Luís Velez Lapão is a Researcher and Professor of International Public Health at Instituto de Higiene e Medicina Tropical - Universidade Nova de Lisboa. He is also President of the NGO AGO-Associação para a Cooperação e Desenvolvimento Garcia de Orta (http://www.ago.com.pt/ago.html).

PhD in Systems Engineering (Healthcare management) from the Technical University of Lisbon, Master in Physics and graduated in Physics Engineering from Technical University of Lisbon. He was Visiting Professor of Healthcare Management at Karolinska Institutet (Medical Management Center) in 2014 and at Dubai University in 2009. He was Visiting Professor of Project Management in Medical Informatics at University of Porto from 2007 to 2009. He is an active member of the World Health Organization Collaborating Centre for Health Workforce Policy and Planning since 2011. He was Director of the PACES program (National Institute of Administration/ Ministry of Health) responsible for the training in Management and Leadership for Managers of Primary Health Care in Portugal (2008-10). Coordinated several strategic and reorganization projects in various hospitals and health-centers. He is auditor of the European Commission for the Healthcare Information Systems since 2005.

He works in the areas of innovation and organizational development in health, with emphasis in the areas of Capacity Strengthening, Implementation Science, leadership, change management, project management, and management of information systems in health and telemedicine (e.g. the telemedicine system in Cape Verde and Angola, and the European Project Momentum).

He is the Principal Investigator in three research projects: "**OSYRISH-FCT**" using an Information System to reduce healthcare-acquired infections, focusing on collaborative work between professionals and organization of work in Portugal and Cape Verde (2013-2015; 65.000€); **EEA Grants HAITool**: Hospital Antibiotic Stewardship Intervention including the development of an information system. Collaboration with University of the Northern Norway and University Hospital of Geneva. (2015-2016; 215 000 €); and TECH-4 (Capacity building program in Portuguese): Telemedicine services in Angola (supporting the municipalization), with University Hospital Geneva, and the Ministry of Health of Angola. 2015 (World Bank; 20.000€). And Team Member. Contratualization in Primary Care (INSA-AGO-Ministry of Health). (2014-2016; 40000€).

He is author and co-author of over 30 peer reviewed papers and seven books/Chapters: **Technology Commercialization**: DEA and Related Analytical Methods for Evaluating the Use and Implementation of Technical Innovation. (Kluwer 2002); **Complexity and Reform of Public Administration**: Findings and Case Studies (INA, 2007); "**Health Informatics** - Best Practices and New Perspectives" (2007); and **Handbook of Business Information Systems** (World Publishing, 2010). **Programa Avançado de Gestão e Liderança para os Gestores dos Cuidados Primários** (Editor and Author) Editorial INA, 2010; **40 Anos de Abril na Saúde**, Almedina, 2014; **Boundaryless Hospital**, The importance of time in developing a Boundaryless Hospital: Example from the Northern Portugal, Springer (to be published in 2015).

Luís Velez Lapão é investigador e Docente de Saúde Pública Internacional, no Instituto de Higiene e Medicina Tropical da Universidade Nova de Lisboa (IHMT/UNL). É também presidente da ONG **AGO-**Associação de Cooperação e Desenvolvimento Garcia de Orta (http://www.ago.com.pt/ago.html).

PhD em Engenharia de Sistemas (Gestão de Saúde) da Universidade Técnica de Lisboa, Mestre em Física e graduou-se em Engenharia Física tecnológica pela Universidade Técnica de Lisboa. Foi professor visitante de Gestão de Saúde no Instituto Karolinska (Medical Management Center) em 2014 e em Dubai University em 2009. Foi professor visitante de Gestão de Projectos em Informática Médica na Universidade do Porto, de 2007 a 2009. É membro ativo do Centro Colaborador para o Planeamento e Políticas da Força de Trabalho da Organização Mundial da Saúde desde 2011. Foi Director do programa PACES (Instituto Nacional de Administração / Ministério da Saúde), responsável pela formação em Gestão e Liderança para Gestores de Cuidados de Saúde Primários em Portugal (2008- 10). Coordenou diversos projectos estratégicos e de reorganização em vários hospitais e centros de saúde. É auditor da Comissão Europeia para os Sistemas de Informação de Saúde desde 2005.

