

BERNARDO RAMIREZ, MD, MBA

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EDUCATION

- 1975-1977; Master's in Business Administration (MBA)
2005-2006 School of Accounting and Administration, National Autonomous University of Mexico
- 1974-1985 Several postgraduate and continuing education courses in Organizational Behavior, Health Management, Leadership, Teaching and Training Techniques, and Human Resources Development.
- 1969-1974 Medical Doctor and Surgeon (MD)
Faculty of Medicine, National Autonomous University of Mexico

FACULTY APPOINTMENTS

- 2002-Present **University of Central Florida**, College of Health and Public Affairs, Department of Health Professions.
Assistant Professor (Fall 2007 to present)
Director of Global Health Initiatives (Summer 2008 to present).
Adjunct Instructor (2002 to spring 2007).
College of Medicine, Department of Medical Education
Assistant Professor (Spring-summer 2008)
Courses Developed: International Healthcare Systems, Strategic Management, Health Ethics, Managed Care, Epidemiology, Issues and Trends for the Health Professions and The U.S.A. Healthcare System.
- Participated in a research project to compare for-profit and not-for-profit health care services, sponsored by Florida Hospital. Fall 2004.
 - Coordinate Study Tour and development of a health financing and insurance training program initiative for the Ministry of Health of Turkmenistan and the establishment and development of a new Healthcare Management Center Fall 2005.
 - Development of an Internet-Based Course in Global Health Care Management following training received from the Faculty Development Program for Interactive Distributed Learning for Technology Mediated Course Delivery. University of Central Florida. Fall 2006-Spring, Fall 2007 and Spring and Summer 2008.
 - Coordinates a collaboration program with 2 universities and the Ministry of Health in Paraguay to strengthen the health information and epidemiology management system and curricula and health disparities minority research project with multiple international university partners.
- 2004-Present **Georgetown University**, Department of Health Systems

Administration

- Advisor for the development of a Senior Executive Team and Organizational Development Program for the Mexican Institute of Social Security (2003-2006)
- Co-principal investigator in a Research Design Study to Evaluate the Impact and Value of International Hospital Accreditation for the Joint Commission International (JCI) and other international agencies (2006 to present)

2001-Present

University of Scranton, Panuska College of Professional Studies, Affiliated Faculty and member of the Board of Visitors.

- Development of a strategy for globalization of the College and the inclusion of global focus collaborative projects and courses in the curricula of several health professions departments. (2001-Present)
- Developed and delivered Managed Care course to start new Health and Insurance Master's program at the University of Tbilisi in Georgia. Member of the Advisory Committee (Jan-July 2008)

1976-Present

Guest Professor at several institutions in Mexico and the United States, including **Tulane, The George Washington University, National Institute of Public Health of Mexico, The National Autonomous University of Mexico, University of Southern Mississippi, and Universidad Autonoma de Guadalajara.**

1983-1995

Instructor for the **Center for Creative Leadership**, Greensboro, North Carolina, for the Mexican based TEAM for Latin America.

1975-1985

National Autonomous University of Mexico (UNAM)

- School of Medicine, History and Philosophy of Medicine Associate Professor ('75-'77); Full Professor ('78-'85)
- School of Accounting and Business Administration Associate Professor ('76-'78); Full Professor ('78-'81)

1974-1975

Military Medical School, Mexico
Assistant Professor in Surgery Techniques

EMPLOYMENT HISTORY IN BRIEF

February 1997- Present

Member of the Board of Directors

January 2002 - 2006

Vice President of the Institute for Technical Cooperation in Health – INTECH, Potomac, Maryland
www.intech-salud.org

- Coordinate and implement the health management development and training activities for partnership programs with Russia, Ukraine, Moldova, Belarus, Georgia, Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan, Albania, Croatia, Rumania, Hungary, The Czech Republic, Bosnia-Herzegovina, Slovakia, Latvia, Estonia, in association with the American International Health Alliance (AIHA) (www.aiha.com).
- Activities include the design and assessment of sustainable human resources

development strategies; the design and implementation of training plans, workshops, tutorial activities and seminars; and the production, editing and dissemination of training materials and web-based resources for hospitals, primary healthcare units and HIV/AIDS centers and programs.

