

2017



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# Editorial

Martin HIRSCH,  
representing the sole shareholder of AP-HP International



Among the many developments concerning AP-HP, the setting up of a sales subsidiary in charge of exporting AP-HP's expertise and that of its doctors, nurses, directors, engineers, architects or computer scientists, is undoubtedly one of the most singular events.

In its first year of activity, this report shows that AP-HP International has entered into nearly twenty contracts in more than ten countries.

Beyond the profit, which benefits our institution, even modestly indeed, it is the reach and influence of AP-HP which are strengthened on the international scene.

Thank you to the entire AP-HP International team for having been able, in 2017, to bring our subsidiary alive and make it succeed!

**Martin HIRSCH,**  
Managing Director of AP-HP  
Sole shareholder and President of  
the Supervisory Board of AP-HP International



# Editorial

Management of AP-HP International



The year 2017, full year but also the first year of AP-HP International, was the occasion for an initial approach to the market of consulting, technical assistance, project management assistance and training in the field of international health. Several lessons can be drawn from this past year:

- The needs are great in the world, in countries where access to basic healthcare is not yet a reality, as in emerging countries where demographic and epidemiological transitions lead to think differently about patient care in a given territory.
- These needs require interventions adapted to the local context, taking into account the degree of maturity of each country's health system, the level of socialized care and, finally, the economic situation of the territories.
- The image of French medicine, particularly hospital medicine, precisely that of Assistance Publique - Hôpitaux de Paris (AP-HP), is strong and associated with values of expertise and solidarity in the management of care.

Aware of the daunting challenges involved in the situation described above and based on the values promoted by AP-HP, AP-HP International teams were able, since 2017, to launch 18 different projects in 13 countries. In 2017, a professional organization was gradually built to meet the demands of our customers and the expectations of our partners.

The challenge of setting up is now over, learning is fast, but the most important is yet to come: confirm our ability to respond to demands, with the same diligence, and in a long enough time to anchor AP-HP International as an important player in supporting the development of strong health systems in the world.

**Didier HOUSSIN**, President  
**François SIMON**, Managing Director

# Editorial

Members of the Supervisory Board of AP-HP International



« In many countries, AP-HP International supports the creation of new hospitals to best meet the health needs of the population, especially on the African continent, which I know well. AP-HP International can build on AP-HP's long-established reputation. »

**Lionel ZINSOU,**

Member of the Supervisory Board of AP-HP International



« AP-HP International is a valuable lever to improve the health and well-being of people around the world, in helping to strengthen health systems in developing countries. To meet this major international public health challenge, this young company can rely on the recognized expertise and humanist values of AP-HP, as well as the great professionalism of its teams. It must also establish a rigorous risk management policy (operational, financial, reputational) to ensure the foundations of sustainable growth to serve the objectives of its parent institution. »

**Astrid PANOSYAN,**

Member of the Supervisory Board of AP-HP International



« In addition to AP-HP's long tradition of international cooperation activities, there is now an activity of a different nature: the export of expertise by AP-HP International. Organizing complementarity between these two types of activity, making them synergistic, is the challenge for the coming years, for example in the field of continuing education. »

**Dr Florence VEBER,**

Director of the AP-HP Delegation for International Relations, Member and Secretary of the Supervisory Board of AP-HP International

# 1 /

## Our institutional structure

AP-HP International is a French *société par actions simplifiée unipersonnelle* (SASU) registered at the Paris Commercial Court on 30 December 2016 under the R.C.S. number 824 674 873 with a single shareholder, Assistance Publique - Hôpitaux de Paris (AP-HP).

The creation of this AP-HP subsidiary was allowed by article 177 of Law no. 2015-990 of 6 August 2015 regarding growth, activity and equal economic opportunities, it is governed by decree no. 2016-211 of 26 February 2016 relating to subsidiaries and investments of university hospitals and the order implementing the decree of 26 February 2016.

