

CURRICULUM VITAE

Name	Abdulhamid Saleh Said
Date of Birth	April 21, 1964
Place of Birth	Mombasa, Kenya
Civil status	Married
Gender	Male
Nationality	Kenyan

KEY QUALIFICATIONS

I am a highly qualified health care management specialist with extensive experience in hospital management and related fields. I also possess excellent skills in project management and implementation; needs and nutritional assessments; and qualitative and quantitative research activities. I have good working knowledge of the health care system in Kenya and United Kingdom and have particular interest in health care financing in general and community health care financing system in particular. The interest in health care financing system is to enable poor communities' access essential medical and health care services as a social protection mechanism thereby reducing poverty and social exclusion. I am experienced in contingent valuation method, household data collection and analysis and convert the collated data and information into community proposals and for planning and implementation purposes.

EDUCATION

- August 2007 **Master of Public Health, Health Care Management**
Rollins School of Public Health, Emory University, USA
Fulbright Scholarship, 2005-2007, Rollins School of Public Health Merit Scholarship.
Thesis: "Community-Based Health Care Financing Scheme" A Case for the Urban Poor in Mombasa District, Kenya"
- July 1993 **Master of Science, Agricultural Economics**
University of Aberdeen, United Kingdom
Thesis: "Indicators of farm business management success"
- March 1992 **Postgraduate Diploma in Agricultural Economics**
University of Aberdeen, United Kingdom
- September 1990 **Diploma in Agriculture and Food Marketing**
Egerton University, Kenya
Thesis: "Decentralization of maize marketing system in Kenya"

Professional Development

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| <ul style="list-style-type: none">• The Occupational Safety & Health Act, 2007, Kenya, Federation of Kenya Employers (FKE), April 28 - 30, 2008• New Labour Laws in Kenya, Federation of Kenya Employers (FKE), February 28-29, 2008 |
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- **Postgraduate Diploma in Marketing**, Offered by the Royal (Chartered) Institute of Marketing (CIM), United Kingdom (not yet completed). postgraduate marketing qualification in marketing that is offered by the prestigious Chartered Institute of Marketing (CIM).
- **The Engaged Citizen and Civic Participation in Environmental Design** 2006 Fulbright Enrichment Seminar, Tempe, Arizona, USA, February 9 – 17, 2006
- **World Health Care Congress, Europe**, Paris, France, April 7- 8, 2005
- **Quantitative Techniques in Health Care Financing**, Maastricht Graduate School of Governance, Maastricht University, The Netherlands, February 28 – March 24, 2005,
- **The Role of NGOs in the Health of Communities: Creative Partnership**, Salzburg Seminar, Session 406, Austria, February 26 – March 5, 2003
- **Human Quality Assessment Programme**, Chem-Labs Services Ltd, Nairobi Kenya, August 24, 2002
- **Leadership for the 21st Century: Chaos, Conflict and Courage**, JFK School of Government, Harvard University, Boston, Massachusetts, USA, 14 – 19 April, 2002
- **Success Through People Management, Institute of Customer Services**, Nairobi, Kenya, January 21 – 22, 2002
- **Business Growth Programme**, Athman Errey & Co, Mombasa, Kenya on behalf of the British Council Mwezi Kali II business programme. The training was conducted on four weekends i.e. 8 days. October 14, 2001
- **Community Mobilization and Maintenance Workshop**, CARE International in Somalia, December 14 – 17 1999

SCHOLARSHIP AND AWARDS

- **Rollins School of Public Health Merit Scholarship**, Emory University, Fall 2005 and Spring 2006
Competitive merit scholarship given on basis of excellent academic performance in the semester exams and the scholarship provides approximately half tuition and fees for MPH degree.
- **Fulbright Fellow 2005 – 2007 Award**, Highly competitive scholarship awarded to undertake the Master in Public Health at Rollins School of Public Health, Emory University, Atlanta, Georgia
- **The Netherlands Fellowship Programmes (NFP) Award**, February 28 – March 24, 2005
Competitive fellowship award for candidates working in developing countries; awards are demand-oriented fellowship programs designed to foster institutional and individual development.
- **Salzburg Seminar Fellow Award, Session 406**, February 26 – March 5, 2003
Fellowship awarded on competitive basis to individuals with close local community ties and leadership potential; designed to advance the institutional mission by convening imaginative thinkers from different cultures and institutions, organizing problem-focused initiatives, supporting leadership development, and engaging opinion-makers through active communication networks.
- **Harvard University JFK School of Government Award**, April 14 – 19, 2002
Awarded to outstanding individuals in developed and developing countries who have close ties with their respective local communities to enhance leadership

skills

CURRENT EMPLOYMENT

January 2008 – to date Human Resource Manager *The Mombasa Hospital, Mombasa, Kenya*

