

Evropski centar
za mir i razvoj
Terazije 41
11000 Beograd, Serbia

ECPD Headquarters

European Center
for Peace and Development
Centre Européen
pour la Paix et le Développement
Centro Europeo
para la Paz y el Desarrollo
Европейский центр
мира и развития



University for Peace

ECPD POSTGRADUATE SCHOOL OF GLOBAL HEALTH DEVELOPMENT

POSTGRADUATE STUDIES IN HEALTH MANAGEMENT

- DOCTORAL DEGREE IN HEALTH MANAGEMENT (PhD)
- MASTER'S DEGREE IN HEALTH MANAGEMENT (M.Sc.)
- POST GRADUATE SPECIALIST DIPLOMA IN HEALTH MANAGEMENT (D.H.M.)
- SPECIAL CERTIFICATE PROGRAMS IN HEALTH MANAGEMENT

In cooperation with



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VAAASA UNIVERSITY FINLAND



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ΑΘΗΝΩΝ 1929-1994

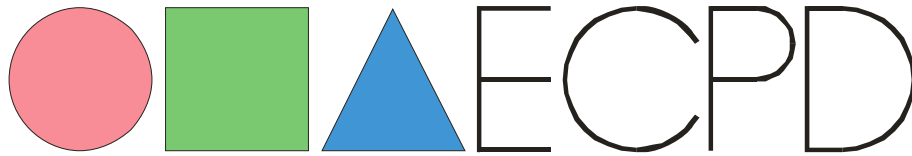
NATIONAL
SCHOOL
OF PUBLIC
HEALTH
ATHENS SCHOOL
OF HYGIENE 1929-1994

National School of Public Health, Greece

2015

Phone: +381 11 3246-041, 3246-042, 3246-043, 3246-044, 3246-045 Fax: 3240-673, 3234-082

E-mail: ecpd@EUnet.rs



BACKGROUND

European Center for Peace and Development (ECPD) University for Peace established by the United Nations

ECPD is an international educational, training and research organization, established in 1983 under the international Agreement concluded between the United Nations University for Peace and the Government of the then SFR Yugoslavia. Its headquarters is in Belgrade and is primarily serving Europe.



Its mission is: Promotion of peace, reconciliation, socioeconomic development and international cooperation through capacity building that is achieved by organizing and offering postgraduate studies at all levels, applied research, consulting and dissemination of knowledge.

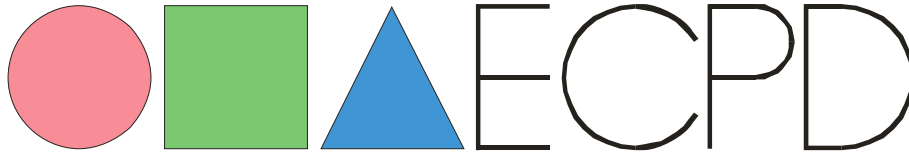
ECPD has many cooperation agreements with renowned regional and international universities and academic institutions in Europe, USA, Canada and Japan. Well-known international universities and distinguished academics from these institutions around the world serve as visiting or part-time lecturers in ECPD, offering courses and participating in its conferences, certificate programs and research projects.

ECPD major academic activities are organized within five post graduate schools:

- **School of Global Health Development**
- **International MBA School**
- **International School of Law and Diplomacy**
- **International School of Banking and Finance**
- **International School of Sustainable Development**

School of Global Health Development

It is a graduate school of public health serving **the mission of: promoting peace and reconciliation through health development and capacity building of health systems and its human resources.** Its priority programs are determined to primarily serve the Balkan region and to cover its immediate needs. Realizing the progress towards reforming health systems and improving its efficiency, effectiveness and quality, ECPD is reforming its health programs to serve its mission. Because of the great need for qualified health leaders and administrators, specialized family practitioners, and trained elderly care givers including physicians, nurses and



sociologists to cope with the growth of the elderly populations in the Balkan region, the School is developing post graduate studies at the master's and post graduate diploma levels in the following areas:

- **Health Management**
- **Family Practice**
- **Gerontological Health**

The School is also offering certificate programs, conferences and institutes in areas including health reform, hospital management, quality management in health care, addictive disease, sports medicine, traditional medicine and other study areas as deemed necessary.

PH.D. IN HEALTH MANAGEMENT

This new program is primarily designed for physicians who completed their studies with a minimum of 300 ECTS or equivalent, completed their clinical rotation and gained managerial experience in the health field Other admission requirements of the master's degree are required as feasible.

