Collaborative for Leadership and Innovation in Health Systems (CLI)

شبكة التعاون في الريادة والإبداع في النظم الصحية

A Beacon for Health Care Leaders
American University of Beirut

Founded in 1866, the American University of Beirut (AUB) is a private, independent, co-educational teaching-centered research university. Recognized as the leading institution of higher education in the region, AUB has around 800 faculty and a student body of around 8,000 students, and offers more than 120 undergraduate and graduate programs. AUB is accredited by the Middle States Commission on Higher Education.

Faculty of Health Sciences

The Faculty of Health Sciences (FHS) prepares professionals in the disciplines of public health and health sciences through graduate and undergraduate programs. In 2006, the Council on Education for Public Health (CEPH) accredited the Graduate Public Health Program of FHS as the first CEPH-accredited program outside the Americas.

Department of Health Management & Policy

The Department of Health Management & Policy (HMPD) brings together leading researchers and practitioners from diverse disciplines and backgrounds to develop and translate innovative ideas into evidence-informed practices that improve the planning, delivery and outcomes of health care.

HMPD serves as the premier focal point in the Middle East and North Africa (MENA) region for state-of-the-art health management and policy research and educational programs, including an Executive Masters in Health Care Leadership, and applied research in health care services.
A MESSAGE FROM THE DEAN

Academic institutions of public health have an important role to play in the interface between education, research, practice and policy with the aim of improving the health and wellbeing of populations. This is particularly needed in our region which still faces a range of health and health system challenges although it is endowed with capable human resources especially in healthcare management and delivery. The Faculty of Health Sciences (FHS) at the American University of Beirut has been a leader in this respect and acted as a facilitator and mobilizer of many initiatives for change and better health and wellbeing in the region. FHS is the first school of public health in the Arab region and provides its only CEPH-accredited graduate public health program. FHS conducts interdisciplinary policy-oriented research, serves as the hub of several regional research networks, and engages in public health practice of relevance to the region. To achieve its goals, FHS partners with regional and international academic institutions as well as governmental agencies, UN and international agencies and non-governmental organizations. Through its vital regional role in knowledge production and advocacy for social justice, FHS aspires to shape the global public health discourse.

In this spirit, the Collaborative for Leadership and Innovation in Health Systems (CLI) presents yet another entrepreneurial idea at FHS where academics of complementary research and practical expertise in human resources in health, health management, social innovation, health systems analysis, and health policy at the Department of Health Management and Policy have transformed themselves into a synergistic unit that can mobilize thought leaders, professional resources, and other researchers to ask and answer research questions of relevance to policymakers and practitioners in the private and public sectors. The Department of Health Management and Policy has taken a bold step in establishing CLI as a research unit that breaks the boundaries between the elements of the health system linking people and solutions. We, at FHS, are proud to be the backbone of such an endeavor and look forward to the changes it will create.

Dr. Iman Nuwayhid, MD, DrPH
Professor and Dean
Faculty of Health Sciences
American University of Beirut

1CEPH is the Council on Education for Public Health (www.ceph.org) which accredits all schools and programs of public health in the US
A MESSAGE FROM THE DIRECTOR

Health systems in the Middle East and North Africa region face many challenges, such as fragmented systems, escalating costs and inefficiency, lack of strategic vision and planning capacity, inequity in distribution and use of service, and variable quality. These challenges require innovative solutions, creative leadership, and strategic collaborations. The ultimate goal is to develop, apply and evaluate innovative solutions to health systems challenges.

Over the last four decades, the Department of Health Management and Policy served as a reference point for innovative cutting-edge research that translated into evidence-informed practices to improve the planning, delivery and outcomes of health care in Lebanon, the region, and beyond. Building on this tradition of pioneering research, CLI aims to create an innovation and leadership knowledge hub, with a special focus on implementation research, for health systems solutions. It acts as an incubator to innovative ideas and a platform for their planning, execution and evaluation. CLI is nested in the premiere regional institution of higher education and research, the American University of Beirut. It also capitalizes on its home unit, the Faculty of Health Sciences, which is recognized as a leader in public health education, research and service in the region and beyond.

On behalf of CLI Experts and Staff, I invite health care policy makers, practitioners, organizations, researchers and civil society representatives to engage with us in advancing health systems to meet the needs of the people of our region.