In accordance with the texts mentioned, the Supervisory Board of AP-HP deliberated and approved the creation of AP-HP International at its meeting of 15 December 2016 (Deliberation 1 CS 2016-04). Following this deliberation, an agreement was concluded between AP-HP and its subsidiary specifying in particular the contributions of any kind made by AP-HP, the provision or possible secondment of AP-HP staff, the operational methods of control of the subsidiary's strategy by AP-HP, the premises and other means made available by AP-HP, and the methods of repayment of AP-HP by its subsidiary.

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**The institutional structure of AP-HP International is governed by its articles of association and the agreement with AP-HP and defines in particular its governance as follows:**

- **The sole shareholder**, represented by AP-HP Managing Director, has sole authority, in particular for the following strategic decisions: approval of the annual financial statements; appropriation of earnings; appointment, dismissal, replacement of the President, the Managing Director and the members of the Supervisory Board; limitation of the powers of the President and the Managing Director; appointment of Statutory Auditors; amendments concerning the share capital.
- **The Strategic Decisions Commitment Committee** meets in cases where a strategic decision must be taken in accordance with the agreement between the subsidiary and its parent company. Strategic decisions relate in particular to the development of new activities or major financial contracts over a short period of time.
- **The President**, a corporate officer, represents the company and, in this capacity, has all management powers within the limits provided by the Articles of Association. He is assisted in the management of the company by **a Managing Director**, a corporate officer with the same powers and obligations.
- **The Supervisory Board** exercises permanent control over the management of the company by the President and, where applicable, by the Managing Director. It authorizes, among other things, the adoption of the budget.





## Institutional Structure

### SOLE SHAREHOLDER

100%

ASSISTANCE  
PUBLIQUE  HÔPITAUX  
DE PARIS

Represented by:

Martin HIRSCH,  
Managing Director of  
Assistance Publique - Hôpitaux de Paris

### SUPERVISORY BOARD

Martin HIRSCH,  
President of the Supervisory Board, ex officio member

Members appointed by the  
shareholder to represent him:

Jérôme MARCHAND ARVIER\*,  
Secretary General of AP-HP

Suzanne VON COESTER\*\*,  
General Counsel of AP-HP

Dr Florence VEBER,  
Director of the Delegation for  
International Relations of AP-HP  
and Secretary to the Council

9 Feb. 2017

11 July 2017

13 Dec. 2017

Members appointed by the  
shareholder as qualified persons:

Lionel ZINSOU,  
Founder and Managing Partner  
of SouthBridge

Astrid PANOSYAN,  
Group Resources Director,  
Unibail-Rodamco-Westfield

\* In this capacity and in 2017, this representation was also ensured  
by Mrs. Amélie VERDIER then Mrs. Catherine SUEUR.

\*\* In this capacity and in 2017, this representation was also ensured  
by Mrs Laure BEDIER.

### EXECUTIVE MANAGEMENT

Prof Didier HOUSSIN, President (corporate officer)  
François SIMON, Managing Director (corporate officer)



### STRATEGIC DECISION COMMITMENT COMMITTEE

Michaël COHEN, President of the Committee, Deputy Economic, Finance,  
Real Estate and Heritage Director of AP-HP

Dr Florence VEBER, member of the Commitment Committee, Director of  
the Delegation for International Relations of AP-HP

Prof Didier HOUSSIN, member of the Committee, President of AP-HP International  
François SIMON, Committee member, Managing Director of AP-HP International

# 2 /

## Our Human Resources and AP-HP International Organization

**A multidisciplinary team with expertise in the health industry  
and more specifically in hospitals**

AP-HP International relies permanently on a staff with a strong experience, in particular in the field of public health, hospital engineering and the management of care structures. In addition, AP-HP International uses the astounding know-how of the 95,000 healthcare professionals at AP-HP for specific needs or rare skills. Thus, the company's field of expertise is both vast and specialized.