(<http://www.eurasiahealth.org/eng/health/resources/82658/>)

- Participate in the modernization project of the Ministry of Health of Armenia developing a management training strategy and a governance structure and mechanisms plan for the reformed hospitals in Yerevan as part of the World Bank team for the Health Sector Reform.
- Collaborate with local universities, public health or management centers, and training units from Ministries of Health to develop their capacity and resource base to deliver health management training courses in their respective countries including, but not limited to, train the trainers; tutoring and mentoring; computer and teaching technology access and implementation; library and resource center development; and tailor-made study trips and traveling seminars.

December 1995 – Present

Founder and Senior Partner of CONSSALUD SC, Mexico and Central America. www.conssalud.com

- Recent projects include the reorganization, modernization, and systems review for the accreditation process of the hospital network for the public employees social security in the state of Sonora, Mexico; Assessment of the new regional hospital in Oaxaca, Mexico.
- Design and principal instructor of the International Hospital Management Course for executives and engineers of healthcare facilities in El Salvador. Conssalud/ASIA (Association of Architects and Engineers). January-February 2006.

April 1999 – Dec 2001

Senior Health Management Consultant for the Academy for Educational Development (AED), Washington, D. C. www.aed.org

- Participated in Latin American health sector and management training development programs.

January 1992 – April 1999

Vice President of the Association of University Programs in Health Administration (AUPHA), Washington, D. C. www.aupha.org

- Implemented initiatives in more than 30 countries and trained over 3500 executives, involving over 150 foreign and US faculty in the programs.
- Responsibilities included the development of proposal and workplans to be submitted to funding sources; curriculum and materials development; conducting training needs assessment; coordinating new academic programs and institutional development in multiple countries; Coordinating educational and professional partnerships with US and third country organizations; organizing, coordinating and teaching courses and seminars.
- Managed more than 4.5 million dollars on cooperative agreements, grants and contracts with the U.S. Agency for International Development (USAID), the AIHA and the International Research Exchange (IREX). Activities included health management needs assessments; Ministry of Health, health reform and policy analysis; University, public health and management institutes development plans; curriculum development and implementation; institutional and learning resources development; and US and foreign

faculty development.

- August 1985 - 1992 **Director.** International Office and the Latin American Development Program, Association of University Programs in Health Administration (AUPHA), Arlington, Virginia, USA.
- Developed and directed a program to strengthen health administration education in Latin America. Conducted needs assessment and executive and academic program and curriculum development in 17 countries in the region.
 - Managed five million dollars in cooperative agreements, grants and contracts from USAID, private foundations and participating academic institutions.
 - Network of health administration programs in Latin America grew from 25 to 80 during the period of this project.
- June 1984 - July 1985 **Coordinator of Studies and Projects (Chief of Staff),** Under Secretary of Research and Development, Secretary of Health, Mexico, D.F.
- May 1983 - June 1984 **General Director of the Health Care Standards and Social Welfare,** Secretary of Health and Welfare, Mexico, D.F.
- January- July 1983 **Advisor to the General Medical Director of the Institute of Social Services for the State Employees (ISSSTE)**
- January - April 1983 **Advisor to the Chief of Staff,** Under Secretary of Health, Secretary of Health and Welfare, Mexico, D.F.
- May - December 1982 **Advisor, Human Resources and Healthcare Management, Health Services Coordinator of the Secretary of the Presidency,** Mexico, D.F.
- January 1981- May 1982 **Management Consultant.** Administrative Consultants and Training S.C. Mexico, D. F.
- 1977 - November 1981 **Coordinator (1977-78) and Director (1979-81) of the Master's Program in Health Care and Hospital Administration,** Postgraduate Division, School of Accounting and Administration, National Autonomous University of Mexico, Mexico, D.F.
- This Master's program was the first of its kind to be developed in Mexico. The other 3 health administration programs in the country at the time functioned in schools of public health and medicine. Hired to develop this new program as assistant professor (moved gradually to full professor), program coordinator, and program director.
 - Responsibilities included the development of a curriculum based on the existing MBA program; conducting needs assessment for health administration training and education; coordinating the work of the faculty from the School of Business as they teamed up with health services practitioners and with faculty from other schools like public health, medicine, psychology and sociology; responsible for the legal and academic approval of the program throughout the University and Health Sector instances: seeking for financial resources to support the program development (W.K.

