

Resume of Johannes (Hans) Theodorus Kedzierski

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Summary: Senior executive with a successful career in healthcare and healthcare consulting. Managed several large (teaching) hospitals and mental health care institutions. Private and (semi-) government as well. Managed turnarounds and gained substantial market share with all organizations I worked with. I am an energetic, trustful and inspirational leader with clear vision, transparent (and if needed firm) decision-making and focus on serving the community. Was a non-executive member of the board of Dutch version of JCI. Used to meet targets in competitive environments.

Professional career:

- Aga Khan University Hospital, CEO, (670 beds), Karachi, Pakistan (14 – now)
 - Leading main campus University Hospital in Karachi and 4 regional Secondary Hospitals (200 beds), 8 Integrated Healthcare Centres and 219 Phlebotomy Stations in Pakistan.
- Sheikh Khalifa General Hospital, CEO (250 beds), Umm Al Quwain, UAE (12 –14)
 - Opening, commissioning and operating a new hospital in the Northern Emirates. This hospital is under the umbrella of the Ministry of Presidential Affairs (MOPA) and managed in a public private partnership by NMC, a London Stock Exchange listed private healthcare provider in the UAE. I am appointed by NMC. The situation is extremely complex. The facility was built 3 years ago (with thousands of snags and design flaws remaining) and left empty by the Ministry of Health before it was taken over by MOPA and NMC was contracted to manage it. Long and complex process with Ministry of Public Works and contractors to establish a working facility. Redefining the scope of service, redefining supporting organization structure and manpower plan, complex and detailed procurement policies and recruitment issues. Successful in attracting market share. Currently working on major NMC projects (supply chain and design of new hospital in Abu Dhabi).
- Al Wakra Hospital (General Hospital), CEO (350 beds), Al Wakra, Qatar, (12-13)
 - In December 2011 OdgersBerndsen approached me for a CEO position in Qatar. It was about to commission and open a new hospital within the Hamad Medical Corporation. The new hospital was situated in AL Wakra, 20 km south of the capital Doha. The project was delivered in time (which is the exception in Qatar) and the hospital was up and running in time. New structure implemented and clinical leadership installed.
- GGZ Friesland (mental health care), CEO (900 beds), Leeuwarden, (09-12)
 - Immediately after resigning from the Alkmaar hospital I was offered to lead the mental health care organization in the Northern Province Friesland (offers services in 55 facilities). A special province with a recognized own language. Again building a new organization from the foundations. In short time we recovered from old-fashioned mental health care provider in a now recognized modern, program driven health care provider with clear governance structures. Mental health care as a system is highly competitive since new providers entered the market especially as 'cherry-pickers'. This gave me the opportunity to focus on specific KPI's (like waiting times, patient satisfaction) to retain and even increase market share. GGZ Friesland is a teaching hospital for the University of Groningen. There are 25 residents in this institution. To strengthen the position as a teaching hospital I funded a post for the Chief Medical Officer as university professor (following my experience in Alkmaar). I was the chairman of the joint medical research committee.
- Medical Center Alkmaar (teaching hospital), CEO (1200 beds after merger), Alkmaar (NL), (02-09)
 - One of the largest teaching hospitals in the Netherlands. The former management resided over 20 years and the prospects for the future were quite 'foggy'. How to cope with the new reimbursement system (DRG-like) where top clinical and A&E care (30 % of the business) was under-reimbursed (as a consequence of the new DRG-system) and volume in the regular, elective medical care was

not sufficient to deliver the profit necessary to fulfil the hospitals' ambitions in the field of top clinical care. We developed a strategy to increase the volume in elective care through a number of acquisitions and to excel in the field of nuclear diagnostics for cancer and cardiac disease. We were the first non-university hospital with PET scanners and a cyclotron. To establish a sound financial background to realize this strategy we focussed on more volume. In the course of doing so we acquired a smaller hospital to provide in that needed volume. The Dutch system is private with increasing competition in the health care market. A complex environment in which I managed multiple negotiations with insurance companies. Market share increased and financial performance improved significantly. In the 'best hospitals rating' MCA always scored in the top 10. MCA is a teaching hospital for both Amsterdam universities. The hospital has 125 residents about 200 interns in all specialties.

