ref. 42, Doc. x
Contact:				
Ref. 43, Doc. x				

**Other relevant information:**

List of Publications available upon demand



Proposed role in the project: Senior NK Expert on Health Policy and Strategic Planning

**Family name:** PREVOLNIK RUPEL

**First names:** Valentina

**Date of birth:** 26/03/1971

**Nationality:** Slovenian

**Civil status:**

**Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained	Doc
University of Ljubljana - Faculty of Economics (2004-2007)	PhD in Economics - Health economics (allocation of funds among health care programs taking into account preferences of the population)	
University of Ljubljana - Faculty of Economics (1994-1997)	MSc in Economics	
University of Ljubljana - Faculty of Economics (1989-1993)	BSc in Economics	

**Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Slovenian	mother tongue		
English	1	1	1
German	1	1	1
Languages of former Yugoslavia (Serbo-Croatian)	1	1	1
Spanish	3	3	3

**Membership of professional bodies:**

- Slovenian member of the EU Social Protection Network and EuroQol organization
- Member of Steering Committee of WHO RAHEE project (Research agenda for the EU on Health Economic Evaluation, 2013-2015)
- Served as Member of Supervisory Board of HIIS, hospital Ormož and President of Supervisory Board of hospital Slovenj Gradec
- Reviewer for journals: Health Policy, Archives for dermatological research, Value in health, Zdravstveno varstvo, Co-editor: Zdravstveno varstvo
- Professorship in Economics at the University of Primorska, Slovenia

**Other skills:**

- Full computer literacy
- Familiar with MISSOC, NHA
- Diploma in Interior Design
- Member of London Accordion Orchestra
- Member of European Social Policy Network
- member of EuroQol organization

**Present position:**

**Years within the firm:**

**Key qualifications:**

- PhD in Health Economics with 16 years of professional experience in the health sector in Central Europe.
- Participation in projects for developing of health care service delivery and hospital sector optimisation plans, completed in the European Union countries
- Elaboration of strategic documents on integration of public and private healthcare, development of quality monitoring systems, preferably in the countries that joined the EU since 2004
- Assessment of healthcare providers, including assessment of gaps, capacities, and operating processes
- Elaboration of reviews of governance, management and organisational structure, services, training, responsibilities and accountability of medical staff
- Assessment and development of case-based payment systems in hospitals
- Participation in projects focused on review, analysis and implementing hospital master plans

**Specific experience in the region:** N/A

**Professional experience:**

Dates	Location	Company & reference person	Position	Description
2019-ongoing	Kosovo	Ministry of Health	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ World Bank project "Outsourcing Outpatient Drug Benefit Scheme".</li> <li>▪ The tasks include preparation of the situational Analysis of the Pharmaceutical Sector in Kosovo and in-depth review of the Pharmaceutical Sectors of Neighbouring Countries; capacity development, development of external reference pricing and internal reference pricing as well as data analysis.</li> </ul>