Kellogg granted a major development grant): and connecting the program to the international network of AUPHA.

- Areas of teaching included Organizational Behavior, Organizational Theory, and hospital and health services operations management. Developed continuing education courses on Strategic Management and Operations Research for Physician Executives.

1970 - 1977 **Assistant Director (1970-74) and Director of Administration (1975-77), Central Quirurgica Hospital, Mexico, D.F.**

1970 - 1974 **General Manager, Centro Comercial Central Quirurgica, S.A., Mexico, D.F.**

SELECTED ACADEMIC, PROFESSIONAL, AND VOLUNTEER APPOINTMENTS

- Co-Chair of the Global Healthcare Management Faculty Forum. Association of University Programs in Health Administration-AUPHA (2000- Present)
- Alternate Senator for the Department of Health Management and Informatics. University of Central Florida (UCF) Faculty Senate. Summer 2008- Present)
- Member of the International Committee. College of Health and Public Affairs (COHPA) Fall 2007- Present)
- Member of the Diversity Committee. College of Health and Public Affairs (COHPA) Fall 2007- Present)
- Board of Directors of SHARES, Foundation of Florida Hospital, Orlando, Florida. 2005-Present.
- Board of Trustees, Celebration Foundation, Celebration, Florida. 2003-Present. President of the Board (2004 to 2005).
- Member of the Rotary Club of Celebration, Florida. 2003-Present. Member of the Board and Director of International Projects (2004-2006 nominated 2008-2009). Member of the Leadership District 6980 Central Florida Board (2005-2006 nominated 2008-2009).
- Board of Visitors, Panuska College of Professional Studies, University of Scranton, Pennsylvania. 2001-Present.
- Secretary, Vice-president and President of the Board of Directors, Mexican Hospital Association, 1979-86. Permanent Member of the Advisory Board.(1986-Present) Member of the International Linkage Committee (2002-Present).
- Advisor to Health Management Development projects for USAID, the World Bank, the Inter American Development Bank in Argentina, Bolivia, Chile, Peru, Colombia, Dominican Republic, Costa Rica, Brazil, Uruguay, Paraguay, Guyana, Ecuador, all of the Central American countries, Haiti, Jamaica, Armenia, Russia, Ukraine, and most of the New Independent States, and Central Eastern European Countries. 1981-Present.
- Reviewer for the Preventive Medicine Residency Program Grant Objective Review. Bureau of Health Professions, Health Resources and Services Administration (HRSA), Department of Health and Human Services, Bethesda, Maryland. April 10-12, 2007.
- Participant in the Diabetes Prevention Family Medicine Trip to Veracruz, Mexico.

SHARES Florida Hospital and Rotary program (February 24-March 4, 2007). Participant in the research, clinical and management improvement program (2007-2008).

- Participant, presenter and facilitator for the SHARES Florida Hospital Foundation, strategic planning annual session with surgeons and program coordinators from 5 states of Mexico. Veracruz, Mexico. December 6-9, 2006
- Participant in the Colposcopy and Family Medicine Trip to Tuxtla Gutierrez, Chiapas, Mexico. SHARES Florida Hospital and Rotary program. November 11-18, 2006.
- Reviewer for the Public Health Nursing Continuing Education Grant Objective Review. Bureau of Health Professions, Health Resources and Services Administration (HRSA), Department of Health and Human Services, Bethesda, Maryland. August 28-29, 2006.
- Participant in the Cleft Lip and Palate Surgical Trip at the Mexican Regional Hospitals of Villahermosa, Tabasco (June 11 to 19, 2005) and Veracruz (August 7 to 11, 2006). SHARES Florida Hospital and Rotary International.
- Member of the Doctoral Project Committee (Steven Szydlowski) candidate Doctor in Health Administration degree, Executive Doctoral Program in Health Administration and Leadership at the Medical University of South Carolina. (June 2006-March 2007).
- Participant in the Family Medicine and Primary Health Care Trip in Merida and other cities and towns in the region, Mexico. SHARES Florida Hospital and Rotary program. April 15 to 22, 2006.
- Board of Directors of Casa de Mexico, Mexican Consulate in Orlando, Florida. 2003-2005.
- Participant at various International Invitational Forums:
 - The World of Health Services Administration Education, Lisbon, Portugal, 1981.
 - Worldwide Leaders in Health Administration Education, Oxford, England, 1988.
 - Future of Health Administration, Santiago Chile 1993.
 - Invitational International Conference on the Healthcare Workforce for the 21st. Century, Tashkent, Uzbekistan, 1997.
 - Shaping the Infrastructure of Health Professions: A Dialogue Between the Countries of Central and Eastern Europe and the USA, Budapest, Hungary, 1998.
- The 5th WHO-ISQUA Workshop on Quality Improvement and the 19th ISQUA Conference, Paris, France. November 2002.
- Reviewer for the Health Administration Traineeship and Special Projects Grant Application Review. Bureau of Health Professions, Health Resources and Services Administration (HRSA), Department of Health and Human Services, Maryland. February 2000.
- Member of the Advisory Committee of the Russian Association of University Programs in Health Administration. 1986-1999
- Advisor. Programs in the Advancement of Health Administration (PROASA). Assessment of projects in Colombia, Argentina, Chile, Brazil, Peru, Mexico, Dominican Republic and Costa Rica, W.K. Kellogg Foundation. 1985-1996.
- Coordinator and Representative on several task forces and commissions on health