Luís Lapão trabalha nas áreas de inovação e desenvolvimento organizacional em saúde, com ênfase nas áreas de Reforço da Capacidade, ciência da Implementação/translacção, liderança, gestão da mudança, gestão de projectos e gestão de sistemas de informação em saúde e telemedicina (e.g., o sistema de telemedicina em Cabo Verde e Angola, e o Momentum - Projecto Europeu).

Ele é o Investigador Principal em três projetos de pesquisa: "OSYRISH-FCT" utilizando um sistema de informação para reduzir as infecções de saúde, enfocando o trabalho colaborativo entre profissionais e organização do trabalho em Portugal e Cabo Verde (2013-2015; 65.000 €); EEA Grants HAITool: Hospital Antibiotic Stewardship Intervention incluindo o desenvolvimento de um sistema de informação, em colaboração com a Universidade do Norte da Noruega e Hospital Universitário de Genebra. (2015-2016; 215 000 €); e TECH-4 (Programa de Capacitação em Português): Serviços de telemedicina em Angola (apoiando a municipalização), com o Hospital Universitário de Genebra, e do Ministério da Saúde de Angola. 2015 (Banco Mundial; 20.000 €). E membro da equipe. Contratualização em Cuidados Primários (INSA-AGO-Ministério da Saúde). (2014-2016; 40.000 €).

Luís Lapão é autor e co-autor de mais de 30 trabalhos revisados por pares e sete livros/capítulos: **Technology Commercialization**: DEA and Related Analytical Methods for Evaluating the Use and Implementation of Technical Innovation. (Kluwer 2002); **Complexity and Reform of Public Administration**: Findings and Case Studies (INA, 2007); **"Informática em Saúde - Melhores Práticas e Novas Perspectivas" (2007); Handbook of Business Information Systems** (World Publishing, 2010); **Programa Avançado de Gestão e Liderança para Gestores dos Cuidados Primários (Editor e Autor) Editorial INA, 2010; 40 Anos de Abril na Saúde, Almedina, 2014; Boundaryless Hospital,** The importance of time in developing a Boundaryless Hospital: Example from the Northern Portugal**, Springer (a ser publicado em 2015).**

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1. Gregório, J., Russo, G., & Lapão, L. V. (2015). Pharmaceutical Services Cost Analysis Using Time-Driven Activity Based Costing: A Contribution to Improve Community Pharmacies' Management. *Research in Social and Administrative Pharmacy*. (IF:1,438)

2. Lapão, L. V. (2015). The challenge of benchmarking health systems: is ICT innovation capacity more systemic than organizational dependent?. *Israel journal of health policy research*, *4*(1), 1-4. (IF:1,21)

3. Lapão, L. V. (2015). Seriously Implementing Health Capacity Strengthening Programs in Africa; Comment on "Implementation of a Health Management Mentoring Program: Year-1 Evaluation of its Impact on Health System Strengthening in Zambézia Province, Mozambique". *Int J Health Policy Manag*, *4*(10), 691-693.

4. Gregório, J., Pizarro, Â., Cavaco, A., Wipfli, R., Lovis, C., Mira, D. S. M., & Lapão, L. V. (2014). Online Pharmaceutical Care Provision: Full-Implementation of an eHealth Service Using Design Science Research. *Studies in health technology and informatics*, *210*, 261-265. (Web of Science)

5. Pizarro, Â. M., Gregório, J. P., & Lapão, L. V. (2014). The effect of pharmaceutical services-based eHealth intervention on chronic patient health outcomes. *Studies in health technology and informatics*, *210*, 464-466. (Web of Science)

6. Rodrigues L... Lapão LV, Arcencio R (2015) Assessment of the Coordination of Integrated Health Service Delivery Networks by the Primary Health Care: COPAS questionnaire validation in the Brazilian context. BMC Family Practice (IF: 1,74)

7. Veiga, P., Lapão, L. V., Cavaco, A. M., & Guerreiro, M. P. (2015). Quality supply of nonprescription medicines in Portuguese community pharmacy: an exploratory case study. Research in Social and Administrative Pharmacy. (IF: 1,438)