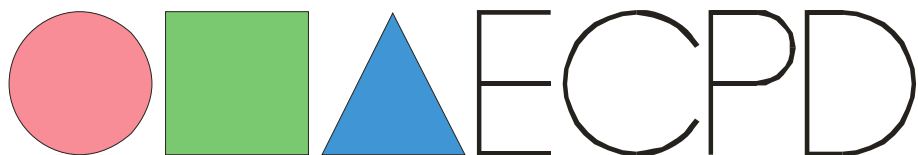
The program, offered in English by distinguished professors from United States of America, Canada, Japan and Europe is designed to provide learners with the- state of the- art education and training to gain knowledge and skills that enable the learner to lead, plan, manage, direct, evaluate and control health systems and programs using the current scientific methods applied in modern health systems in the world and adapting them to local and regional situations.

Specifically, the program aims at preparing leaders in the health field who are able to:

- Identify and quantify community health needs using the most relevant scientific planning and evaluation tools in health systems
- Design health programs that fit the community needs
- Organize and implement health systems, programs and projects that ensure proper accessibility, affordability, quality and continuity of health care
- Ability to engage the private sector in an integral public- private partnership
- Perform a leadership role, promoting team work and effective managerial style
- Participating in training and education of the team of health professionals

Program contents:

Typically, the doctoral program is custom-tailored for each student, based on:



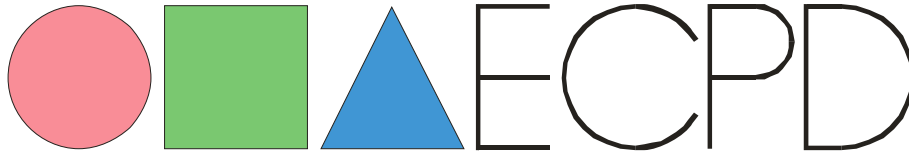
- Previous course work
- Work experience
- Managerial performance
- Research interests

Upon admission to the program, a mentor team is appointed to guide the student course work and research. This includes;

- 2–3 semesters completion of the required courses listed below, followed by a Ph.D qualifying examination
- 3–4 semester special research courses and tools, followed by a successful dissertation

The following is a typical sequence of course work as the minimum requirement that will be subject to final decision of the doctoral committee in consultation with the student.

	Name	Credit
First semester	Managerial Accounting	3
	Principles of Economics and Finance	3
	Human Resources and Organizational Behaviour in Health Care	3
	Principles of Health Policy and management	3
Second semester	Epidemiology and Health Statistics	3
	Health Services Planning and Evaluation	3
	International Health and Health Systems	3
	Primary Health Care and Managed Care	3
Third semester	Health Economics, Financing and Insurance	3
	Managing Health Organizations and Hospitals	3
	Health Information Systems	3
	Managing Quality in Health Care	3
Fourth to Six semesters		
Research methods/tools courses		9
Dissertation		15



1. Managerial Accounting

This course provides managers and executives with the information they need to understand essential accounting principles, from vocabulary and financial statements to cash flow and valuation.

Learning Objectives:

- Covering balance sheets, income statements, reporting measures, and even essential ratios.
- Providing a one-stop, reference for all aspects of finance and accounting.
- Helping managers take essential steps toward making informed decisions based on the numbers they face every business day.
- Teaching the effective and efficient use of fiscal resources in health care institutions.

2. Principles of Economics and Finance

The course emphasizes the role of economic analysis in a wide variety of practical business situations.

Learning Objectives:

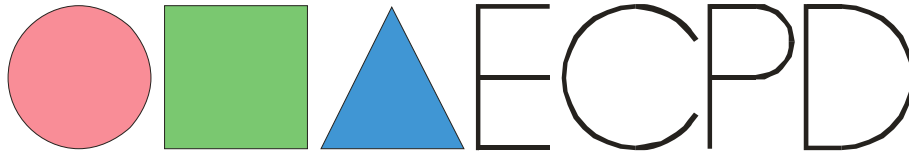
- Studying how the application of micro economic principles can improve decision-making process of the business firm.
- Realizing this goal by studying demand, production and cost, market structure, pricing decisions, risk and capital budgeting, business decision and government.

3. Human Resources and Organizational Behaviour in Health Care

This course addresses human resources planning and development and functioning of health organizations in the public and private sectors. It also covers human resources planning, development and regulation in the health field.