services regulation; standards and education, research and development, Secretary of Health, Mexico. 1982-85.

- Advisor, Academic Project on Organizational Behavior Specialization, National Autonomous University of Mexico, Mexico. 1982-83.
- Advisor in several health administration education projects (Costa Rica, Brazil, Peru, Mexico, Ecuador) Washington, D.C., Pan American Health Organization, 1977-1982.
- Secretary and Member of the Board of Directors, National Chamber of Private Hospitals, Mexico. 1971-72; 1976-78.
- Secretary, Mexican Society of the History of Medicine. 1974-75.

TEACHING AND CONSULTING EXPERIENCE

- Summer Faculty Development Conference, University of Central Florida (UCF) Faculty Center. Use of Wikis and other interactive Web-2 tools to enhance web-based learning experiences. April 29-May 2, 2008
- Winter Faculty Development Conference, University of Central Florida (UCF) Faculty Center. Globalization of health care in the Health management curricula. December 11-13, 2007
- Graduate Certificate from the Rotary Leadership Institute. District 6980 Central Florida. May 2007- Jan 2008
- Research design to evaluate the impact and value added of accreditation of hospitals outside the United States. Developed as principal researcher of the Department of Health Systems Administration of Georgetown University with a grant support from the Joint Commission International (JCI). Washington D.C, Aug 2006-Jan 2007.
- Faculty Development Program for Interactive Distributed Learning for Technology Mediated Course Delivery. Online Course Development Certification. Development of an Internet Based Course in Global Healthcare Management. University of Central Florida. Course Development and Web Services. Orlando, Florida. Sep-Nov 2006. Developed a program to Internationalize the postgraduate Healthcare Management Curricula (Dec 2007- Present)
- Participant interactive Internet seminar “Professionalizing Leadership and Management in Health”. Management Sciences for Health, Leader Net. Oct 17-21, 2006.
- Faculty Executive Team Development Program: Leadership and Strategy, Christus-Muguerza Group, presenting the topics Leadership and Strategic Thinking in Healthcare Organizations. Monterrey, Nuevo León, México. June 1, 2006.
- Participant interactive Internet seminar “Confronting Health Challenges under the Most Difficult Conditions in the World”. Management Sciences for Health, Leader Net. May 1-11, 2006.
- Participant in the Adjunct Faculty Development Retreat. Karen L. Smith Faculty Center for Teaching and Learning. University of Central Florida. May 6, 2006.
- Design and principal instructor of the International Hospital Management Course for executives and engineers of healthcare facilities in San Salvador, Conssalud-ASIA

(Association of Architects and Engineers) El Salvador Central America. (Jan-Feb 2006)