- **Rotterdam University Hospital Dijkzigt (NL), Board Consultant Thorax Centre, (94-95)**
 - In 1994 I was asked by the professors Roelandt and Serruys to help implement for a better position of intervention cardiology in the universities' policy. That taught me to understand top-level medical professionals who are oriented not only local but global

- **Robert Fleury Foundation (mental health care), CEO (900 beds), Leidschendam (NL), (95-02)**
 - They were in a difficult period at the time I was appointed. Old fashioned facility lacking maintenance, unmotivated staff and marginal financial situation. This became a 7 year period of building a new strategy and better performance. This was successful. New facilities in 6 growing cities around The Hague, strong position in the market. In the last year of my appointment I prepared the merger with a neighbouring organization to stabilize some tertiary functions (eating disorders and psychiatric treatment for the deaf) as well as to be ready to compete with the until then powerful providers in The Hague. RFS is a teaching hospital for the University of Leiden. They have 25 residents and I created the consortium of teaching hospitals that worked with the University.

- **Pasteur Hospital, CEO (300 beds), Oosterhout (NL), (92-95)**
 - I became the CEO of Pasteur Hospital (300 beds). They were almost bankrupt and had a bad reputation. I succeeded to improve the performance, economically as well as medical with hands on management. Selecting new staff and lay off malfunctioning employees. Open and transparent style of managing difficult affairs.

- **General Motors (quality control), Detroit (USA), (91)**
 - Since the faculty of Kellogg School of Management was highly involved in consulting practices for General Motors (Detroit) I had the opportunity to work for GM almost a year. I was a member of quality control in a plant that manufactured bumpers for almost all GM vehicles. The quality of the produce was quite under the norm. I learned that not only the manufacturing technique (the engineering part) itself is decisive for quality but also, if not more, standardisation.

- **K&V (consulting firm for hospitals and insurance companies; founded by myself; 23 consultants), Utrecht (NL), (86-90)**
 - At the time of the introduction of budgetary restrictions hospital management changed dramatically. The focus now came upon entrepreneurship and leading complex organizations by making choices, realizing targets and aligning doctors in that process. I started my own consultancy. This was quite a success since tight planning and control was a new element we introduced. We also trained hospital (middle) management. I learned (and taught) that strategy cannot be just an intellectual idea, but has to be implemented in cooperation with senior physicians, middle management and the workforce. Our practice grew fast and we employed 24 consultants. In this period I wrote a textbook for middle management in health care that sold 35.000 copies over the years. In 1990 I decided to go for a new opportunity and entered a senior program at the Kellogg School of Management (North Western University). Since that experience I upgrade my knowledge by an annual visit to a seminar at Kellogg (and at Stanford as well).

- **Dutch Hospital Association, Utrecht (NL), (83-86)**
 - Representing the Dutch hospitals towards government and labour unions. I was among the people that were responsible for quality issues in general and I was involved in labour relations (wage negotiations with unions). Focus was on influencing the government is budgetary and legal issues.

- Council Higher Education, The Hague (NL) (80-82)
 - I joined the Council of Higher Education and was responsible for the first forecasts of student cohorts for the whole field of higher education. These forecasts were used in the process of preparing a Planning Act for Higher Education. Interesting job since I learned to work together with government agencies such as the Central Planning Agency (compare with the Office for Budget Responsibility) and ministries.
- Ministry of Education, Jakarta, Indonesia (planning department) (78-79)
 - I was a UNESCO sponsored consultant in a team that had to develop a statistical model that was able to determine school establishing (constructing), following demographic trends.
- Non Executive Member of the Board of the Joint Commission for Accreditation of Hospitals (NIAZ) in the Netherlands (07-12)
 - For several years I was a member of the Joint Commission for the Accreditation of Dutch Hospitals. As a member of the joint commission I am responsible together with 11 colleagues for the final accreditation of hospitals. We judged all the reports of audit committees and decided whether or not to release accreditation. Two times a year I am a member of an audit team for Academic and larger Teaching Hospitals.
- Chairman of the Board of several providers of health care for the elderly (05-12)
 - I was the chairman of the board of two large providers of care for the elderly one of which has 23 care homes (residential and ambulatory) and the other 14 care homes.

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- Wrote several books and many articles on health care management and policy
 - Guest lecturer at Dutch Business Schools (MBA's)
 - Speaker and/or chairman for conferences and symposia
 - Chairman of the foundation "Theatre on Ships"

Education:

- Secondary school (mathematics and physics)
- University of Nijmegen (economics of education)
- University of Brabant (economics; 3 years)
- SIOO course (consultant training; 1 year)
- Advanced Executive Program, Kellogg School of Management, North Western University, Chicago, Ill.
- Several courses and seminars at Stanford University and Kellogg School of Management.

Personal:

Married with Trea van Leuveren (1960) and with us lives our 17 year old daughter, Jesse-Jonne (Grade 12 GCSE A-levels). Our 23 year old son, Coco, lives for himself in the Netherlands.