

# CURRICULUM VITAE

**Bruno MARCHAL**  
MD, DTMH, MPH

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## 1. PROFESSIONAL EXPERIENCE

**From Sept 2006 till now:** Research fellow at the Public Health Department, ITM-A.

### *Research and scientific guidance of development projects*

Currently engaged in a PhD focusing on management of high-performance healthcare organisations and on evaluation of interventions in complex settings.

Research in human resource management at hospital level (Raamakkoord project 'Health Care for All'), with research in Ghana.

Work package leader for WP4 Management and WP10 Human Resources Management in INCO "REsponse to ACcountable priority setting for Trust in health systems (REACT)", a project aiming at improving quality of care, trust and equity at district level through fair decision-making processes. Research activities in Kenya, Zambia and Tanzania.

Chairman of INCO-REACT Scientific Committee.

### *Teaching*

Teaching topics in Health service organisation, Strategic management (strategic management, leadership, performance of health systems, measuring performance), Human resources management (motivation, HR management) and Scientific bibliographic review in the Master in Public Health – Health System Policy and Management at the ITM-A.

**From July 2004 to Aug 2006:** Research fellow at the Public Health Department, ITM-A.

### *Research and scientific guidance of development projects*

Research fellow in the "Initiative of Maternal Mortality Programme Assessment", an international research programme to improve the evidence-base for decision-makers on effective and cost-effective safe motherhood intervention strategies, responsible for capacity strengthening for research and evidence-based decision-making. Capacity strengthening and research activities in Burkina Faso, Ghana and Indonesia.

Work package leader for WP10 Human Resources Management in INCO "REsponse to ACcountable priority setting for Trust in health systems (REACT)". Research activities in Kenya, Zambia and Tanzania.

Research in human resource management at hospital level in Ghana (Raamakkoord project 'Health Care for All').

Consultancy for Medicus Mundi International: Human Resources for Health and HIV/AIDS

***Course management***

Coordinator of the Master in Public Health, International Course for Health Development (ICHD) of the ITM-A.

***Teaching***

Teaching topics in Health service organisation and Human resources management in the Master in Public Health - International Course for Health Development (ICHD) at the ITM-A.

HIV/AIDS & human resources: The HR challenges of scaling-up ART in the Short Course in Antiretroviral Treatment (SCART), ITM-A.

Human resource management lectures in the post-graduate course for paramedical staff, ITM-A.

**From Sept 2002 to June 2004:** Research fellow at the Public Health Department, ITM-A.

***Research and scientific guidance of development projects***

Research fellow in the international safe motherhood research project IMMPACT, responsible for capacity strengthening for research and evidence-based decision-making, with capacity strengthening and research activities in Burkina Faso, Ghana and Indonesia.

Consultancies for Medicus Mundi Belgium: development of strategic plan

Consultancy for Medicus Mundi International: The role of MMI in Human Resources for Health

**From July 2000 to Aug 2002:** Tutor of the MPH-ICHD, Public Health Department, ITM-A.

Tutor of the Master in Public Health - International Course for Health Development (ICHD) at the ITM-A, responsible for academic guidance to students and daily organisation of the course.

**From July 1995 to June 1999:** Medical officer for the Flemish Association for Development Co-operation and Technical Assistance (VVOB).

Director of Nyamira District Hospital, Kenya, responsible for a 230-bed district hospital, while ensuring clinical work in the departments of internal medicine and maternity.

**From Sept 1993 to June 1995:** Medical officer for the Flemish Association for Development Co-operation and Technical Assistance (VVOB).

Working as medical officer in Nyamira District Hospital, Kenya, rotating between the departments of internal medicine, maternity, pediatrics and surgery.

## **2. Education**

- Master of Public Health (MPH), 1999-2000, Excellence, ITM-A, Belgium.

- Diploma in Tropical Medicine and Hygiene (DTM&H), 1992-93, Distinction, ITM-A, Belgium.

- Medical doctor (MD), 1985-1992, Distinction. Katholieke Universiteit Leuven, Belgium.

### 3. Other

#### *Languages*

Language	Reading	Speaking	Writing
Dutch	Mother tongue	Mother tongue	Mother tongue
French	Fluent	Fluent	Fair
English	Fluent	Fluent	Fluent
Spanish	Fair		

### 4. Peer-reviewed publications

#### *Human resources & strategic management*

Byskov, J., Bloch, P., Blystad, A., Hurtig, A. K., Fylkesnes, K., Kamuzora, P., Kombe, Y., Kvale, G., Marchal, B., Martin, D. K., Michelo, C., Ndawi, B., Ngulube, T. J., Nyamongo, I., Olsen, O. E., Onyango-Ouma, W., Sandoy, I. F., Shayo, E. H., Silwamba, G., Songstad, N. G. & Tuba, M. (2009) Accountable priority setting for trust in health systems - the need for research into a new approach for strengthening sustainable health action in developing countries. *Health Res Policy Syst*, 7, 23.

Marchal, B. & Kegels, G. (2008) Focusing on the software of managing health workers: What can we learn from high commitment management practices? *International Journal of Health Planning and Management*, 23, 299-311.

Van Dormael, M., Dugas, S., Kone, Y., Seydou, C., Mansour, S., Marchal, B. & Desplats, D. (2008) Appropriate training and retention of community doctors in rural areas: a case study from Mal. *Human Resources for Health*, 6:25.

Laleman G, Kegels G, Marchal B, Van Der Roost D, Bogaert I & Van Damme W (2007) The contribution of international health volunteers to the health workforce in Sub-Saharan Africa. *Human Resources for Health*, 5.