- Acquainting with the newly enacted labour laws in Kenya – The Employment Act 2007, The Labour Relations Act 2007, The Occupational Safety and Health Act, 2007, The Labour Institutions Act 2007 and The Work Injury Benefits Act 2007 while reviewing the Collective Bargaining Agreement (CBA) for the years 2008 - 2009
- Maintain effective line of communication throughout wards/departments and between medical, paramedical, nursing and administrative staff;
- Prepare, review and update policy documents, guidelines, and procedures for hospital human resource management;
- Spearhead the ISO certification process and National Health Insurance Fund Quality Standards for accreditation purposes;
- Recruitment of all hospital staff in conjunction with the respective heads of department and within hospital budgets;
- Ensure employee effectiveness and efficiency through regular periodic staff appraisals, staff training and education;
- To approve staff leave requests for all staff other than Heads of Department in line with Departmental policies;
- Evaluating confidential staff reports/appraisals and recommending to the Administrative Director (CEO) for promotions, training and renewal of staff contracts;
- Placement of trainees/students from outside institutions within Hospital Departments and preparing and submitting reports at the end of placements;
- Responsible for industrial relations and negotiations with the staff union on establishment of a collective bargaining agreement (CBA);
- Any other duties that may be assigned by Administrative Director (CEO) from time to time

RELEVANT WORK EXPERIENCE

May 2003 – August 2005 Assistant Hospital Administrator *The Mombasa Hospital, Mombasa, Kenya*

The Mombasa Hospital, built in Kenya in 1891, is a 160-bed private not-for-profit fully-fledged hospital with both inpatient and outpatient services and is managed by The Mombasa Hospital Association.

Hospital Operational Management

- Managed the relationship between hospital and all visiting physicians (80 reviewed all visiting privileges application by physicians and made approval recommendations to Medical Advisory Board
- Represented hospital in on committee tasked with determining improvements in delivery of medical services

- Participated in development of hospital emergency preparation plan, in accordance with Mombasa district and national (Kenya) emergency plans
- Collaborated with hospital staff to organize Breast Cancer Awareness Campaign including engaging community-based organizations to participate in free screenings
- Analyzed all hospital utilization data – outpatient, inpatient, pharmacy, diagnostics – and recommend changes for continuous enhancement of service quality
- Analyzed hospital financial data – profit and loss account, balance sheet, trading account – and engaged the Chief Accountant and other accounts staff in developing appropriate product and service mix

Human Resource Management and Development

- Well versed and conversant with Kenyan employment laws – Employment Act Cap. 226, The Regulation of Wages and Conditions of Employment Act Cap. 229, Workmen’s Compensation Act Cap. 236, The Trade Disputes Act Cap. 234, The Trade Unions Act Cap. 233 and The Factories and Other Places of Work Act Cap. 514
- Reviewed staff performance appraisal system and developed new system to meet needs and challenges of a diversified workforce ;initiated monthly staff award to raise staff morale and motivation
- Streamlined with great success human resource management procedures for ease of reference by various staff categories – nursing, administration and unionised staff member – that resulted in fewer staff shortages due to erratic annual leave applications and approvals
- Managed industrial relations with the staff union
- Negotiated and successfully concluded two collective bargaining agreements (CBAs) for 2002-2004 and 2005 -2006 with Staff Union
- Managed recruitment of hospital staff including general practitioners (doctors), administration, management and accounting, pharmacy and laboratory technologists
- Instituted and managed complaint procedures for staff and clients, providing prompt responses resulting in enhanced satisfaction

Hospital Services Marketing

- Successfully marketed services of hospital to various private medical insurance companies and corporations
- Managed successful negotiations with large manufacturing client to outsource its company staff clinic; hospital assumed management of clinic successfully in April 2005
- Represented hospital in various government policy forums such as the proposed National Social Insurance Scheme, Public Health meetings

March 2001 – April 2003

**Chief Hospital Administrator
MEWA Medical Centre, Mombasa, Kenya**

MEWA Medical Centre (MMC) is a 70-bed community-based not-for-profit hospital that is managed by the MEWA Board of Directors on behalf of the MEWA Executive Committee. MEWA is a registered not-for-profit non-governmental organization (NGO) in Kenya.