- Faculty and program design for a health financing and insurance seminar for the Institute of Medical Education of the Ministry of Health of Turkmenistan. Coordinator of a Study Tour to the USA of a train the trainers team. (August 2005) Design and implementation of health management training courses, including the development of local faculty competencies and a new healthcare management executive program within a recently open training center of the Institute of Medicine (June 2005-March 2006)
- Consultancy and design of an owner oversight and regulatory mechanism for the public hospital system, through the implementation of hospital supervisory committees and the progressive implementation of hospital boards. To develop the hospital oversight and regulatory framework and the key governance and supervision instruments and mechanisms. Provided for the Ministry of Health of Armenia under the Health System Modernization Program sponsored by the World Bank. (August-October 2005)
- Design and implementation of a management seminar for HIV/AIDS center executives and program management teams in Ukraine for the AIDS Knowledge Hub and the AIHA. (Jan-Feb 2005)
- Coordinator for the development of a Health Management Toolkit for the Ministry of Health of Mexico that included a study tour to analyze effective management tools used by health systems and hospital executives in Australia, the United Kingdom, Canada and the USA (Sep2004-January2005)
- Participant Interactive Internet Workshop “The New Paradigm of the Coach-Manager”. Management Sciences for Health, LeaderNet. January 24-February 11, 2005.
- Consultancy and design of a Health Management Development Strategy for the public hospital system and the Ministry of Health executives, through the review and analysis of the hospital management capacity and the in country health management training resources. The strategy and implementation plan addressed issues of sustainability, institutional capacity development and knowledge management. Provided for the Ministry of Health of Armenia under the Health System Modernization Program sponsored by the World Bank. (Dec 2003-February 2004)
- Session coordinator at the National Conference of the Mexican Hospital Association 50th Anniversary “Towards a Dependable Hospital: Strategies for the Security and Comfort of the Patient and his Family”, Session “The Communication Media and Hospital Care”. Mexico City, México. June 10-11, 2004.
- Presenter conference “Challenges of Globalization for Health Administration Education”. School of Business, National University of Mexico. Mexico City October 2004.
- Session coordinator at the National Conference of the Mexican Hospital Association 50th Anniversary “Towards a World Class Hospital: Strategies for Quality”, Session “Innovative Strategies for Financing: Scenarios for patients. Managed Care neither Panacea nor Nemeses. Guadalajara, México November 21, 2003.
- Session Coordinator and Presenter “Latin Competencies: Challenges for the Productivity and Quality of Health Services” during the 2003 Leadership Summit, *From Vision to Action: Hospitals for a Healthy Future*, the Health Forum of the American Hospital Association and the International Hospital Federation. San Francisco, California, August 2003

- Facilitator Discussion Leader at the “Texas Health Care in the 21st Century” A Forum for Health Care and Business Executives and Physician and Trustee Leaders. The Association of Texas Hospitals and Health Care Organizations. Austin, December 1998, January 2000 and December 2001
- Conference “Cross Cultural Perspectives on Health Care Administration” 5th Congress of Health Professions Educators: FutureCare. Association of Academic Health Centers Washington D. C. June 1998
- Keynote Conference “How does a University Develop a Global Presence?” Board of Visitors’ Meeting. The Panuska College of Professional Studies. University of Scranton. Pennsylvania, October 1998

PUBLICATIONS

- Aaronson W., M. Counte and B. Ramirez. “A Comparative Perspective on Contemporary Trends in Global Healthcare Management Education” submitted for consideration to the The Journal of Health Administration Education, 2008
- “Not for Profit Versus For Profit Health Care Providers-Part II. Comparing and Contrasting their Records.” T. Rotarius, A. Trujillo, A. Liberman, and B. Ramirez. *The Health Care Manager*. Vol. 25 No. 1, January-March 2006. Pp. 12-25.
- “Not for Profit Versus For Profit Health Care Providers-Part I.” Comparing and Contrasting their Records. T. Rotarius, A. Trujillo, A. Liberman, and B. Ramirez. *The Health Care Manager*. Vol. 24 No. 4, October-December 2005. Pp. 296-310.
- “Quality, Value, Accountability and Information as Transforming Strategies for Patient-Centered Care: A Commentary from an International Perspective.” B. Ramirez and M. Nazaretian. *Healthcare Papers*, Vol. 5 No. 4, 2005. Pp. 52-55.
- “Tools for Teaching and Learning with the Case Study Method.” B. Ramirez and C. Moga. *The Journal of Health Sciences Management and Public Health*. National Health Management Center of Georgia/ The University of Scranton, Pennsylvania. Vol 3 No. 1, 2002. Pp. 76-83.
- “International Health Services Management Education: An Overview of Major Efforts and Lessons Learned During the 1990’s.” M.A. Counte, W.E. Aaronson, and B. Ramirez. *The Journal of Health Administration Education*. Vol.18 No. 4, Fall 2000. Pp. 441-459.
- Editor of the Health Administration Module Series published by AIHA and USAID. *Modules for Facilitators and Participants* (12 Units). (2nd Ed. Spring 2000). Translated into Russian (Spring 2000). Adapted as training materials for the Internet at www.aiha.org (2001-2002) in Washington D.C. Module for Materials Management in HIV/AIDS Centers and Programs translated into Russian (2005).
 - Module 1: Management, Leadership and Health Systems;
 - Module 2: Planning and Marketing
 - Module 3: Information Management with Application to Quality
 - Module 4: Human Resources Management
 - Module 5: Team Building and Communication Skills
 - Module 6: Financial Management
- “Module: Strategic Planning and Health Services Organization.” Program for the