Learning objectives:

- Study of the human relations theory and applications through individual, group and organizational performance.
- Optimizing organizational performance through leadership, organizational design and structure, and dynamics of the change process.



- Understanding methods of identifying the supply and demand for human resource in health care.
- Study of the methods to balance supply with demand within health system.
- Understanding basic principles for curriculum development, education, and continuous training of health providers.

4. Principles of Health Policy and Management

A fundamental course in health management to describe the structure and functions of health systems and health organizations, and the dynamics of establishing and reforming health policies and plans. The course addresses the integration of services, and the interaction of the different components of the health systems to provide effective and equitable health care to individuals, families and communities.

Learning objectives:

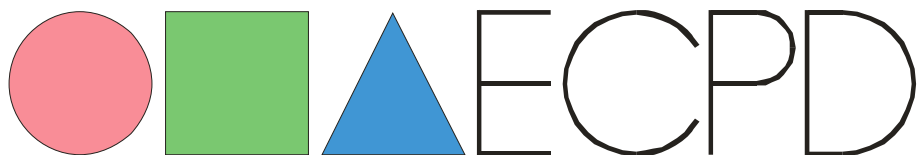
- Understanding basic criteria for health services and basic structures of health systems.
- Learning about formulation and reform in health policy that govern public health and medical care services at the local, national and international levels.
- Understanding basic concepts in planning, financing and management of public and private health organizations.

5. Epidemiology and Health Statistics

Study of the basic definitions and methods in epidemiology and biostatistics used in health research, planning and management, including data collection, analysis and interpretation, and appropriate quantitative applications in health care.

Learning objectives:

- Understanding the basic criteria in choosing variables in basic statistics and its definitions as related to infectious and chronic diseases.
- Utilization of biostatistics in disease transition processes from infectious to chronic diseases.
- Measuring incidence and prevalence of disease and community health indicators.
- Understanding data collection and analysis as an input to the total health care system (data collection/collation/analysis/presentation).



6. Health Services Planning and Evaluation

This health planning methods course is addressing the basic tools of community health planning and strategic planning of health organizations. It explores the role and approach of evaluation as part of the health planning process. Special emphases is made on methods to determine health policies, strategies and action plans to determine future needs of health resources required for achievement of goals and objectives of health systems and health organizations.

Learning objectives:

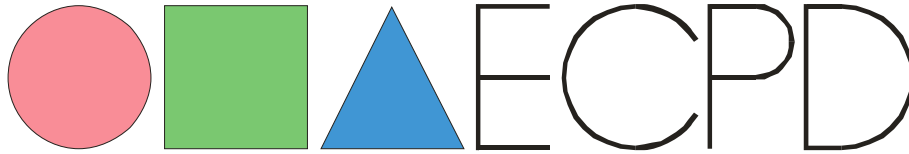
- Understanding basic methods for assessment of community needs in health care.
- Projecting needs for human, financial, and facilities resources in health systems.
- Understanding the essential tools of strategic planning for health programmes and systems.
- Determining goals, policies, strategies, and action plans of health systems, health programmes and health organizations.
- Using the appropriate comprehensive health data and information as tools in health services planning and evaluation.

7. International Health and Health Systems

Students are expected to gain knowledge and skills to analyze and compare models of health systems with a focus on Europe and select industrial countries as well as systems in transition, assessing the prevailing strategies of health reform. The course will address international and global health patterns, health determinants, health problems, the impact of globalization and the role of international health agencies.

Learning objectives:

- Understanding the determinants of health status, health needs and global health problems in developing and industrial countries.
- Analyze and conceptualize models of health systems, and approaches to reforming these systems.
- Studying avenues of international health agencies and organizations in Europe and the EC.
- Surveying the emerging impact of globalization on health systems, health organizations and industries and health professionals.



8. Primary Health Care and Managed Care

This course is a study of the entry level to health systems and its organization to provide essential, integrated and efficient care that is universally accessible to individuals and to communities. Alternatives of design of prospective payment health systems are surveyed.

Learning objectives:

- Understanding the role of family practice and the health care delivery system.
- Studying the function, skills, and training of the primary health care team.
- Identifying managed care organizations as a tool for integration and cost saving and effective health care.
- Designing family practice as the centre of care for the family and community.