Contact: Solene Missenard, missenard.solene@gmail.com

Ref. 1, Doc. x



Dates	Location	Company & reference person	Position	Description
2018-ongoing	N. Macedonia	Ministry of Health	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ EU project "Analysis of Secondary and Tertiary Health Care System Effectiveness in Macedonia.</li> <li>▪ The tasks include analysis of the measures envisaged in the national strategies related to health policy planning and management of hospital/health care delivery system, framework of indicators for the assessment of secondary/tertiary healthcare assessment, analysis of the secondary/tertiary health care system and elaboration of the action plan.</li> </ul>
Contact: Ref. 2, Doc. x				
2018-ongoing	The UK	ICHOM	Research Fellow Agreement	<ul style="list-style-type: none"> <li>▪ The tasks include research for the preparation of standard set of outcome measures for Personality Disorders in order to optimize the treatments: defining the scope, drafting the set of proposed standard measures and their definitions for review and for in-use risk factors and their definitions.</li> </ul>
Contact: Ref. 3, Doc. x				
2014 – 2015	Kosovo	Ministry of Health	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ TAIEX project - Verification of Entitlement, monitoring of payment of cost-sharing and establish the right for the public health institutions to use own source income.</li> <li>▪ The objective of the consultancy was to support MoH in the light of the reform to develop procedures and tools in order to optimize the costs of the health services provided in health institutions in Kosovo as well as to train staff within MoH and health institution to carry out a cost analysis.</li> <li>▪ Furthermore, MoH was supported in the light of the reform to develop procedures and tools for the establishment of the HFA and to support the elaboration of the key business processes that will facilitate the establishment of the future Health Insurance Fund.</li> <li>▪ Capacity building was a main part of consultancy where hands-on training in Excel were provided for HFA in order to understand, calculate and update the prices of services according to the established methodology.</li> </ul>
Contact: Simone Conrad, EC project manager, simone.conrad@ec.europa.eu Ref. 4, Doc. x				
9/2009 - ongoing	Rep of Slovenia	Private University Doba	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ Teaching subjects Integrative projects - statistics, Methodology in social research, Economics of Public Sector, Quality of Life.</li> </ul>
Contact: Vesna Potočnik, Study programmes manager, vesna.potocnik@doba.si Ref. 5, Doc. x				
2013	Kosovo	Ministry of Health Kosovo/ LuxDev Office Aferdita Ademi, LuxDev Office Kosovo manager	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ Elaboration of cost analyses of healthcare services in the healthcare institutions.</li> <li>▪ The objective of the consultancy was ambitious, namely to develop comprehensive methodology for analysis of costs in outpatient services of Kosovo as well as implement it and build capacities for it to be sustainable.</li> <li>▪ In Kosovo the system of financial resource allocation for hospitals is based on a global budget defined retrospectively and is historically based.</li> <li>▪ There is no actual data on number and costs of health care services that are currently performed in hospitals.</li> <li>▪ There are only administrative records of total costs and revenues at hospitals' level, therefore only data on expenditure for wages, salaries, goods and services can be obtained.</li> <li>▪ The capital funds are defined for each hospital separately.</li> <li>▪ In order to be able to monitor performance and efficiency of the providers cost centres and cost carriers were defined in all hospitals and training and capacity building was provided to ensure sustainability of cost tracking.</li> <li>▪ The mission was of great importance as a first step into establishing transparent price setting.</li> </ul>
Contact: aferdita@lux.dev.lu Ref. 6, Doc. x				
2013	Kosovo	Ministry of Health Kosovo/ LuxDev Office Aferdita Ademi, LuxDev Office Kosovo manager	Consultant / Health economics	<ul style="list-style-type: none"> <li>▪ Elaboration of Health Sector Strategy (HSS) 2014-2020 and its Action Plan for the Ministry of Health of the Republic of Kosovo.</li> <li>▪ The consultancy included elaborating activities in the action plan for HSS according to the strategic goals set in HSS.</li> <li>▪ Besides, the tasks included analysis of population health and network of health institutions, including supply with medicinal products as well as the preparation of the indicators to monitor the progress on goals implementation.</li> </ul>
Contact: aferdita@lux.dev.lu Ref. 7, Doc. x				
2013	Croatia	World Bank/ Ministry of Health	Consultant Hospital Master	<ul style="list-style-type: none"> <li>▪ The consultancy focused on a situation analysis of the Croatian healthcare system with a view to developing a comprehensive sustainable and implementable hospital master plan for Croatia.</li> <li>▪ The needs of the population were analysed in comparison to the existing</li> </ul>