**Diversity and specialization of staff**







## 2017 Organization Chart

### SUPERVISORY BOARD

### PRESIDENT AND MANAGING DIRECTOR

### COMMITMENT COMMITTEE

Prof Didier HOUSSIN, President (corporate officer)

François SIMON, Managing Director (corporate officer)

#### SPECIFIC EXPERTISE DIVISION

*Non-exhaustive list*

##### MEDICAL EXPERTISE

Prof Francis BRUNELLE  
Dr Mohammed BENAMAR  
Dr Hayatte AKODAD  
Dr Claude LAPANDRY  
Dr Olivier CHASSANY

##### ENGINEERING AND ARCHITECTURE

Boubacar DIAKITE, Engineer  
Christophe RAMASSAMY, Architect  
Jean LIOU, Architect  
Damien KOCIK, Engineer  
Walid GRARI, Engineer, trainee

##### MANAGEMENT AND ORGANIZATION

Stéphane AUBERT, Hospital Director  
Jérôme PIEUCHARD, Hospital Director  
Jacques MEYOHAS, Hospital Director  
Alain BURDET, Hospital Director  
Jean-Pierre VIAUD, Hospital Director

#### PERMANENT EXPERTISE DIVISION

##### MEDICAL EXPERTISE

Prof Gilles BRUCKER  
Dr Mercedes DE TORRES

##### ENGINEERING EXPERTISE

Karim TABET, Expertise  
Coordination Manager

##### EXPERTISE MANAGEMENT AND ORGANIZATION

Jean BARRAUD  
Marie-Agnès GUERAUD

#### ADMINISTRATIVE MANAGEMENT AND FINANCIAL DIVISION

Christophe HODEE, Manager  
Nathalie ARZEUX, Administrative  
and Accounting Assistant

##### CERTIFIED ACCOUNTANT

MAZARS

##### STATUTORY AUDITOR

KPMG

#### DEVELOPMENT, STRATEGY AND PROJECT MONITORING DIVISION

François SIMON, Manager

##### PROJECT MONITORING

Christophe HODEE, Coordination  
Jessica MICHEL, Project Manager  
Sanaa TAHIR, Project Manager  
Dr Olivier PERROT, Local Coordinator  
for a contract

##### COMPLIANCE

Jessica MICHEL

# 3 / Our activity

## AP-HP International operates mainly in 4 major areas

- **Medical Strategy Consulting:**  
Medical project and activity (health facility/map) - Medical human resources - Audit - Quality of care - Research.
- **Design, Engineering and Supervision:**  
Feasibility study - Project management assistance for investment projects - Design office: preliminary design studies - Assessment of needs for medical and non-medical equipment - Maintenance policy - Audit.
- **Advice and Assistance in the Field of Management:**  
Business plan and funding - Facility project - Organization of support functions - Evaluation of needs and human resources - Audit - Assistance in improving management and organizations - Information systems.
- **Training:**  
Hospital management and efficiency - Emergency management and EMS - Clinical research - Quality - Internships (observation or associate in coordination with AP-HP).

AP-HP International's methodological approach is centered both on taking into account the data of the environment in which the client's demand is embedded and on providing services adapted to the objectives sought. Each project is different and has its own aspects, whether in terms of opportunities or constraints. AP-HP International mobilizes the most relevant competence and proposes the most realistic solutions within the framework of the project.