9. Health Economics, Financing and Insurance

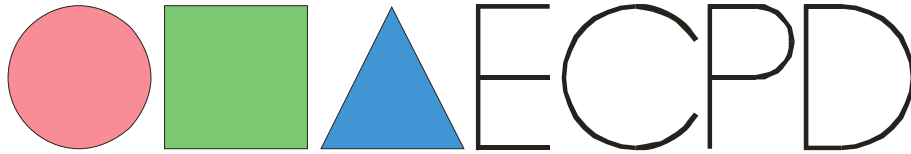
The course provides for basic principles of macro and micro economics as they apply to the health field including determinants of supply and demand, theory of marketing and economic analysis using cost efficiency and cost effectiveness. The course also addresses insurance models, insurance regulation and alternatives of health care financing.

Learning objectives:

- Examining alternatives of health care financing at the national, local, and organizational level.
- Understanding health systems economics, including managed care and managed competition.
- Measuring cost-efficiency, cost-effectiveness, and cost-utility in health care.
- Exploring models of health insurance for communities for social health insurance and regulation of private insurance.
- Learning about basic accounting and financial management in health organizations.

10. Managing Health Organizations and Hospitals

Study of the organizational structure and functions of public and private health organizations, and the emergence of new health systems that integrate the levels of care. The course examines factors and determinants of utilization and control of hospitals to maximize its efficiency and effectiveness. Special focus is made on



approaches and methods to economize on expensive hospital resources, and alternatives programmes for ambulatory and extended care to support hospital services.

Learning objectives:

- Understanding basic structure and new functions of health organizations in reformed health systems.
- Learning the organizational behaviour within the health organization that governs its managerial capabilities.
- Learning specific tools and methods that lead to efficient utilization and management in hospitals and health organizations in the public and private sectors.
- Studying methods of capacity building, performance and quality improvement of departments, units and employees with in the health organization or hospital.

11. Health Information Systems

Study of the structure and the function of I.S. that serve the needs of planning, management and evaluations of health systems and organizations.

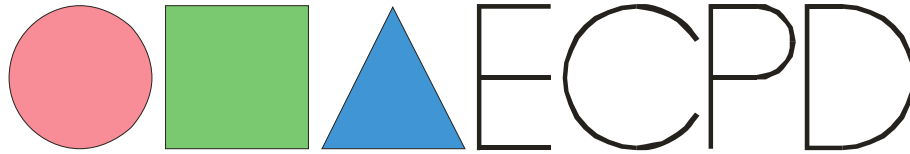
Systematic design and management of HIS to secure data on health status, health resources and utilization and cost of health services is covered in this course.

Learning objectives:

- Familiarization with current models of I.S. serving health systems and health care organizations.
- Learning methods of health system's research to cover gaps of information needed.
- Study of the role of computerization in HIS and patient care management.
- Building population based HIS for health care management using specific measurements and indicators.

12. Managing Quality in Health Care

This course covers the principles and methods of quality improvement, monitoring and management in health services and health organizations. It addresses the establishment and monitoring of quality standards and criteria and their measurements, regulation licensing and accreditation, and approaches of total quality management in health institutions.



Learning objectives:

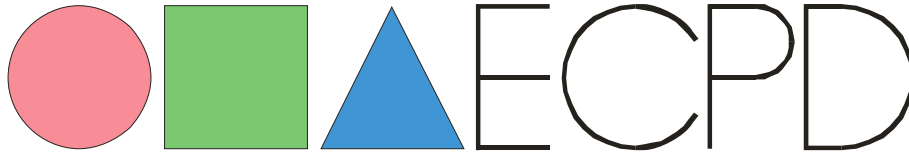
- Learning criteria, standards and measures of quality in health care delivery.
- Understanding structure, process and outcome measures of quality of health systems and programmes.
- Establishing and managing quality management systems inside and outside the health organization.
- Training health managers and health providers on monitoring of quality.
- Regulation and licensing of health professionals.
- Identifying problems and usage of tools for an effective and efficient utilization of health systems and organizations.