Dates	Location	Company & reference person	Position	Description
			Planning	hospital network and its resources and productivity. ▪ Solutions were presented in form of possible departmental mergers across hospitals, introduction of non-acute care, higher utilization of day hospital and better evidence and data provision.
Contact: dorjan.marusic@gmail.com				
1/2010-9/2010	Tajikistan	World Bank/MoH	Consultant / Health finance	▪ Technical Assistance to the Development and Institutionalisation of National Health Accounts (NHA).
Contact: Eva Zver, team leader, eva.zver@gov.si				
1/2006-9/2006	USA	World Bank	Consultant / Health economics	▪ Researching the nature of voluntary health care insurance schemes and equalization schemes.
Contact: Jack Langenbrunner, jlangenbrunner@worldbank.org				
11/1994-11/2000; 3/2012-ongoing	Slovenia	Institute for Economic Research, Slovenia	Senior Researcher	▪ Research in the field of health care and long term care in Slovenia and EU, cooperation in national and international projects, especially in the fields: health technology assessment, acute and non-acute health care financing, primary and secondary level health care financing, health technologies reimbursement.
Contact:				
4/2010-2/2012	Slovenia	Ministry of Health	Advisor to the Minister of Health	▪ Leading and coordinating health care reform, preparation of the legislation in health care insurance and medicines pricing and health technology assessment. ▪ Leading debates with stakeholders and process of legislation implementation through parliamentary procedures. ▪ Preparation of primary health care strategy and its implementation and evaluation, preparation of diabetes strategy in Slovenia. ▪ Cooperation with international organization: OECD, WHO, European Observatory.
Contact:				
9/2008-4/2010	Slovenia	Health Insurance Institute of Slovenia	Advisor to the General Director of Health Insurance Institute of Slovenia	▪ Position: Advising on health technology assessment of new technologies in the public financing, advising on system of financing primary, secondary and tertiary health care, pooling funds and allocating funds issues on national level.
Contact:				

#### Other relevant information:

- PREVOLNIK RUPEL, Valentina, SLABE ERKER, Renata, DIVJAK, Marko. Causes of differences in the uptake of cardiac implantation electronic devices in Slovenia in comparison to other countries. *Zdravstveno varstvo: Slovenian journal of public health*, ISSN 0351-0026. [Tiskana izd.], 2018, letn. 57, št. 1, str. 1-9.
- BERETZKY, Z, PREVOLNIK RUPEL, Valentina, et al. Does the choice of EQ-5D-3L tariff matter for the evaluation of chronic diseases? : comparative analysis of the Polish, UK, Slovenian and European Scores. *Value in health : the journal of the International Society for Pharmacoeconomics and Outcomes Research*, ISSN 1098-3015, 2018, vol. 21, supp. 3, str. S328.
- BAJI, Petra, PREVOLNIK RUPEL, Valentina, et al. The burden of informal caregiving in Hungary, Poland and Slovenia: results from national representative surveys. *The European journal of health economics*, ISSN 1618-7598, [in press] 2019. <https://link.springer.com/content/pdf/10.1007%2Fs10198-019-01058-x.pdf>.
- ZRUBKA, Zsombor, PREVOLNIK RUPEL, Valentina, et al. A comparison of European, Polish, Slovenian and British EQ-5D-3L value sets using a Hungarian sample of 18 chronic diseases. *The European journal of health economics*, ISSN 1618-7598, [in press] 2019. <https://link.springer.com/content/pdf/10.1007%2Fs10198-019-01069-8.pdf>.
- PREVOLNIK RUPEL, Valentina, et al. EQ-5D studies in nervous system diseases in eight Central and East European countries : a systematic literature review. *The European journal of health economics*, ISSN 1618-7598, [in press] 2019, doi: 10.1007/s10198-019-01068-9. [COBISS.SI-ID 1926286]
- BATÓG, P., PREVOLNIK RUPEL, Valentina, et al. EQ-5D studies in cardiovascular diseases in eight Central and Eastern European countries : a systematic review of the literature. *Kardiologia Polska*, 2018, 76(5):860-870.
- ČOK, Mitja, CIRMAN, Andreja, PREVOLNIK RUPEL, Valentina, RANT, Vasja, GABRIJELČIČ, Igor, KUMP, Nataša, KAMNIK, Doroteja, BARTOL LESAR, Mojca. Public finance in Slovenia, (Faculty of Economic textbooks). Ljubljana, Faculty of Economics, 2018.142 pgs
- ZRUBKA, Zsombor, PREVOLNIK RUPEL, Valentina, et al. EQ-5D studies in musculoskeletal and connective tissue diseases in eight Central and Eastern European countries : a systematic literature review and meta-analysis. *Rheumatology international*, ISSN 0172-8172, 2017, 37 (12): 1957-77
- PREVOLNIK RUPEL, Valentina. Current implementation of health technology assessment in healthcare system in Slovenia. *International journal of technology assessment in health care*, 2017, 33(3): 360-4
- BANKS, Helen, PREVOLNIK RUPEL, Valentina, et al. Five year trends (2008-2012) in cardiac implantable electrical device utilization in five European nations: a case study in cross-country comparisons using administrative databases. *Europace. European pacing*,