8. Lapao, L. V., Marques, R., Gregorio, J., & Mira-da-Silva, M. (2015). Nurses' self-improvement hand-hygiene compliance in a hospital ward: combining indoor location with gamification data presentation. *Antimicrobial Resistance and Infection Control*, *4*(Suppl 1), I11. (PubMed)

9. Gregório, J., Santos, I., Pinheiro, F., Póvoa, P., & Lapão, LV. (2015). Pursuing nurses' work effectiveness and better hand-hygiene compliance in a intensive care unit (ICU) ward: application of lean methodologies. *Antimicrobial Resistance and Infection Control*, *4*(Suppl 1), P281. (PubMed)

10. Gregorio, J., Russo, G., & Lapao, LV. (2015). Pharmaceutical services cost analysis using time-driven activity based costing in a sample of Portuguese community pharmacies. In *International Journal of Clinical Pharmacy,* 37 (2): 403-404. (IF: 1,348)

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12. Veiga, P., Lapão, L. V., Cavaco, A. M., & Guerreiro, M. P. (2014). Feeding Back Pharmacy Staff on their OTC Dispensing Performance: An Exploratory Study. *Research in Social and Administrative Pharmacy, 5*(10), e24-e25. (IF: 1,438)

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16. Pereira, R., da Silva, M. M., & Lapão, L. V. (2014). Business/IT Alignment through IT Governance Patterns in Portuguese Healthcare. International Journal of IT/Business Alignment and Governance, 5(1), 1-15. (DBLP)

17. Leone C, Dussault G & Lapão LV (2014) Reforma na Atenção Primária à Saúde e implicações na cultura organizacional dos Agrupamentos dos Centros de Saúde em Portugal, Cadernos de Saúde Pública, Rio de Janeiro, 30(1):149-160. (IF: 0.888)

18. Cruz-Correia R, Boldt I, Lapão LV, Pereira C., Rodrigues PP, Ferreira AM , Freitas A (2013). Analysis of the quality of Hospital Information Systems audit trails. BMC Medical Informatics and Decision Making. 13:84. (IF: 1,50)

19. Jaruseviciene L, Liseckiene I, Valius L, Kontrimiene A, Jarusevicius G & Lapão LV (2013). Teamwork in primary care: Perspectives of general practitioners and community nurses in Lithuania. BMC Family Practice, 14:118. (IF: 1,74)

20 Joaquim, F., & Lapão, L. (2012). Transferring patients to tertiary health care: the role of family and Primary Health Care Teams. *International Journal of Integrated Care, 12*(Suppl3). (UF: 1,500)

21. Gregório J & Lapão LV (2013). Uso de cenários estratégicos para planeamento de Recursos Humanos em Saúde: O caso dos Farmacêuticos Comunitários em Portugal 2010-2020. Revista Portuguesa de Saúde Pública. 30 (2): 125–142. (Scopus)

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23. LV Lapão, G Dussault (2012) From policy to reality: clinical managers' views of the organizational challenges of primary care reform in Portugal. The International Journal of Health Planning and management. (IF: 0,971).

24. Dias DG, Lapão LV, and Silva MM (2012). Managing Improvements in Healthcare Using Enterprise Ontology: The case of Emergency Department. Studies in Health Technology and Informatics. (Web of Science)

25. Lapão LV & Dussault G. (2011) "PACES: a National leadership program in support of Primary-Care Reform in Portugal". Leadership in Health Services, 24 (4): 295-307. (Scopus)

26. Grilo A, Lapão LV, Jardim-Gonçalves R & Cruz-Machado V (2010). The Role of the CIO in the Development of Interoperable Information Systems in Healthcare Organizations. Handbook on Business Information Systems, 25. (Web of Science)

27. Gomes, P., & Lapão, L. V. (2009). The role of a nation-wide information system in improving the access to surgery in Portugal. *Studies in health technology and informatics*, *136*, 765. (Web of Science)

28. Lapão, L. V., Rebuge, Á., Silva, M. M., & Gomes, R. (2009). ITIL Assessment in a healthcare environment: the role of IT governance at Hospital Sao Sebastião. *Studies in health technology and informatics*, *150*, 76-80. (Web of Science)