**MASTER'S DEGREE (M.Sc.) AND POSTGRADUATE SPECIALIST
DIPLOMA (D.H.M.) IN HEALTH MANAGEMENT**

Learning Objectives:

These programs are designed to provide learners with the state-of-the-art education and training to gain knowledge and skills that enable the learner to plan, manage, direct, evaluate and control health systems and programs using the current scientific methods applied in modern health systems in the world, and adapting it to the local and regional situations. Successful completion of the master's study program will enable the student to:

1. Identify health services' needs of communities through systematic analysis, monitoring and evaluation.
2. Understand the basic elements of policy formulation, planning and effective management of health systems and programs that satisfy community needs within the available resources to achieve users' needs and satisfaction.
3. Learn the essential quantitative and qualitative skills to plan and manage health care organizations in the public and private sectors as part of a whole national or local system, maximizing its efficiency, effectiveness, quality, equity and affordability by individuals and populations.
4. Apply successful models of health reform as it relates to the local situation including the creation of decentralized local systems, successful public-Private partnership, alternatives of health financing, expanding health insurance and effective management of quality of care.
5. Gain managerial and research skills and knowledge required for working as a member of the health team and leadership of teams, maximizing performance



and human resources development, and building a health management career in the student's country, in other countries of the European Region or in international settings.

The learning objectives of both the master's and specialist degrees are similar. While the master's degree aims at expanding the knowledge base in general management and business skills as well as in the health services research skills to prepare a health management specialist, trainer and researcher, the postgraduate specialist diploma is focusing on the practice-oriented skills and knowledge to prepare a health management specialist.

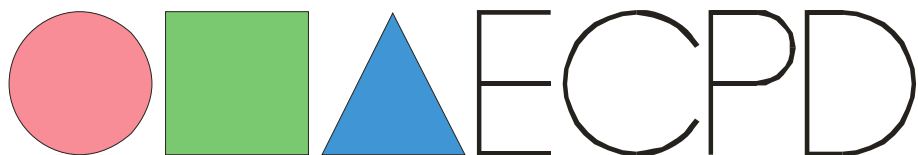
Program Design and offering:

The program is designed to fulfil the specific needs of the reformed health systems in the Balkan region, and to suit the circumstances of adult learners who are aiming at advancing their careers as qualified health managers and leaders while working on their jobs.

Courses are either offered on weekends every week (Saturdays & Sundays), every two weeks (Friday evening, Saturday & Sunday), or on long weekends (4 days, Thursday to Sunday) every month. Scheduling of courses will be determined on the basis of the formation of the group (from one country/ region or more) and preferences of the majority of applicants. This executive format is supplemented by independent studies, group projects, guided research, and on-line courses that will become available in the near future.

Teaching and training methods include:

1. Formal lectures held in one city. It can also be offered, whenever feasible, for organized groups of students in other cities in sites of ECPD offices in the Balkan countries or on campuses of affiliated universities.
2. Individual library research, term papers, projects or exercises by the student, assigned by the professor as part of each course work.
3. Group applied research by groups of students to study certain topic in a specific country, geographical area or a health organization as part of a regular course work or as a separate special course.
4. Participation in special workshops, conferences, symposia or field visits that will count as credit, occasionally under supervision of field managers or visiting international faculty.
5. Individual research of the master theses under the advisement and direction of the Theses Committee that is composed of a chair, faculty member from ECPD and a qualified field supervisor in the country/ region and area of research, or :



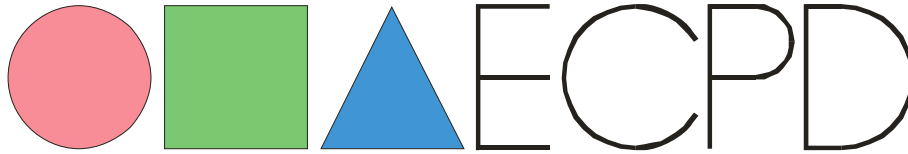
Project research for the post graduate specialist degree under the supervision of a faculty member and a field supervisor if applicable.



Master's Degree Curriculum (M.Sc.)

It is typically offered in four semesters, each is 15–17 weeks, offering 15 semester credit hours as guided by the European Credit Transfer System (ECTS) equivalent. In addition to the required and elective courses, students should either pass an English proficiency test and computer skills testing upon admission, or take additional courses in these areas before the end of the first year. The program course work is as follows:

Semester I	Credit Hours	Semester II	Credit Hours
1. Managerial Accounting	3	1. Epidemiology and Health Statistics	3
2. Principles of Economics and Finance	3	2. Principles of Health Policy and Management	3
3. Organizational Behavior in Health Care	3	3. Health Services Planning and Evaluation	3
4. Social Aspects of Health Care	3	4. Health Information Systems	3
5. Leadership and Managerial Skills	3	5. Health Research Measures and Surveys	3
6. English level II, III, IV*	as needed	6. Computer applications in Health Management*	as needed
Semester III	Credit Hours	Semester IV	Credit Hours
1. International Health and Health Systems	3	1. Elective, Independent Study & Special Courses**	6
2. Managing Quality in Health Care	3	2. Research Methods	3
3. Primary Health Care and Managed Care	3	3. Master Thesis	6
4. Health Economics, Financing and Insurance	3		
5. Managing Hospitals and Health Organizations	3		