Marchal B & De Brouwere V (2004) Global human resources crisis (Letter). *The Lancet*, 363, 2191-92.

Marchal B & Kegels G (2003) Health workforce imbalances in times of globalization: Brain drain or professional mobility? *International Journal of Health Planning and Management* 18, 589-101

Marchal B (2003) The common issues underlying the brain drain can no longer be neglected. Electronic response to Patel V (2003) Recruiting Doctors From Poor Countries: The Great Brain Robbery? *Bmj*, 327, 926-7. [Http://Bmj.Bmjournals.Com/Cgi/Content/Full/327/7420/926](http://Bmj.Bmjournals.Com/Cgi/Content/Full/327/7420/926)

#### *Safe motherhood*

Koblinsky M, Matthews Z, Hussein J, Mavalankar D, Mridha M, Anwar I, Achadi E, Adjei S, Padmanabhan P, Marchal B, De Brouwere V & Van Lerberghe W (2006). Going to scale with Professional skilled care. *Lancet*, 368, 1377-1386.

Utomo B, Achadi E, Makowiecka K, De Brouwere V, Marchal B, Latief K, Zazri A & Pratomo M (2007) Impact Indonesia: Practical Application Of Capacity Strengthening. *Impact Symposium Delivering Safe Motherhood - Sharing The Evidence*, London 21 - 23 February 2007.

Guindo G, Dubourg D, Marchal B, Blaise P & De Brouwere V (2004). Measuring Unmet Obstetric Need at district level: How an epidemiological tool can affect health service organization and delivery. *Health Policy and Planning*, 19(S1), 86-94

Buttiens H, Marchal B & De Brouwere V (2004) Skilled attendance at birth: Let us go beyond the rethorics. *Trop Med Int Health* 9(6):653-654.

### ***HIV/Aids***

Marchal B, De Brouwere V & Kegels G (2005) Hiv/Aids and the health workforce crisis: What are the next steps? *Tropical Medicine & International Health*, 10, 300-304.

Marchal B, Kegels G & De Brouwere V (2004) Human Resources in scaling up HIV/Aids programmes: just a killer assumption or in need of new paradigms? *Aids*, 18, (15), 2103-5.

### ***Quality of Care***

Unger J-P, Marchal B, Dugas S, Wuidar M-J, Burdet D, Leemans P & Unger J (2004) Interface Flow Process Audit: Using the patient's career as a tracer of quality of care and of system organisation. *International Journal Of Integrated Care*, 4, 1-10.

Unger J-P, Marchal B & Green A (2003) Quality standards for health care delivery and management in publicly oriented health services. *International Journal of Health Planning and Management*, 18, S79-S88.

De Brouwere V, Marchal B. Primary Health Care is still on the agenda, but... Towards Unity For Health 2001 (October 2001):10-11.

### ***Global policy***

Marchal, B., Cavalli, A. & Kegels, G. (2009) Global health actors claim to support health system strengthening - Is this reality of rhetoric? *PLoS Medicine*, April, e1000059.

### ***Evaluation***

Blaise P, Lefevre P, Marchal B. & Kegels G (2005) Realistic Evaluation: An Appropriate Paradigm to study the interaction between Quality Management and organisational culture in health systems. 8th "Toulon - Verona: Quality In Service. Palermo, Italy.

## **5. Selection of other publications & presentations**

Marchal, B. (2009) Stimulating health workers to provide responsive care in low-resource settings: Paying for performance won't do the job on its own. 6th European Congress on Tropical Medicine and International Health, 6-10 September 2009, Session T1 Global initiatives for the health related millennium development goals Needs for improved implementation. Verona.

Marchal B (2009) Falling numbers of health workers: facing the crisis. What can we learn from magnet hospitals?(E)Hospital, 1, 21-22.

Marchal B & Cavalli A (2008) Health system strengthening: From a comprehensive discourse to selective practice. Geneva Health Forum 2008 - Strengthening health systems and the global health workforce. PS031 - Global Health Initiatives: More than just about medicines and vaccines. Geneva, Geneva University Hospitals.

Marchal B, Dedzo McD, Denerville E & Kegels G (2008) The health workforce crisis: Why we can do more than we may think. Geneva Health Forum 2008 - Strengthening health systems and the global health workforce. FC007 Health Workforce migration (II) – Retention strategies.

Laleman G, Kegels G, Marchal B, Van De Roost D, Bogaert I & Van Damme W. (2006) The Contribution of international health volunteers to the health workforce In Sub-Saharan Africa. Report for the WHO. Antwerp, Institute Of Tropical Medicine, Antwerp.

Kegels G & Marchal B (2005) Aids and the health workforce: Making Sense. Report For Medicus Mundi International, Brussels. [www.Medicusmundi.Org/Files/2005hr\\_Aids.Pdf](http://www.Medicusmundi.Org/Files/2005hr_Aids.Pdf).

Van Dormael M, Kegels G & Marchal B (2005) Human Resources For Health: Confronting Complexity and Diversity. Background Issues to the HRH Seminar. Be-Cause Health Seminar On Human Resources For Health In Developing Countries, Brussels, November 10th 2005 [www.Itg.Be/Becausehealth/Uploads/20051125\\_145939\\_Introtexfinal.Pdf](http://www.Itg.Be/Becausehealth/Uploads/20051125_145939_Introtexfinal.Pdf).

Marchal B & Kegels G (2003) Which role for Medicus Mundi Internationalis in Human Resources Development? Current critical issues in human resources for health in developing countries. Medicus Mundi Internationalis, Brussels (Belgium).