Dr. Shadi Saleh, PhD, MPH

Director, CLI
Associate Professor and Chairman
Department of Health Management and Policy
American University of Beirut
CLI STEERING COMMITTEE

Dr. Mohamad Al-Thani
Director of Public Health Department, Supreme Council of Health
Doha, Qatar

Professor Kazem Behbehani
Director General, Dasman Diabetes Institute
Kuwait, Kuwait

Dr. Abdul Ghaffar
Executive Director, Alliance for Health Policy and Systems Research
Geneva, Switzerland

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Dr. Riad Younes
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Assistant Deputy Minister of Health for Planning and Training, Ministry of Health
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Dr. Bechara Choucair
Commissioner
Department of Public Health
Chicago, USA

Dr. Shadi Saleh
Director, CLI
Associate Professor and Chairman
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American University of Beirut
Beirut, Lebanon
The Collaborative for Leadership and Innovation in Health Systems (CLI) is an initiative of the Department of Health Management & Policy (HMPD) that prides itself on the long history of excellence in teaching and outstanding research and service productivity. CLI engages leading experts to develop, implement and evaluate innovative approaches to challenges of health care systems through cutting-edge implementation research. The adopted definition of innovation by CLI is an idea, a technology, a research discovery, a way of working—anything that is perceived as new and which requires a change of hearts and minds and structures and systems to become business as usual.¹

¹ Greenhalgh et al., 2004

Mission

CLI pioneers innovation and fosters leadership through cutting-edge research. Building on the extensive experiences and record of achievements of its home institution, the Faculty of Health Sciences and the Department of Health Management and Policy, CLI aims to pave the way towards sustainable health system solutions that employ ‘systems thinking’ to the task of identifying and attending to health system priorities.

Vision

CLI is the leading knowledge and resource hub for innovation and leadership in health care in the Middle East and North Africa.

a BEACON for health care leaders
Health Policy

CLI responds to policy concerns by generating policy-relevant research evidence and by taking into consideration the economic and social determinants of health.

Quality & Patient Safety

CLI connects a diverse group of health care professionals and other experts dedicated to improving quality of patient care by disseminating scholarly research and fostering the exchange of information regarding patient safety at the national and regional levels.

Health Finance and Economics

CLI employs cutting-edge strategies to develop and evaluate financial solutions to respond to rising health care costs. In addition, CLI is engaged in the application of economic evaluations of health care interventions to support evidence-based decision making.
Social Innovation in Health

CLI works across sectors and disciplines to advance social innovation and catalyze entrepreneurial and sustainable approaches to overcome health care challenges. Social Innovation entails the creation and support of new ideas that meet growing social challenges.

Governance

CLI presents innovative and evidence-based approaches to enhancing the governance function in health care institutions through engaging both the state and non-state actors.

Human Resources for Health

CLI aims at strengthening management of human resources for health by employing innovative and state-of-the-art approaches in health workforce management, planning and research towards the achievement of optimal effectiveness and efficiency at the institutional and system levels.
HMPD/CLI CORE EXPERTS CURRENT PROJECTS

- Analyzing Policies and Support Systems for Social Innovation
- Employing eHealth to Enhance Equity in Access to and Quality of Chronic Care Services in Primary Health Care in Lebanon
- Evaluating an NGO Intervention in Enhancing Community Health: the MSF Mental Health Program in Bourj El-Brajneh Palestinian Refugee Camp

- Governance, Equity and Health in the Middle East and North African Region: A Scoping Study

- National Study on Violence against Nurses in Lebanon: Prevalence, Characteristics, Consequences & Associated Factors
- Exploring the Problem of Scarcity of Nurses in Under-served Areas in the Middle East: Factors, Reasons and Incentives for Recruitment and Retention
• The Use of Strategic Planning in Lebanese Hospitals and its Association with Financial Performance

• Health Facility Costing Project (HFCP) – Lebanon

• Assessing Patient Safety Attitude and Acceptability of Reporting Patient Safety & Quality Measures at Primary Healthcare Centers in Lebanon and Syria: staff readiness for enhancing the quality culture

• Quality of Diabetes Care in National Guards Health Affairs, KSA Primary Health Centers: assessing effectiveness of and staff readiness for enhancing the quality culture

• Policymaking after the Arab Spring: looking at the (re)position of civil society groups in the emerging health policymaking landscape

• Towards Evidence Informed Policies in the Middle East and North Africa Region

• Implementation and Scaling Up of the Balanced Scorecard for Hospitals in Lebanon: policy coherence and application lessons for low and middle income countries
Mohamad Alameddine, PhD, MPH

Dr. Mohamad Alameddine is currently an Associate Professor at the Department of Health Management and Policy at the Faculty of Health Sciences, American University of Beirut (AUB). He joined AUB in 2008 coming from the University of Toronto where he worked as a Senior Research Associate, and prior to that as Director of International Development at the Faculty of Medicine. His main research is focused on studying health human resources, labor force dynamics, recruitment and retention practices and the quality of work environments. Mohamad has a number of publications in the field and consults regionally on matters related to health systems. Mohamad holds a PhD in Health Management and Policy from the University of Toronto and a Master of Public Health (MPH) from AUB.