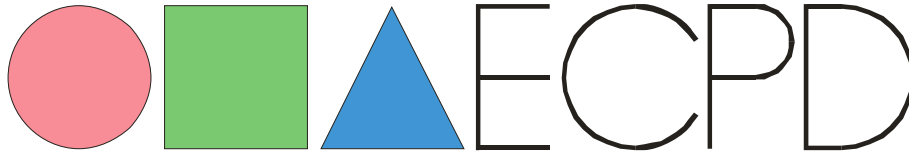


- * *English and Computer courses are determined on the basis of grades in the relevant proficiency tests and are completed by the student independently if not offered by the ECPD.*
- ** *Elective and independent study courses are determined on the basis of student preferences and needs.*
- *** *Applicants applying for the master's program who have less than three years of work experience after graduation from the university will be required to take one additional semester of field experience placement for newly graduated holders of a bachelor degree, or an equivalent of 5 credit hours for each missing year of work experience in the health field.*
- **** *Applicants who took credit postgraduate courses in accredited universities within the period of five years before application to the master's degree in health management and who believe that these courses are similar to some of the required courses can petition for exemption from such courses. Approval of such exemption request will be granted for a maximum of five courses, subject to submission of the syllabus and study materials of the course studied and approval of the Dean.*

Curriculum of the Postgraduate Specialist Diploma (D.H.M.)

It is typically offered in two semesters, each is 15-17 weeks, offering 15 semester credit hours. In addition to the required and elective courses, students are encouraged to pass an English proficiency test and computer skills or take additional courses in these areas. The students who complete the specialist diploma degree can continue for two more semesters to gain the master's degree. The course work for the Diploma specialist degree is as follows:

Semester I	Credit Hours	Semester II	Credit Hours
1. Epidemiology and Health Statistics	3	1. International Health and Health Systems	3
2. Principles of Health Policy and Management	3	2. Managing Quality in Health Care	3
3. Health Services Planning and Evaluation	3	3. Primary Health Care and Managed Care	3
4. Health Information Systems	3	4. Health Economics, Financing and Insurance	3
5. Health Research Measures and Surveys	3	5. Managing Hospitals and Health Organizations	3
6. Computer applications in Health Management*	as needed	6. Research Project	3



ADMISSION REQUIREMENTS FOR BOTH DEGREES

1. Holding a bachelor degree or equivalent professional degree in Medicine, Dentistry, Pharmacy, Nursing, other Health Sciences, Business, Social or Human Sciences from an accredited university.
2. Submission of the completed application form that includes a statement of objectives and a financial statement, and attaching recent Curriculum Vitae (C.V / Resume)
3. Two letters of reference from former professors or supervisors familiar with the applicant.

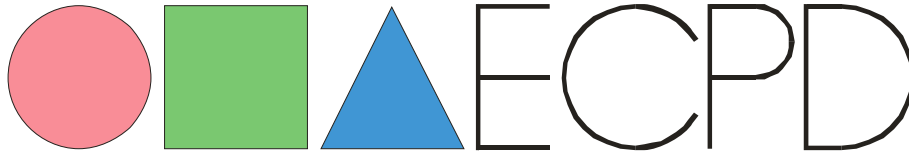
FOR THE MASTER'S DEGREE, the following is additionally required

1. Meeting the acceptable levels for English proficiency (Score of 550 Test of English as a Foreign Language or an equivalent level of International English Language Testing (TOEFEL OR IELTS) and computer proficiency tests .Those who do not meet these levels may gain provisional acceptance for the first year provided that:
 - a) Arrangements are available for offering the English /or computer courses for groups of students, and the possibility of offering the study courses in the national language in the first year through interpretation.
 - b) The student will pass the required tests and gain final acceptance in the program before the third semester.

Students who completed four years of study in an English teaching school or university are exempted from the English proficiency requirement.
2. Three years of working experience in the health field or written consent to take an additional semester of field experience and placement in health care settings.