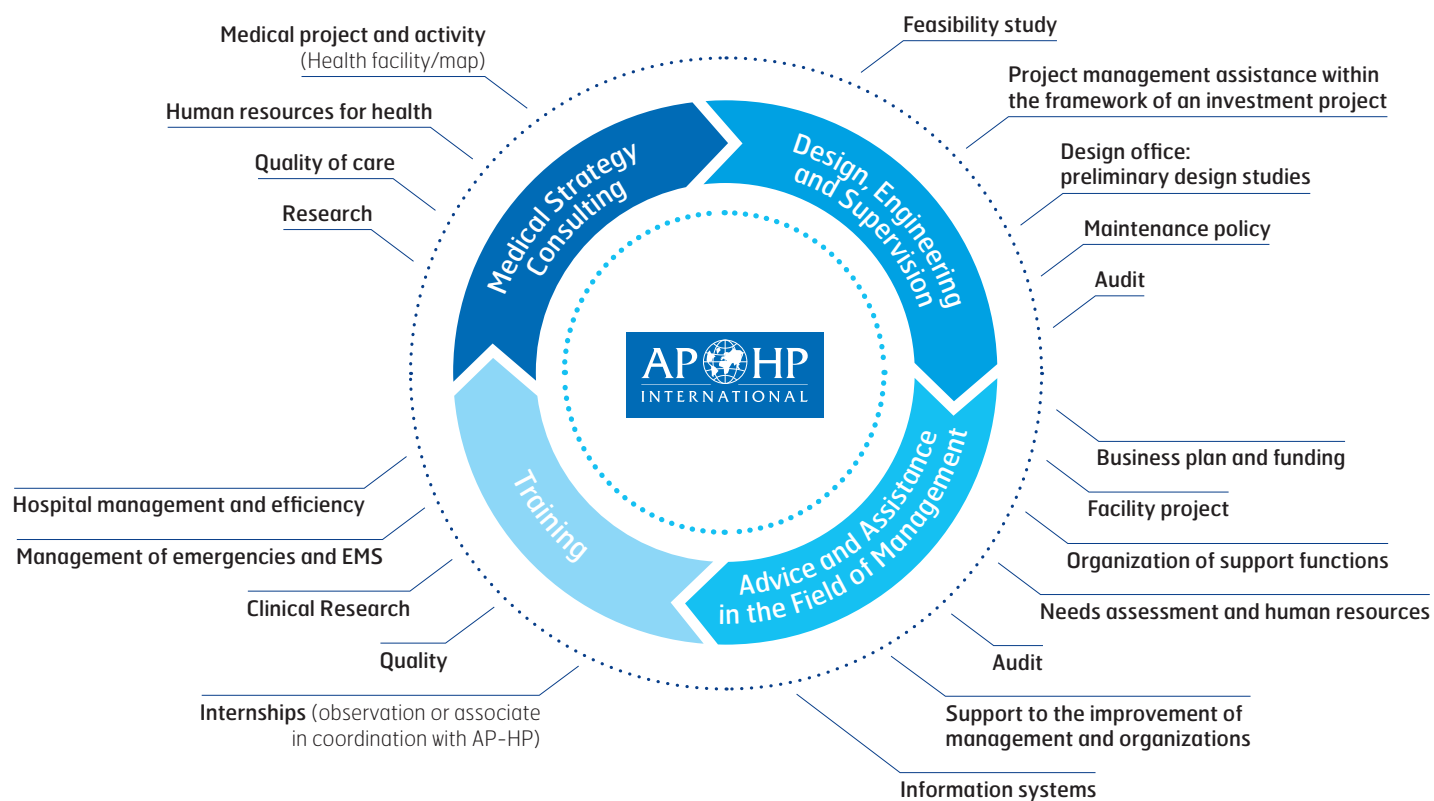
Through these activities, the aim is to contribute to the improvement of care systems in which the submitted projects are developed and constantly keeping in mind the objective of a better access to quality care for a greater number of patients.

AP-HP International's interventions are intended to be precise, able to respond to identified needs while understanding the great complexity of the health industry and more particularly that of hospitals. Through its affiliation with AP-HP, AP-HP International enjoys credibility and a picture of excellence in the analysis of issues related to the management of care in an ever-changing medical world in continuous progress.

AP-HP International's mission is also to anticipate what tomorrow's medicine will be and to offer concrete solutions to contribute to the improvement of healthcare provision in the world, by proposing the best that the French model of care can offer in this field.



## Our know-how



# Projects and prospects in 2017



## Countries where a project was started or completed in 2017

Benin  
Burma  
China  
Congo (Brazzaville)  
Iran  
Ivory Coast  
Nigeria  
Kazakhstan  
Paraguay  
Romania  
Tunisia  
Turkey  
Vietnam



## Countries in which a prospecting process was carried out in 2017

Argentina	Mexico
Bahrain	Morocco
Benin	Nicaragua
Bulgaria	Oman
Burma	Panama
Costa Rica	Paraguay
Honduras	Peru
Hong Kong	Saudi Arabia
Jordan	Serbia
Kenya	Singapore
Madagascar	Vietnam







## Focus on 4 projects and trainings in 2017

### TECHNICAL ASSISTANCE PRIOR TO THE MODERNISATION OF 3 HOSPITALS IN ROMANIA

The service is based on strengthening the Romanian Ministry of Health's project management skills in connection with the construction of three regional hospitals in Romania. The projects located respectively in Iasi, Cluj and Craiova will allow a better adaptation of the offer to the needs of the population with a significant reduction of one third of the beds currently fragmented in each of the cities.