- arrhythmias, and cardiac electrophysiology : journal of the working groups on cardiac pacing, arrhythmias, and cardiac cellular electrophysiology of the European Society of Cardiology*, ISSN 1099-5129, [in press] 2017
11. ADEMI OSMANI, Aferdita, MARUŠIČ, Dorjan, HALIMI, Ramadan, MUHARREMI, Robert, PREVOLNIK RUPEL, Valentina. Health care reform in Kosovo. *Eurohealth : quarterly of the European Observatory on Health Systems and Policies*, ISSN 1356-1030, 2017, vol. 23, no. 1, str. 20-23.
  12. TARRICONE, Rosanna, CALLEA, Guiditta, OGOREVC, Marko, PREVOLNIK RUPEL, Valentina. Improving the methods for the economic evaluation of medical devices. *Health economics*, ISSN 1057-9230, 2017, vol. 26, suppl. 1, str. 70-92
  13. TORDRUP, David, PREVOLNIK RUPEL, Valentina, et al. Priorities for health economic methodological research: results of an expert consultation. *International journal of technology assessment in health care*, ISSN 0266-4623, [in press] 2017,
  14. MARUŠIČ, Dorjan, PREVOLNIK RUPEL, Valentina, MIHELJ, Peter. Cross-border experiences in health IT: what are the requests for the medical record? : opportunities and emerging issues. V: RINALDI, Giovanni (ur.). *New perspectives in medical records: meeting the needs of patients and practitioners*, (Tele-Health, ISSN 2198-6037). Cham: Springer. cop. 2017, str. 153-162.
  15. OGOREVC, Marko, MUROVEC, Nika, BOLANOS FERNANDEZ, Natacha, PREVOLNIK RUPEL, Valentina. Questioning the differences between general public vs. patient based preferences towards EQ-5D-5L defined hypothetical health states. *Health policy*, ISSN 0168-8510, [in press] 2017
  16. PREVOLNIK RUPEL, Valentina, SLABE ERKER, Renata, DIVJAK, Marko. Causes of differences in the uptake of cardiac implantation electronic devices in Slovenia in comparison to other countries: *Slovenian journal of public health*, ISSN 0351-0026, 2018, 57(1):1-9.
  17. RENCZ, Fanni, GULACZI, Laszlo, DRUMMOND, Michael, GOLICKI, Dominik, PREVOLNIK RUPEL, Valentina, SIMON, Judit, STOLK, Elly A., BRODSZKY, Valentin, BAJI, Petra, ZAVADA, Jakub, PETROVA, Guenka, ROTAR, Alexandru, PENTEK, Marta. EQ-5D in Central and Eastern Europe: 2000–2015, *Qual Life Res*, 2016, DOI 10.1007/s11136-016-1375-6
  18. MARUŠIČ, Dorjan, PREVOLNIK RUPEL, Valentina. Health care reforms. *Zdravstveno varstvo*, 2016, 55 (3): 225-227. <http://www.degruyter.com/downloadpdf/j/sjph.2016.55.issue-3/sjph-2016-0028/sjph-2016-0028.xml>
  19. SRAKAR, Andrej, HREN, Rok, PREVOLNIK RUPEL, Valentina. Health services utilization in older Europeans: an empirical study. *Organizacija*, ISSN 1318-5454, May 2016, vol. 49, no. 2, 127-137.
  20. HEINTZ, Emelie, PREVOLNIK RUPEL, Valentina, SLABE ERKER, Renata, et al. Is there a European view on health economic evaluations? Results from a synopsis of methodological guidelines used in the EUnetHTA partner countries. *PharmacoEconomics*, ISSN 1170-7690, Jan. 2016, vol. 34, iss. 1, str. 59-76. <http://link.springer.com/article/10.1007%2Fs40273-015-0328-1>, doi: 10.1007/s40273-015-0328-1.