Walid Ammar, MD, PhD

Dr. Walid Ammar is the Director General of the Ministry of Public Health in Lebanon since 1993. Under his leadership, reform efforts led to significant improvement in health indicators while decreasing health expenditure. Walid headed the Health Sector Rehabilitation Project financed by the World Bank (1994-2003). He established the Primary Healthcare Network, initiated and supervised several preventive programs, and lobbied for the public hospitals’ autonomy law. Walid also developed the National Nursing Training Program in 1997 to face the chronic shortage of nurses in Lebanon and introduced the Hospital Accreditation Program in 1999. He is currently a Senior Lecturer at the Faculty of Health Sciences, AUB and at the Faculty of Medicine, Lebanese University. He has many publications on health financing and reform, and is the author of two books: Health System and Reform in Lebanon (2003) and Health Beyond Politics (2009).

Ghada El-Eid, DHA, MBA, MS

Dr. Ghada El-Eid serves as the Executive Clinical Administrator at the American University of Beirut Medical Center and a Lecturer at the Department of Health Management and Policy at the Faculty of Health Sciences, AUB. Ghada is a Six Sigma Master Black Belt Certified (CSSBB) professional with over 12 years of experience in the business operational excellence and administrative profession related to the health field in Lebanon and the United States. Her focus resides in analyzing processes and assessing how they directly or indirectly impact the customers who are internal and external in order to succeed in a service operational excellence organization. Ghada holds a PhD in Health Administration and Organizational Leadership from the University of Phoenix, and an MBA and MS from the City University of New York.
Fadi El-Jardali, PhD, MPH

Dr. Fadi El-Jardali is an Associate Professor at the Department of Health Management and Policy and a founding Director of the Center on Knowledge-to-Policy for Health (K2P) at the Faculty of Health Sciences, AUB; Co-Director of the WHO Center for Systematic Reviews in Health Policy and Systems Research (SPARK); Research Program Director for the Research, Advocacy and Public Policy (RAPP) Program in the Arab World at Issam Fares Institute for Public Policy and International Affairs, AUB; and Adjunct Associate Professor at the Department of Clinical Epidemiology & Biostatistics, McMaster University in Canada. He is a recipient of the Global Health Leadership Award and was recently elected to the Board of Health Systems Global Society. He is the founding member of the MENA Health Policy Forum and a member of its Board of Trustees. Fadi held senior positions with the Federal Ministry of Health, Ontario Ministry of Health, and the Health Council in Canada and sits on editorial boards of several journals. His numerous publications are focused on health policy-making, knowledge translation, governance, accreditation, quality and patient safety, performance reporting, and human resources for health. Fadi holds a PhD in Public Policy from Carleton University in Canada.

Aline Germani, MPH

Ms. Aline Germani is the Coordinator of the Outreach and Practice Unit and an Instructor at the Department of Health Management and Policy at the Faculty of Health Sciences, AUB. Prior to joining AUB, Aline had over 10 years of experience in international projects providing technical assistance to the Lebanese Ministry of Public Health (MOPH); mainly, as Public Health Project Officer with the Italian Cooperation for Development and as Consultant to the MOPH/World Bank. Her areas of expertise are youth health policy, management of adolescent and youth friendly health services, public health ethics and development of sustainable university-community partnerships to improve public health. She collaborates with ministries, UN Agencies and Non-governmental organizations locally and regionally to develop and implement projects that contribute to the enhancement of youth health. Aline holds an MPH in Health Services Administration and a BS in Public Administration from AUB.