Development of Health Care Management. Ministry of Health and Public Welfare, Republic of Paraguay. IDB and AUPHA. (1st Ed. 1999, 2nd Ed. 2000, 3rd Ed. 2004).

- "Global Partnerships: A Formula for Success." Proceedings from the First International Conference on Health Care Systems for the New Millennium. Queretaro, Mexico. May 2000.
- "The Pillars of Health Management Education: Lessons from the CEE Experience," Aaronson W, West D., Heshmat S. and Ramirez B. *The Journal of Health Administration Education*. Vol. 16 No. 2, Spring 1998. Pp. 125-144.
- "An Integrative Role for a Health Policy Course in the Health Services Management Graduate Curriculum." R.C. Bradbury and B. Ramirez. *The Journal of Health Administration Education*. Vol 15 No. 3, Summer 1997. Pp. 207-213
- "Management Training Workshops Promote New Leadership Techniques". CommonHealth, The Journal of the American International Health Alliance, Washington D. C., fall 1995
- "Is Health Services Administration Unique?" Ramirez, Bemardo and Filerman, G.L., Editors: Rodrigues, R.J. and Malik, A.M., Preparing Health Care Managers For a Changing World, Santiago, Chile, Insora, 1994. Pp. 107-110
- "Educación y Capacitación en Administración de Servicios de Salud en América Latina y el Caribe: El Programa de Desarrollo de la AUPHA". (Education and Training in Health Administration in Latin America and the Caribbean. The Latin American Development Program, AUPHA). Bernardo Ramirez, MD. *The Journal of Health Administration Education*. Vol 11 No. 1 Winter 1993, Arlington Virginia. 135-147
- "Organizational Behavior and Total Quality Management." *The Journal of Health Administration Education*, Vol 10 No. 4 Fall 1992. Arlington Virginia 707-714
- "Casos en administración de servicios de salud: Un enfoque para la solución de problemas", Kindig, David; Ramirez, Bernardo y Lastiri, Santiago, editores. México, DF: Hecar, 1989.
- "Education for Health Administration Education in Latin America and the Caribbean," co-author, *The Journal of Health Administration Education*, Vol. 6, No. 4, Fall 1988.
- "Rural Primary Health Care in Latin America," co-author, *The Journal of Rural Health*, Vol. 4, No. 1, January 1988.
- "A Bibliography of Rural Primary Health Care in Latin America," co-author, *The Journal of Rural Health*, Vol. 4, No. 1, January 1988.
- "Health Services Administration in Latin America," *Journal of Public Administration*, No. 69/70, National Institute of Public Administration, June 1987.
- "A Health Information System," Official Yearbook, International Hospital Federation, London, England. 1986
- "Organizing a Clinical Experience," *The World of Health Services Administration Education*, AUPHA, Lisbon, Portugal 1983.
- "Trends in Medical Care and Hospital Administration Education in Mexico," School of Accounting and Administration, National Autonomous University of Mexico, Mexico, D.F., 1980

- "The Present Philosophical Trends in Medicine," Mexican Society of Medical History and Philosophy Bulletin, Vol. 2, No. 12-13, Mexico, D.F., 1975.