  21. CIANI, Oriana, WILCHER, Britni, BLANKART, Carl Rudolf, HATZ, Maximilian, PREVOLNIK RUPEL, Valentina, SLABE ERKER, Renata, VARABYOVA, Yauheniya, TAYLOR, Rod S. Health technology assessment of medical devices : a survey of non-European Union agencies. *International journal of technology assessment in health care*, ISSN 0266-4623, 2015, vol. 31, iss. 3, str. 154-165
  22. TURK, Eva, PREVOLNIK RUPEL, Valentina, TAPAJNER, Alojz, LEYSHON, Stephen, ISOLA, Arja. An audit of diabetes-dependent quality of life (ADDQOL) in older patients with diabetes mellitus type 2 in Slovenia. *Value in health regional issues*, ISSN 2212-1102, Sep.-Oct. 2013, vol. 2, issue 2, str. 248-253.
  23. ALBREHT, Tit, TURK, Eva, PREVOLNIK RUPEL, Valentina. Slovenia. V: MARESSO, Anna (ur.). *Economic crisis, health systems and health in Europe: country experiences*, (Observatory Studies Series, no. 41). Copenhagen: World Health Organization, Regional Office for Europe; [Brussels]: European Observatory on Health Systems and Policies, cop. 2015, str. 482-486.
  24. TURK, Eva, PALFY, Miroslav, PREVOLNIK RUPEL, Valentina, ISOLA, Arja. General knowledge about diabetes in the elderly diabetic population in Slovenia. *Zdravniški vestnik*, jul.-avg. 2012, 81(7/8), 517-525.
  25. PREVOLNIK RUPEL, Valentina, OGOREVC, Marko. The EQ-5D health states value set for Slovenia *Zdrav var* (2012), 51(2):128-140..
  26. PREVOLNIK RUPEL, Valentina. Dividing basic benefit package without arguments: reform of health care insurance. *Dnevniki objektiv*, 24. nov. 2012, 62 (272), pg 24.
  27. PREVOLNIK RUPEL, Valentina, OGOREVC, Marko. Spatial analysis of non-urgent ambulance transport: a possibility of overnight stay for radiotherapy patients at the Institute of Oncology. *Zdrav var* 2011, 50 (1): 64-74.
  28. TURK, Eva, ALBREHT, Tit, PREVOLNIK RUPEL, Valentina. The institutionalisation of health technology assessment in Slovenia. *Eurohealth* (2010), 16 (2). 27-28.
  29. PREVOLNIK RUPEL, Valentina, OGOREVC, Marko. The reliability and stability of Slovenian population preferences for EQ-5D health states in time. *Bilt.-ekon. organ. inform. zdrav.*, 2009, 25: 29
  30. DERNOVŠEK, Mojca Zvezdana, PREVOLNIK RUPEL, Valentina, TAVČAR, Rok. Cost-utility analysis: research and practical applications. In: RITSNER, Michael S. (ed.), AWAD, A. George (ed.). *Quality of life impairment in schizophrenia, mood and anxiety disorders: new perspectives on research and treatment*. Dordrecht: Springer, cop. 2007: 373-384, ilustr
  31. MARUŠIČ, Dorjan, CEGLAR, Jakob, PREVOLNIK RUPEL, Valentina. Reimbursement of health care services with special attention paid to DRG reimbursement system in Slovenia. *Zdrav var*(2000), 48(4): 177-183.
  32. PREVOLNIK RUPEL, Valentina, OGOREVC, Marko. The reliability and stability of Slovenian population preferences for EQ-5D health states in time *Zdrav Vestn* (2009), 78 (11): 633-640.
  33. PREVOLNIK RUPEL, Valentina, MARUŠIČ, Dorjan, KOROŠEC, Simon. Quality of life of the coronary club members. *Zdrav var* (2005), 44(3): 151-160