This assistance is funded by Expertise France and the European Commission's Structural Reform Support Service.

First of all, the expertise is centered around the supervision of feasibility studies carried out by an international consortium at the European Investment Bank (EIB). The EIB will co-finance the hospital investment through a loan.

Feasibility studies are supplemented by a cost/benefit analysis of investments within the provinces in order to ensure that European investment is justified.

AP-HP International is also assisting the Romanian Ministry of Health in setting up an internal organization within the Ministry to manage this type of project.

### TRAININGS

#### Clinical Research (China)

The clinical research courses organized by AP-HP International are coordinated by an AP-HP medical team from the AP-HP Clinical Research Units under the direction of Professor Patrice Debré. The high-level training program offered on an international scale is intended to be both theoretical and practical on the methodology and organization of clinical research.

The training sessions of 6 days, allow foreign professionals to familiarize themselves with the main tools of clinical research and to better understand the challenges and good practices. This training also enables AP-HP teams to promote international exchanges in this field.

#### Pre-hospital emergencies (Vietnam and Myanmar)

The training aims at making medical and non-medical professionals operational in the pre-hospital management of emergencies. Practical training is organized in the form of simulations in emergency situations: trauma, stroke management, cardiovascular pathologies.

AP-HP International also accompanies its partners in the medical regulation of emergencies and in the management of crises and mass disasters: floods, road and rail accidents, terrorist attacks, etc.



### PROJECT TO CREATE A UNIVERSITY HOSPITAL IN ABOMEY-CALAVI (BENIN)

Assisting the Beninese project owner in the creation of a new university hospital is the most important task entrusted to AP-HP International to date.

In Abomey-Calavi, an urban extension area towards the north of the economic capital, Cotonou, the Beninese government has decided to build a university hospital in order to provide a specialized, diversified care offer supported by a modern technical platform in line with international standards.

In 2017, AP-HP International contributed to the development of the future university hospital's medical project, then to the definition of its functional and technical program, and finally to the development of its detailed technical program. After numerous exchanges with the Beninese authorities, they endorsed these various documents, paving the way for the project to continue in 2018.