EDITORIAL APPOINTMENTS

- 2005-Present **Member of the Advisory Editorial Committee**
Journal of World Health and Population, Longwoods Publishing Corporation, Toronto, Canada/Chapel Hill North Carolina
- 2005-Present **Member of the International Advisory Council**
Revista Gerencia y Política de Salud (The Journal of Management and Health Policies). Javeriana University, Bogota, Colombia
- 1999-Present **Member of the Advisory Editorial Committee**
HealthCarePapers, Longwoods Publishing Corporation, Toronto, Canada
- 1988-1995 **Member of the Editorial Board**
Bulletin of the Pan American Health Organization and the *Boletín de la Oficina Sanitaria Panamericana, PAHO.*
- 1986-1995 **Contributing Editor**
La Revista de Educación en Administración de Salud (The Journal of Health Administration Education). AUPHA, Washington, D.C.
- 1986-1994 **Editor**
Boletín Latinoamericano de Educación en Administración de Salud and *AUPHA International*. AUPHA, Washington, D.C.
- 1976-1979 **Member of the Editorial Board**
Hospital Actual (Hospital Today), Mexico

ACADEMIC, VOLUNTARY, AND PROFESSIONAL HONORS

- Recognition for the support and twinning activities in support of the Cleft Lip and Palate Surgical Trips to Villahermosa, Tabasco, Mexico. Rotary Club Olmeca, District 4200. August 2006.
- Paul Harris Fellow, The Rotary Foundation of Rotary International. June 2006.
- Rotarian of the Month (August 2004). Presidential Citation 2004. Presidential Citation 2005. Recognition for Exceptional Leadership and Service 2006. Rotary Club of Celebration, Florida, USA.
- Honoree for leadership at the Celebration Foundation, National Philanthropy Day Awards, Association of Fundraising Professionals, Central Florida Chapter. Orlando, Florida, 2003.
- The McGaw Medal of Excellence in Health Education and Administration, American Hospital Supply Corporation, 1983.
- W.K. Kellogg and McGaw International Fellowship, Study of European Health Administration Education Programs, 1981.
- Foster McGaw International Fellowship, AUPHA, 1979.
- Award for Development of Curriculum in Hospital and Health Care Administration,

UNAM, Mexico, 1977.

- Distinguished Mention, Dr. Fernando Quiroz Hospital, 1973.

LANGUAGES

Spanish Speak, read, and write (FS-5)
 English Speak, read, and write (FS-5)
 Portuguese Speak (FS-2) and read (FS-3)
 French Speak and read (FS-2)

INTERNATIONAL PROFESSIONAL ACTIVITIES

From 1976 to 1981 participated in several international study trips and meetings as Faculty and Health services administration Program Director

- USA and Canada- Visit to several Health Administration Academic programs and participated in several AUPHA Annual Meetings
- Norway- International Hospital Federation Meeting. Tour of hospital visits in Sweden, France and Spain.
- France- Rennes School of Public Health and University of Paris
- Portugal- World of Health Services Administration AUPHA Meeting. Study tour to health administration academic programs in England, Netherlands and Belgium.

From 1982 to 1985 participated in several meetings as Minister of Health (MOH) official

- Brazil- PAHO Regional Health Services Research Meeting
- Costa Rica- Social Security Issues

From 1986 to Present participated in several international meetings and conferences, coordinated training workshops, delivered management training, assessed management training needs and participated in health sector and hospital reform and quality improvement projects (hospitals, primary health care clinics, HIV/AIDS clinics and programs) as Director of International Health Administration Education in AUPHA, Senior consultant for AED, INTECH and AIHA.

In the Americas:

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|----------------------|---------------------|
| ○ Argentina | ○ Mexico |
| ○ Barbados | ○ Nicaragua |
| ○ Belize | ○ Paraguay |
| ○ Bolivia | ○ Panama |
| ○ Brazil | ○ Peru |
| ○ Chile | ○ Guatemala |
| ○ Colombia | ○ Guyana |
| ○ Canada | ○ Haiti |
| ○ Costa Rica | ○ Honduras |
| ○ Dominican Republic | ○ Puerto Rico |
| ○ Ecuador | ○ Trinidad y Tobago |
| ○ El Salvador | ○ Uruguay |
| ○ Jamaica | ○ Venezuela |

In other parts of the world:

- Albania
- Armenia
- Australia
- Azerbaijan
- Croatia
- Czech Republic
- France
- England
- Estonia
- Georgia
- Hungary
- Kazakhstan
- Kyrgyzstan
- Romania
- Latvia
- Russia
- Slovakia
- Slovenia
- Turkmenistan
- Ukraine
- Uzbekistan