# SNKE on HEALTH POLICY & STRATEGIC PLANNING

	Candidates					Ponderation
	Cerniauskas	Covacs	Manicki	Marusic	Prevolnik Rupel	
<b>Qualifications and skills</b>						25%
University degree or equivalent in Health, Public Health and Management, Public Administration, Public Policy, Economics or other relevant field	Yes Economics	Yes Medical Doctor	Yes Medical Doctor	Yes Medical Doctor	Yes Economics	
Master Degree or equivalent in Health Policy and Management, Public Health, Business Administration, Public Policy	Yes Health Economics	Yes Health Services Management	Yes Public Health	Yes In Health Management	Yes Health Economics	
Proven ability to draft, edit and produce results-focused reports	Yes	Yes	Yes	Yes	Yes	
Excellent written, verbal and interpersonal communication skills	Yes	Yes	Yes	Yes	Yes	
Ability to negotiate and influence within a collaborative framework	Yes	Yes	Yes	Yes	Yes	
Demonstrated ability to anticipate future trends/consequences and create innovative strategies and flexible plans	Yes (area of Public Health)	Yes	Yes	Yes	Yes	
Full computer literacy (MS Word, Excel, etc.)	Yes	Yes	Yes	Yes	Yes	
Excellent knowledge of English (writing and speaking)	Yes	Yes	Yes	Yes	Yes	
<b>General professional experience</b>						20%
Managerial experience in the field of Public Administration Reforms	Yes Minister of Health/Lithuania DM Health Director	Yes ESSA National Railway Health Care	Yes National Social Health Insurance Fund (Poland)	Yes Minister of Health State Secretary DM of Health	Yes Minister of Health / Slovenia	
Experience working with Government, civil society, and donors in the field of Public	Yes	Yes	Yes	Yes	Yes	



health									
<b>Specific professional experience</b>									<b>55%</b>
Minimum 12 years of relevant work experience or equivalent in the implementation of civil service reforms, Policy planning, monitoring and evaluation in the field of Public Health, Health Policy and strategic planning, Strategic purchasing, health systems' performance improvement and measurement, restructuring, and/or change management; Health Sectors management; Healthcare policy development and policy analysis, quality improvement (indicators) in the Health Sector	Yes 26 years	Yes Over 20 years	Yes 20 years	Yes				Yes	
Experience in analyzing health financing and expenditure	Yes	Yes?	Yes WHO Health financing	Yes				Yes	
Experience in working with Ministries and other Government Institutions in the area Policy planning and coordination in Public Health, E-Governance, Process Simplification of services, Functional/Organisational Analysis and Design	Yes Minister of Health/Lithuania DM Health Director	Yes	Yes	Yes	Minister of Health Slovenia State Secretary DM of Health			Yes	
Relevant proven experience in IPA and/ or the Eastern Partnership countries	Yes	Yes	Yes	Yes				Yes	
<b>Total weighted</b>	<b>100++</b>	<b>100-</b>	<b>100</b>	<b>100+</b>	<b>100</b>			<b>100</b>	<b>100%</b>