Hospital General and Financial Management

- Reviewed financial position in response to auditor's report of operating losses (approximately KSHS6, 000,000 (\$80,000) and recommendation to close hospital; within three months, developed full plans to salvage hospital including:
 - Reviewing financial management and control system, resulting in revenue collection increase of 95%
 - Reviewed procurement practices and negotiated prices with suppliers; reducing operational costs by 45%
 - Reducing drastically hospital overheads such as payroll and benefit payments and utilities (by almost 50%); combined measures of revenue increase and cost reduction lead to modest positive operating profit (about KSHS18, 500 (\$247)
- Succeeded in keeping hospital in operation due to success of above-mentioned increase in revenue collection and marked reduction in operating costs; hospital continues to serve underserved community members to date
- Proposed and implemented specialist consultant clinics – diabetic, hypertensive, cardiovascular, orthopaedic – at affordable rate to community, thereby increasing access for specialized medical services for poor and uninsured
- Improved quality standards by implementing laboratory quality improvement program with objective of improving standards of lab results reporting and standardizing lab procedures
- Assessed all visiting privileges applications by various consultants before recommending applicants Hospital Medical Committee for approvals
- Analyzed utilization, accounting, and financial data for continuous service review and quality enhancement
- Represented hospital in negotiations at various government consultative meetings on proposed national social insurance scheme, implementation of national crafted emergency preparedness plan, and various other public health programs (such as child immunization programs, HIV/AIDS prevention, and health and sanitation)

Human Resource Management and Development

- Streamlined recruitment of staff, staff performance appraisal, and motivation of staff by devising and implementing staff benefit improvement program
- Articulated and implemented staff training and development program on multi-tasking to enable staff to perform duties more effectively and efficiently in light of staff reorganization and retrenchment
- Restructured hospital staff numbers and reduced workforce from 145 fulltime staff to around 100 without affecting quality and quantity of hospital services
- Improved staff morale and motivation by extending medical coverage benefit to family members; implemented first staff pay increase in three years

Hospital Services Marketing

- Developed and executed marketing plan to improve image and utilization of the community-based hospital, successfully improving hospital occupancy rate from around 40% to about 55%

Community Services

- Planned and implemented various free medical camps for underserved community members on annual basis in collaboration with various professional organizations and individual philanthropists; free medical camps treated and operated on a total of 7,000 patients between 2001 and 2003 respectively

Fund Raising and Donor Funding

- Solicited and achieved high degree of fundraising amounting to KSHS2.5 million

(\$34,000) from donor organizations, individual philanthropists and individual volunteers for various hospital projects

- Wrote proposals to donor agencies, foundations and individual donors for funding to implement specific hospital projects such as purchases of expensive operating room equipment, replacement of aging x-ray machine and ultrasound scanning equipment, and use of alternative solar energy for the hospital water heaters

April 2000 – October 2000 Project Implementation Manager
Local Governance Support Project (LGSP),
CARE INTERNATIONAL IN SOMALIA

CARE International is an International Non-Governmental Organization (INGO) that is headquartered in Atlanta, Georgia, USA and operates in 42 countries worldwide including Somalia, providing relief assistance in emergency situations and development programs to alleviate poverty levels and standards of living.

- Conducted review and evaluation of program, making recommendations adopted by both CARE International and the donor, The Royal Government of Netherlands
- Partnered with local authorities of Burao, Sheikh and Erigavo and 9 village development committees to successfully implement 9 community projects
- Coordinated tightly scheduled training and capacity-building exercises in Somalia despite lack of secure environment
- Supervised 5 field staff in LGSP in Republic of Somaliland
- Monitored and evaluated various CARE International in Somalia projects
- Improved CARE International in Somalia field reporting procedures and achieved timely reporting standards to satisfaction of senior management and donors
- Managed delicate and sensitive ethnic issue amongst various ethnic groups in Somalia through constant communication, negotiation, and compromise, and created understanding and cooperation between various and divergent groups in Somalia

October 1999 – March 2000 Program Officer
Rural Food Security Programme (RFSP),
CARE INTERNATIONAL IN SOMALIA

- Restructured operational management of Rural Food Security Program (RFSP) in Somalia, despite insecurity, in accordance with results of needs and nutritional assessment conducted
- Recommended and implemented "target emergency food distribution" for first time in Somalia despite strong opposition to targeted distribution methods, due to lack of desired results from previous general emergency food distribution efforts
- Achieved high reduction of global malnutrition rates, from 45% to an average of approximately 20%, amongst the most vulnerable populations of elderly, pregnant mothers, disabled and internally displaced persons (IDPs) in Somalia through targeting emergency food distribution
- Enhanced capacity of management of CARE field staff through capacity-building training and staff empowerment
- Organized and managed training and capacity building program on needs assessment, nutritional assessment, book keeping and basic accounting for 1 partner local non-governmental organizations (NGOS) and community-based women's groups
- Supervised 12 CARE International in Somalia field staff
- Promoted to Program Implementation Manager of Local Governance Support

Project

RELEVANT PROJECT/CONSULTANCY EXPERIENCE

June – August 2006

Principal Research Investigator

“Community-Based Health Care Financing Scheme” A Case for the Urban Poor in Mombasa District, Kenya”