WHO SHOULD APPLY

1. Physicians, dentists, pharmacists and health administrators who are currently holding a mid level or upper level positions in health management who gained their positions by experience and seniority, yet feel the need for additional knowledge and managerial skills to cope with the international trends of health systems' reforms and change.
2. Physicians and other health providers working in clinical specialties who are interested in management or in working in international health or the private sector.
3. New graduates of Medicine and health sciences who prefer management careers and are attracted to it by its wide scope and employment opportunities.



4. Graduates of Business and Social sciences at the bachelor or the master's levels who find promising job opportunities in the fast growing health care industry that is using 8–16% of the Gross National Product in most countries

Health systems' leaders at the national, regional and district levels may direct , support, and finance their employees to enroll in the post graduate degrees of health management as a prerequisite for health reforms and health systems' development, and as the essential tool for capacity building. Most organizations in the Industrial world, public and private, allocate substantial proportions of its budgets for fellowships and training of their employees as part of advancing the organizational strategic plans. This support should also include, for the least, facilitating their attendance of studies on a part- time basis during week ends or 4 days every month.

The ECPD program is distinguished by the adequacy of its carefully designed study program, competence of its international faculty who are coming from distinguished universities, and its diversified interdisciplinary students' body coming from different countries, all of them working together in a harmonized rich environment of international practice-based learning.

TUITION FEES

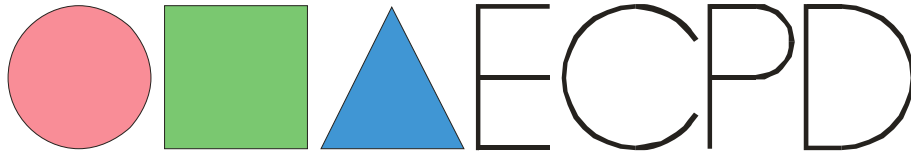
ECPD is actively seeking founding sources in order to reduce education costs and make studies more affordable to self-financing students and local and regional government authorities which have limited sources. We presently organize studies which cover only 60% of our operational costs from tuition fees and education costs. The tuition fee for master's studies is EUR 1,950 for each student per semester, that is, EUR 7,800 for the entire 4-semester program, excluding English and computer classes, if such classes are needed by a student and if ECPD can organize them.

The fee for registration and defense of the master paper is EUR 1,950 per semester credit tuition hours and EUR 1,250 for master's thesis. The fee includes copied handouts. Students will buy some of the required textbooks. The price of these books is approx EUR 400 – 500 for overall master's studies or about EUR 300 for specialist studies.

Tuition fee for doctoral studies (three years – six semesters) is EUR 1,950 per semester. The costs of applying for the doctoral dissertation amount to EUR 1,250, while the costs of the mentor's work and that of the Commission for assessment and defense of the doctoral dissertation amount to EUR 1,950.

HOW TO APPLY:

National and local governments as well as health organizations that are interested in financing organized groups of students are requested to contact the ECPD Executive Director or the Dean for detailed arrangements.



For individual applicants, please complete the attached application. Please specifically clarify the financial information and possible source of funding, your choice of either week end courses every week (Saturday & Sunday), week end courses every two weeks (Friday evening, Saturday & Sunday), or monthly long week end courses (full days from Thursday to Sunday) Please also attach an updated C.V. and two letters of recommendation.

Full information on the programs will be posted on the ECPD web site including:

- Course descriptions and its learning objectives
- Program faculty
- Suggestions for application for fellowships and financial aid to possible funding international organizations.

SPECIAL CERTIFICATE PROGRAMS IN HEALTH MANAGEMENT

These are specifically designed postgraduate studies to satisfy the needs of groups of health administrators who will receive training in special competence areas. The curriculum design will be based on the length of the program and the background and qualifications of its learners. The typical curriculum for one semester will include 3-4 of the post graduate courses and a specially designed special course.

Topics of certificate programs planned are:

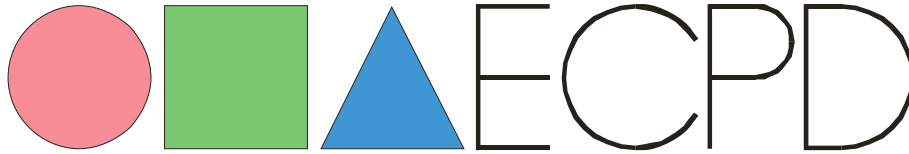
- Health Economics and Financing
- Quality Management in Health Institutions
- New trends in Hospital Management
- Family Practice and Managed care
- Care of the Elderly Population

These programs will be announced in the future or can be organized for groups upon request.