# 5 / 2017 Key figures

## **TURNOVER 2017:**

€ 1,292,594

## **NUMBER OF CONTRACTS SIGNED IN 2017:**

18

## **NUMBER OF EXPERTS ENLISTED:**

47

## **NUMBER OF MISSIONS ABROAD:**

39 missions and 486 days in 17 countries

## **NUMBER OF COUNTRIES VISITED FOR PROSPECTING PURPOSES:**

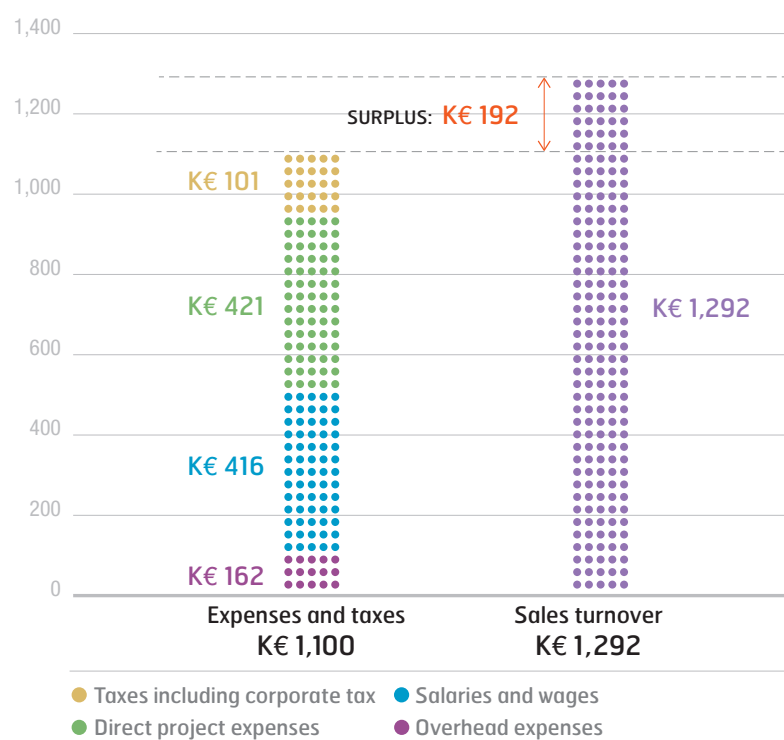
10

## Financial information

### SUMMARY INCOME STATEMENT

INCOME STATEMENT in €	31 Dec. 2017
Net turnover (excluding taxes)	1,292,583
Operating revenues	1,292,594
Operating expenses	1,001,176
Operating income	291,418
Financial income/loss	0
Profit on ordinary activities before tax	291,418
Exceptional items	0
Employee profit-sharing	-
Income tax expense	98,920
<b>PROFIT FOR THE YEAR</b>	<b>192,498</b>

### 2017 FINAL INCOME STATEMENT



## Financial information

### SUMMARY BALANCE SHEET

BALANCE SHEET ASSETS in €	31 Dec. 2017
TOTAL CAPITAL ASSETS (total net value)	10,560
Stock	-
Miscellaneous receivables	453,524
Cash position	435,810
Miscellaneous	1,399
TOTAL CURRENT ASSETS	889,334
<b>TOTAL ASSETS BALANCE SHEET</b>	<b>901,293</b>

BALANCE SHEET LIABILITIES in €	31 Dec. 2017
Share capital	250,000
Legal reserve	-
Other reserves	-
Retained earnings	-
Net income for the year	192,498
TOTAL EQUITY	442,498
Operating liabilities	399,148
Other liabilities	59,646
TOTAL LIABILITIES	458,794
<b>TOTAL BALANCE SHEET LIABILITIES</b>	<b>901,293</b>

## 2017 balance sheet and development strategy

In 2017, AP-HP International's development strategy focused on two main parallel orientations: the implementation of the company, its bodies and its operating resources; and the start of its consulting activity on the international scene.

In addition to the steering bodies (supervisory board; commitment committee) or monitoring bodies (auditor; chartered accountant; legal counsel), the ongoing relationship with the parent company has made it possible to resolve key issues relating to its regular relations with AP-HP International (staff, premises, reimbursement procedures, etc.).

Since the beginning of its activity, AP-HP International has been solicited for important projects, notably in Benin, which have allowed it to start the year 2017 almost as a full year. From this point of view, the company has certainly benefited from an important asset linked to the image of AP-HP and its long history of cooperation on the international scene.

From the outset, AP-HP International was part of the dynamics launched by public authorities, in particular by the Ministry of Foreign and European Affairs around French Healthcare and by the General Treasury Department. The rapid establishment of partnerships with major companies, particularly in the field of construction or engineering, has also facilitated the beginning of AP-HP International's activities.

However, AP-HP International has also endeavored to prepare for the future in two ways:

- Improve the answers to tenders on the international scene;
- Undertake prospecting work, the most intense effort having been carried out in Central and South America, areas which are experiencing growing needs in terms of hospital infrastructures responding to a new social demand.

Results for 2017 are encouraging: 18 contracts were signed in 13 different countries, reflecting the broad geographical scope of activities (Africa, Middle East, Eastern Europe, Southeast Asia). This activity ended with a higher turnover than initially forecast and a profit in the first year.

In a global context marked by a strong demand for hospital care in many countries facing the epidemiological transition, this review retrospectively validates the hypothesis that AP-HP's expertise could be valued on the international scene. Based on the results of this first year of activity, AP-HP International plans to grow its activity and its operating resources in the coming years.



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