

## ▶ Lieven Baten

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### Profile

An experienced and dedicated healthcare professional with a proven international track record. Throughout the years developed an in-depth experience in developing, operating and financing healthcare institutions (long term care, home healthcare and acute care) in the EMEIA region.

Additional consultancy experience in advising investment vehicles, private healthcare organizations in strategy and operations. Style comfortably accommodates the most stressed situations to achieve stabilization, or disruptive leadership in complex turnaround situations. Commercial acumen demonstrated by single-handed project-financing of assets acquisition of private hospital and care homes. Extensive expert experience of gripping complex clinical services and ensuring improved productivity as a Chief Operating Officer. Internationally experienced in delivering healthcare consultancy in Europe, Middle East, North Africa, India and Belgium. Skilled in Business Strategy, Development Planning, Demand Capacity Planning, Crisis Management, Operational Planning, Disruption Planning, Team Building, and Business Transformation. Strong professional with Masters Degree in Gerontology, supported by a bachelor degree of occupational therapy and healthcare management.

### Education

<b>Date</b>	<b>College/University</b>
2003-2006	Free University of Brussels – Master in gerontology
<b>Date</b>	<b>College/university</b>
2002-2003	Banaba; Management for the social profit sector
<b>Date</b>	<b>College/university</b>
1999-2002	College of Ghent – Bachelor in occupational therapy

### **Certificates/Trainings**

- ▶ IFBD – King is cash, 2014
- ▶ INFOSTRAT – law on public tenders, 2013
- ▶ IFBD – Drill tables in Excel, 2013
- ▶ IFBD – The Dirty Tricks of negotiations, 2012
- ▶ IFBD – Managing People, 2012
- ▶ Hazard Analysis and critical control points (HACCP) course, 2012
- ▶ IFBD – Financial management for the not-financial manager, 2011
- ▶ APICS –Certified Supply Chain Professional, 2009 (followed course)
- ▶ PRISMA (Prevention and Recovery Information System for Monitoring and Analysis), 2008
- ▶ Facilitating workshops, 2008

### **Experience**

#### **Partner Acalis EMEIA** (July 2017 –Present)

Acalis (Riyadh)

Responsible for supporting, creating, and implementing our business strategy to enhance our market position and integrity of our organization. Provides commercial change, management of budget and implementing strategic change by:

- Positive client relationships and driving new acquisitions
- Developing and implementing organizational goals, procedures and policies
- Consulting and cooperating with other executives, board members and employees
- Managing, monitoring, and reviewing business operations
- Identifying improvement gaps and implementing corrective measures
- Reviewing and overseeing all financial activities, performance, and documentation
- Approving contracts

#### **CEO & Founder** (October 2013 –Present)

ZAMR (Belgium)

ZAMR is a dynamic consulting organization who exclusively focuses on healthcare.

Our motto: The voice of the customer is the baseline for successful projects.

#### **COO** (November 2014 – June 2017)

Bona Dea International Hospital (Baku, Azerbaijan)

In November 2014 I started as COO in a start-up of a new hospital in Azerbaijan – Baku, which strives for a JCI accreditation in the nearby future. In February 2015 the board of directors appointed me to facilitate the opening in an efficient and effective way. Main roles where:

- ▶ Co- developing business plan hospital
- ▶ Project management
- ▶ Procurement
- ▶ Negotiation
- ▶ Designing logistic flows in the departments
- ▶ Assisted in the choice of the Hospital Information System (HIS), Picture Archiving and Communication System (PACS), ICT Datacenters and ICT network infrastructure
- ▶ Project manager for SAP deployment (ERP); finance / HRM and logistic module
- ▶ Project manager for the implementation of our hospital information system (HIS)
- ▶ Guiding the hospital in first accreditation steps (Joint Commission International; JCI)
- ▶ Building up the organization for the following departments:
- ▶ Kitchen
- ▶ Laundry
- ▶ Morgue
- ▶ Cleaning
- ▶ Central storage
- ▶ Non-patient logistics
- ▶ Patient logistics
- ▶ Drivers
- ▶ Translators
- ▶ Waste
- ▶ Create annual budget for the mentioned departments above (including the investment budget)
- ▶ Design the working procedure for the departments; for example, kitchen according to HACCP standards
- ▶ Doing job interviews
- ▶ Setting up partnership with suppliers

**Member of the board of directors** (January 2014 – November 2014)

Nursing home Zilverlinde (Olen, Belgium)

A board members we looked over the successful implementation of the mission of the organization in daily operations and the financial stability/health of the organization. We also appointed an architect for the realization of a new facility. I stopped this function because I became an expatriate and due to distance I was unable to take my role as board member further.

**Director** (August 2010 – November 2014)

Nursing home De Kleine Kasteeltjes (Brecht, Belgium)

I was responsible for 50 employees and a facility of 97 rooms and flats on terrain of 10.000 square meters. Develop the strategic and operational mission, by conducting a client-centered cost effective policy in the domains of: administration, HRM, care, technics, etc. On group level (including another elderly home and crèche) I lead procurement and the ICT strategy. Beside this I also created the business plan for the extension of an existing aged care facility with 34 habitants. Plus the detailed bill of demands for the architectural design, reviewing the architectural design, guiding and negotiating the approval process of the community/fire safety department plus the negotiation and contracting with the constructors.

**Business Development consultant** (April 2008 – August 2010)

Hict (Brughes, Belgium)

In addition to my role as management consultant i also took the role of business development consultant and co-developed on new solutions around logistics and patient safety. was responsible.

**Business Development consultant** (September 2006 – April 2008)

Hict (Brughes, Belgium)

I've worked as a healthcare consultant mainly in hospitals or for pharmaceutical companies within Belgium and Europe. During this period I was mainly active in process improvement or cost efficiency studies. Throughout this (health economics) improvement projects I build an expertise on (healthcare) logistics.

**Lector** (September 2005 – November 2005)

College of Ghent (Ghent, Belgium)

Substitute contract - in the field of occupational therapy

Introducing first year's students into the world of gerontology and geriatrics. Coaching trainees

**Key skills**

- Project management
- Change management
- Time management
- Hospitals
- Extended care facilities (nursing homes / rehabilitation centers)
- Experienced in emerging market
- Result driven

- ▶ Coaching
- ▶ Procurement
- ▶ Negotiation
- ▶ Training
- ▶ Coaching
- ▶ Pragmatic personality
- ▶ Analytic capability
- ▶ Leadership
- ▶ Organizer
- ▶ Loyal
- ▶ Good communication skills
- ▶ Positive thinker and attitude
- ▶ Problem-solver
- ▶ Stress-resistant