- Conducted cost of treatment/hospital charges data for the period 2004 to May 2006. The objective of the cost data analysis is to come up with a community rate premium to be charged to prospective members of the proposed community health plan
- Conducted a household survey to establish a “willingness-to-join and pay” (WTJ/WTP) – a contingent valuation method – on the proposed community health plan

September – December 2007

Consultant,

Muslim Education and Welfare Association (MEWA),

- Developed a community Proposal to establish a community Health Plan;
- Developed a detailed hospital health services plan

July 1999 – September 1999

Consultant

***Rural Food Security Programme (RFSP),
CARE INTERNATIONAL IN SOMALIA***

- Conducted needs and nutritional assessments of community members in two regions of Somalia
- Prepared needs and nutritional status report including recommendations adopted by both CARE International in Somalia and USAID Kenya (Somali Desk)
- Appointed as Program Officer to work with RFSP for period of 6 months to implement recommendations

June 1993 – June 1998

Administration Manager

***An-Noor Fast Food Shop, Aberdeen,
United Kingdom***

- Developed customer friendly menu targeting college and university students; improved business turnover with new focused strategy, increasing weekly revenue by approximately £3,000
- Reviewed and streamlined staff recruitment procedure
- Managed purchasing process for the fast food restaurant and successfully reduced costs by 25%
- Successfully introduced stock management procedure that ensured appropriate stock levels, avoiding excess or shortage of stock at all times
- Consolidated procurement process, combining purchases for shop with those of three additional shops in chain
- Conducted, in conjunction with the Health Safety and Executive Department, annual inspections for license renewals
- Managed multi-cultural staff of 10 and achieved great success in retaining an motivating staff

- Executed strict financial and management controls, thereby increasing business profitability
- Strengthened quality standards and controls to conform to Health Safety and Executive Department standards
- Effectively managed customer and client complaints resulting in increased customer satisfaction and retention

**February 1986 – August 1987 Secondary School Teacher
*Serani Secondary School, Mombasa, Kenya***

A newly opened community-based secondary school with two sections of classes from Form 1 to 4

- Taught agriculture and geography to two classes totaling 80 students
- Acted as Admission Officer and successfully admitted first class for newly opened school in 1986
- Crafted school student admission policy and implemented policy effectively and successfully
- Successfully acted as school discipline Master

COMMUNITY/VOLUNTEER WORK

- **Task Force Member**, Federation of Kenya Employers (FKE) HIV/AIDS Task Force Committee
- **Board Member**, *Madrasa Resource Centre (MRC-Kenya)* – an early childhood development program (ECD) of the Aga Khan Foundation (AKF) that strengthens community capacity in partnerships with other agencies to provide child quality care practices and education for improved child development. The program is partly funded by USAID (USA government) and European Union (EU).
- **Board Member**, *Muslim Education and Welfare Association (MEWA)* - volunteered to MEWA Education and Welfare Boards. Currently undertaking a study, on a volunteer basis, with both the MEWA Medical Board and MEWA Welfare Board to establish a "Community-Based Health Care Financing Scheme" for the community in Mombasa District, Kenya.

PUBLIC SPEAKING

- Presented the findings of the household survey on the concept of "community based health care financing scheme" on local FM Radio station – August 8, 2006
- Presented to Mombasa community leaders and other stakeholders the concept of "community-based health care financing scheme" – July 14, 2006
- Presented concept of "community-based health care financing scheme" on local FM Radio station - July 7, 2006
- Guest Speaker at Rotary Club of Mombasa District – 9200, "The Role of the Nurse in Patient Care", October 16, 2002
- Lectured on drug use and abuse, HIV/AIDS and the role of drug abuse on the spread of HIV/AIDS to various youth groups

LANGUAGE SKILLS

	<i>Speaking</i>	<i>Reading</i>	<i>Writing</i>
English	Excellent	Excellent	Excellent
Swahili	Excellent	Excellent	Excellent
Arabic	Basic	Basic	Basic

COMPUTER SKILLS

SAS, SPSS, MS Word, Excel, PowerPoint

SELECTED PUBLICATIONS AND PRESENTATIONS OF PAPERS (UNPUBLISHED)

- M.Sc Thesis "Indicators of Farm Business Management Success"
- M.P.H Thesis "Willingness-to-pay for a Community-Based Health Care Financing Scheme: A Case for the Urban Poor in Mombasa District, Kenya"
- Community Proposal "ShiFaa (Cure) Community Health Plan"

REFEREES

Ms Kathy L. Wollenzein, Assistant Director of Academic Programs, Department of Health Policy and Management, Robert W Woodruff Health Sciences Center, Emory University, 1518 Clifton Road NE, Atlanta, Georgia 30322, USA, Tel No. +1-404 - 727 - 5701, Fax No. +1-404-727 9198, Email: kwollen@sph.emory.edu

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