Samer Jabbour, MD, MPH

Dr. Samer Jabbour is the Director of the Division of Non-communicable Diseases and Mental Health at WHO-EMRO. He is the lead editor of Public Health in the Arab World (Cambridge University Press, 2012, ‘highly commended’ in the BMA Medical Book Awards 2012). Samer was involved in coordinating several regional initiatives at FHS including the Secretariat of Eastern Mediterranean Regional Academic Institutions’ Network for Public Health (EMRAIN) which aims to strengthen academic public health and its engagement in public health and health system change, and initiated the Nodal Institute for the Eastern Mediterranean Region which promotes capacity development and regional collaboration in health policy and systems research. Samer completed a Medical Degree at Aleppo University in Syria, an MPH at Harvard School of Public Health, and a Fellowship in Cardiology at Brigham and Women’s Hospital in Boston.
Shadi Saleh, PhD, MPH

Dr. Shadi Saleh is an Associate Professor and Chairman at the Department of Health Management and Policy at the Faculty of Health Sciences, AUB. Prior to joining AUB, Shadi served as a Professor of Health Management and Policy at the State University of New York at Albany where he also was the Director of Certificate Programs and the MD/MPH program. Shadi’s areas of expertise are in health care financing, financial performance of health care institutions, health sector planning and budgeting, assessing quality of care and building a business case for enhancing quality. He has published numerous peer-reviewed papers and commissioned reports on health systems and is a recipient of multiple teaching awards. Shadi has served in different roles in research centers in the MENA Region and the US. Shadi serves as an advisor to ministries of health and international agencies on health systems strengthening projects. He holds a PhD in Health Management and Policy (minor in Health Care Finance) from the University of Iowa, and an MPH (Health Services Administration) and a BS from AUB.

Vito L. Tanzi, PhD, JD, MPH

Dr. Vito Tanzi is a Visiting Assistant Professor of health economics and health accounting and finance at the Department of Health Management and Policy at the Faculty of Health Sciences, AUB. He is also the Financial Vice-President of the Hamoud Hospital University Medical Center. Vito is an Economist/Lawyer with 15 years of international research experience in issues related to health economics and finance, pricing, pharmacoeconomics, outcomes research, reimbursement, and market access. Prior to founding USA Direct Response, he served at USA Healthcare Supplies, Global Healthcare Management LLC, World Bank, Abt Associates, Battelle, Medtap International, Covance, and the George Washington University Medical Center. Vito holds a PhD in Health Economics from Johns Hopkins University, Law Degree (JD) from Concord University School of Law, and an MPH in International Health Administration from Boston University. He completed his Undergraduate Degree in Economics from George Washington University.

Kassem Kassak, PhD, MPH

Dr. Kassem Kassak is an Associate Professor of Public Health Practice at the Department of Health Management and Policy and the Director of the Executive Master in Health Care Leadership (EMHCL) at the Faculty of Health Sciences, AUB. He is a WHO and World Bank Consultant on health management, capacity building and human resources for health. Kassem is a research expert on the evaluation of health systems especially in the areas of healthcare providers, health services utilization, and health outcomes. He also served as an advisor to several local and international health care organizations on strategic planning and management. Kassem holds a PhD from the University of Minnesota in Health Services Research, Policy and Administration and an MPH from AUB.
Nasser Yassin, PhD, MSc

Dr. Nasser Yassin is an Assistant Professor of policy and planning at the Department of Health Management and Policy at the Faculty of Health Sciences, and the Research Director at Issam Fares Institute for Public Policy and International Affairs, AUB. Nasser’s areas of interests are health and development with emphasis on policy and planning in countries in transition, looking at the making as well as implementation of health and social policies. His current research is looking at how non-state actors and community groups can play a role and influence the making and implementation of policies. Nasser advised a number of international organizations such as UNDP, UNFPA, and UN-HABITAT with assignments in Lebanon, Jordan, Iraq, the UK, the UAE and Yemen. Nasser holds a PhD in Development Planning from University College London, an MSc in Development Studies from the London School of Economics and an MSc in Population Studies from AUB.

Soha Yazbek, PhD, MSc

Dr. Soha Yazbek is an Assistant Professor of Genetics at the Medical Laboratory Sciences Program at the Faculty of Health Sciences, AUB. Soha’s training was in basic genetics and has focused on researching the genetic basis of complex multifactorial diseases mostly on the genetic basis of Diabetes and Non-communicable diseases. She has also been involved with a multidisciplinary team at the Faculty of Health Sciences to identify the research gap in Non-communicable diseases in selected regions of the Middle East. Recently, her research has focused on the genetic disease status and the genetic service response in Lebanon. Her recently published review identified a dramatic deficiency in genetic services in light of the detected genetic diseases and patient needs. Soha has since also focused on doing the basic and necessary research to pave the way to establish a very well needed genetic health care system in Lebanon. To achieve this final goal, she has partnered with nonprofit genetic counseling organization GeneAssist and Sarah Lawrence University in New York. Soha holds a PhD in Genetics from Case Western Reserve University, and M.S. in Molecular Biology from the Lebanese American University and a B.S. in Medical Laboratory Sciences at AUB.