29. Grilo, A., Lapao, L. V., Jardim-Goncalves, R., & Cruz-Machado, V. (2009, April). Challenges for the Development of Interoperable Information Systems in Healthcare Organizations. In *Interoperability for Enterprise Software and Applications China, 2009. IESA'09. International Conference on* (pp. 297-301). IEEE. (Web of Science)

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31. Lapão, L. V. (2008). The role of complexity dynamics in the innovation process within the new primary-care governance model in Portugal. *Innov J*, *13*, 1-12. (Scopus)

32. Kuhn, K. A., Giuse, D. A., Lapao, L., & Wurst, S. H. R. (2007). Expanding the scope of health information systems-from hospitals to regional networks, to national infrastructures, and beyond. *Methods Inf Med*, *46*(4), 500-502. (IF: 2.248)

33. Lapão, L.V. (2007) Survey on the Status of the Hospital Information Systems in Portugal. *Methods Inf Med*, *46*(4), 493-499. (IF: 2.248)

Projectos

ONGOING:

1. Coordination (PI): EEA Grants Project HAITool: Hospital Antibiotic Stewardship Intervention including the development of an information system. Collaboration with University of the Northern Norway and University Hospital of Geneva. 2015-2016 [215 000 €]

2. Team Member: Project TECH-4 (coordination of capacity building program in Portuguese): Telemedicine services in Angola (supporting the municipalization), led by University Hospital Geneva, in collaboration with the Ministry of Health of Angola. 2015 (World Bank)

3. Coordination (PI): FCT Project OSYRISH - "Organizational Intervention to support the Management and the reduction of hospital-acquired infections – Hand hygiene and Antibiotic Stewardship" (Portugal and Cape Verde, and in collaboration with Karolinska Institutet). PTDC-IVC-COM-5016-2012. 2013-2015 (Fundação para a Ciência e Tecnologia) [65 000 €]

4. Team Member. Contratualization in Primary Care. 2014-2016 (INSA-AGO-Ministry of Health) [40 000€]

FINISHED:

5. Team Member (Coordination of Portugal): MOMENTUM - Blueprint for telemedicine in Europe. 2012-2015 (European Commission).

6. Team Member: STEM - Cost-Benefit Analysis of Capacity Strengthening Intervention in Mozambique 2014-2015 (European Commission).

7. Coordination (PI): Project AVALACES: Identifying the Primary-care management models in Portugal, after Primary-care reform. 2012-2014 (INSA-Ministry of Health) [20 000€]

8. Coordination (PI): Project e-PharmaCare: eHealth combining Primary-care and Pharmacy Services (PTDC/CCI-CIN/122690/2010). 2012-2014 (Fundação para a Ciência e Tecnologia) [43 000€]

9. Team Member (Coordination Work Package 4): Process Mining and Process Re-Engineering Support. OPTIM - Optimizing Information Systems for healthcare: improving Graphical User Interface and Storage Management through Machine Learning techniques on user logs data, (Fundação para a Ciência e Tecnologia). 2009-2012

10. Coordination (PI): Project LACES/AGO. Study of the Agrupamentos de Centros de Saúde (ACES) management Models. 2010-2012 (AGO/Ministry of Health) [40 000€]

Orientações

1 Post-Doc:

- Alexandra Simões, Hospital Antibiotic Stewardship Intervention (2015-2016)

8 PhD (2 already finished in 2014);

- Ludmila Rodrigues (PhD Saúde Pública) Universidade de São Paulo (2014)

- Márcia Ney (PhD Saúde Comunitária) Univ. Estado Rio de Janeiro (2014)

- Ongoing: Cristina Almeida (IHMT); João Gregório (IHMT); Artur Correia (IHMT); Rui Cortes (IHMT) & Damas Macaia (IHMT); Paulo Veiga (Fac. Farmácia, Univ. Lisboa)

14 MSc (11 already finished, 3 on-going).

- Ongoing: Inês Santos (IHMT); Juliana Costa (FCT-UNL) & Joana Tristão (FCT-UNL)