CONTACT:

Professor Dr. Samir N. Banoob,
Dean, ECPD Postgraduate School of Global Health Development

European Center for Peace and Development (ECPD)
University for Peace established by the United Nations
Terazije 41, 11000 Belgrade
Phone: +381 11 3246 041, + 381 11 3246 042
Fax: +381 11 3234 082, + 381 11 3240 673
Email: office@ecpd.org.rs, ecpd@eunet.rs
Web site: www.ecpd.org.rs, www.ecpdorg.net



Prof. Samir N. Banoob
Dean, Professor and Program Director

Resume

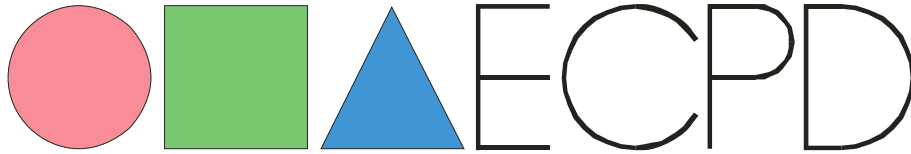
Dr Banoob is an International academician and consultant in Health Systems and Professor of Health Policy and Management. He is the Dean of the ECPD Postgraduate School of Global Health Development and Director of the ECPD International Post graduate Studies in Health Management. He is the President of International Health management, LLC, since 1986, a health management training and consulting firm in Florida, USA leading international health projects and training scholars from more than 70 countries. He served as a full time Professor of Health Policy and Management, and Director of the International Health Management Programs at the College of Public Health, University of South Florida for 20 years (1983–2002), and is a founding member of this graduate college that serves the whole State of Florida. He was elected as President of its Faculty Assembly, and received the University Professorial Excellence Award in 1998. He served in an adjunct professor position at Johns Hopkins School of Hygiene and Public Health 1980–1992. He is currently an Adjunct Professor of Health policy, management & Behaviour, School of Public Health, University AT Albany, State University of New York.

He obtained his M.D. degree, received Diplomat of Internal Medicine, Master's Degree in Public Health majoring in Hospital Administration, and Doctorate Degree in Public Health majoring in Health Planning and Management, from the University of Alexandria, Egypt. He then received postgraduate education at Johns Hopkins School of Hygiene and Public Health, and training at the National Center for Health Statistics and Health Services Research, and the Centres for Disease Control in the US. He is the Chair of the American Public Health Association International Health Section (1992–1994, and 2006–2008), and member of its Governing Council. He received the Association Service Award in 1997. He is an active member of the World Federation of Public Health Associations.

Dr. Banoob serves as a consultant and adviser on major health projects (in 76 countries to date) in East, Central, and West Europe; the Middle East; Caribbean and Central America; Africa and Asia; and the US; consulting with The World Health Organization and its regional offices, UNICEF, World Bank, UNDP, the United States Agency for International Development, Inter American Development Bank, governments of the Arab Gulf Countries, State of Florida Department of Health, the Health Planning Council of West Florida, and hospitals and health organizations in Florida.

The major areas of expertise of Dr. Banoob are:

1. Curriculum design, senior management training and postgraduate education in health management and public health.



2. Planning, organization, and evaluation of National Health systems, including health reform, alternatives of financing, and privatization
3. Health projects and programs' planning, management and evaluation; including private-public partnership and managed care, disease control, elderly care and long term care, and primary care / family planning.
4. Hospital development, modernization, and quality improvement/ management in health institutions.
5. Human resources development; including needs assessment and long range educational and training plans.

SELECT HONOURS, AWARDS AND BIOGRAPHIES:

- i. Lifetime Achievement Award for Excellence in Global Health, American Public Health Association, 2008.
- ii. Professorial Excellence Award, University of South Florida, 1998. (University wide excellence award in teaching, research and service)
- iii. Distinguished Service Award of the American Public Health Association International Health, 1997.
- iv. Listed in "Personalities of America", Fourth Edition, American Bibliographic Institution, 1987.
- v. Listed in "International WHO'S WHO of Intellectuals", Seventh Edition, Cambridge, England, 1987.
- vi. Listed in "Men of Achievement", Ninth Edition, Cambridge, England, 1986.