

## Curriculum Vitae

IRENE N. PAPANICOLAS  
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### EDUCATION

- 2011**      **London School of Economics, Department of Social Policy**  
Ph.D. in Social Policy (Health Economics)
- 2006**      **University of Oxford, Green College**  
M.Sc. Comparative Social Policy
- 2004**      **University College London, School of Public Policy**  
M.Sc. Public Policy
- 2003**      **University College London, Department of Economics**  
B.Sc. Economics

### ACADEMIC APPOINTMENTS

- 2018-present** Associate Professor of Health Economics, Department of Health Policy,  
London School of Economics
- 2011-2018**    Assistant Professor of Health Economics, Department of Social Policy,  
London School of Economics

### OTHER ACADEMIC APPOINTMENTS

- 2015-2016**    Harkness Fellow, Harvard T.H. Chan School of Public Health, Harvard  
University
- 2012-Present** Director, Executive M.Sc. Health Economics, Policy and Management,  
London School of Economics

### VISITING APPOINTMENTS

- 2018-current** Visiting Scientist, Harvard T.H. Chan School of Public Health, Harvard  
University

- 2016-2018** Visiting Assistant Professor, Harvard T.H. Chan School of Public Health, Harvard University
- 2010-2014** Visiting Lecturer, Ecole des Hautes Etudes en Sante Public, Paris, France
- 2012-2013** Visiting Researcher, Nuffield Trust

## **INTERNATIONAL WORKING GROUPS AND ADVISORY COMMITTEES**

- 2019-Present** Technical Advisor to European Observatory on Health Systems and Policies and WHO 2030 UHC on WHO HSA/HSPA Framework
- 2018** Consultant to the National Academies of Sciences Engineering and Medicine to provide information included in the 2018 report “Crossing the Global Quality Chasm: Improving Health Care Worldwide”
- 2011-Present** Advisor and Researcher for Performance Assessment Stream, European Observatory on Health Systems and Policies
- 2013-2014** Member of the Canadian Institute of Health Information Expert Advisory Group to support curriculum development for Health System Performance School
- 2013-2014** Consultant, WHO European Region, Health Care Access for the Vulnerable in Greece
- 2013** Consultant, Review of High Users of Health Care, Canadian Institute for Health Informatics
- 2013** Consultant, Development of Canadian Performance Assessment Frameworks, Canadian Institute for Health Informatics
- 2012-2013** Member of the Nuffield Trust Working Group on the ‘Ratings Review’, commissioned by Secretary of State for Health, Jeremy Hunt
- 2012-2013** Member of Working Group advising on DRG development Qatar Supreme Health Council
- 2008-2010** Member of Working Group advising WHO European Region on the development of a regional frameworks for Health System Performance Assessment

## **AWARDS**

- 2019** Best Abstract of Academy Health (Top 8 of 3,000 submissions), Academy Health 2019
- 2018** Best Abstract of Global Health Submissions, Academy Health Annual Research Meeting
- 2015-2016** Harkness Fellowship in Healthcare Policy and Practice, The Commonwealth Fund
- 2012-2013** London School of Economics Student Union Teaching Award
- 2007-2010** Brian-Abel Smith Studentship in Health Economics
- 2006-2010** UK Economic and Social Research Council 1+3 Studentship
- 2005-2006** Graduate Merit Award, London School of Economics

## GRANTS

- 2020 – 2021** Health Foundation (£250,000) PI: Irene Papanicolas. Project title: Phase 2 of the International Collaborative on Costs, Outcomes and Needs in Care (ICCONIC) programme (April 2020 – December 2021)
- 2019-2020** Commonwealth Fund International, Research Grant (\$434,617) Project: PIs: Ashish Jha, Jose Figueroa and Irene Papanicolas. Project title: Managing High-Need, High Cost Patients: An International Perspective Phase 2 (January 2020 - June 2020)
- 2018-2019** Commonwealth Fund International, Research Grant (\$370,00) Project: PIs: Ashish Jha, Marit Tanke, Jose Figueroa and Irene Papanicolas. Project title: Managing High Need High Cost Patients: An International Perspective (January 2018- March 2019)
- 2015-2016** British Council Newton Picarte Institutional Skills Fund “Capacity building for measuring health system performance in Chile”. Co-PI: Irene Papanicolas (£25,000)
- 2015** LSE Teaching and Learning development Fund (£2,500) PI: Irene Papanicolas
- 2014** LSE Teaching and Learning development Fund (£2,800) PI: Irene Papanicolas
- 2011-2012** STICERD Funded Project ‘Perceptions of health needs and health care access: what is their impact on precautionary savings and macroeconomic growth?’ (£4,800) PI: Irene Papanicolas

## EDITORIAL ACTIVITIES

- 2017-present** Associate Editor, *Health Policy*  
**2014-2017** Managing Editor, *Health Policy*  
**2014** Editor of *Health Policy* Special Issue “Methodologies for International Health System Comparison”

### Reviewer

*Journal of Health Economics, Health Economics, Applied Economics, BMC Health Services Research British Medical Journal, Bulletin of the World Health Organization, Journal of the American Medical Association (JAMA), European Journal of Health Economics, Health Affairs, Health Policy, Health Policy and Planning, Health Affairs, Journal of Health Economics, Journal of Health Services Research, PLOS ONE, New England Journal of Medicine*

### Grant Review

UK National Institute for Health Research, UK Medical Research Council, Paris Institute for Advanced Study

## TEACHING EXPERIENCE

- 2019-2020** Measuring Health System Performance (HP402), London School of Economics  
**2019-2020** Measuring Health System Performance, Modular (HP4A3E), London School of Economics  
**2019-2020** Measuring the Performance of Health Services and Systems, Modular (HP4E6E), London School of Economics  
**2019-2020** Advanced Health Policy and Health Economics (HP500), London School of Economics  
**2018-2019** Measuring Health System Performance (HP402), London School of Economics  
**2018-2019** Measuring Health System Performance, Modular (HP4A3E), London School of Economics  
**2017-2018** Measuring Health System Performance, Modular (HP4A3E), London School of Economics  
**2016-2017** Measuring Health System Performance (SA4D4), London School of Economics  
**2016-2017** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2015-2016** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2014-2015** Measuring Health System Performance (SA4D4), London School of Economics

**2014-2015** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2014-2015** Financing Health Care (SA407), London School of Economics

**2013-2014** Measuring Health System Performance (SA4D4), London School of Economics

**2013-2014** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2013-2014** Financing Health Care (SA407), London School of Economics

**2012-2013** Measuring Health System Performance (SA4D4), London School of Economics

**2012-2013** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2012-2013** Financing Health Care (SA407), London School of Economics

**2010-2011** Introduction to Health Economics (SA408), London School of Economics

**2011-2012** Measuring Health System Performance (SA4D4), London School of Economics

**2011-2012** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2010-2011** Financing Health Care (SA407), London School of Economics

**2011-2012** Introduction to Health Economics (SA408), London School of Economics

**2010-2011** Measuring Health System Performance (SA4D4), London School of Economics

**2010-2011** Measuring Health System Performance, Modular (SA4G6), London School of Economics

**2010-2011** Financing Health Care (SA407), London School of Economics

**2010-2011** Introduction to Health Economics (SA408), London School of Economics

### **MAJOR RESEARCH INTERESTS**

Health system performance comparison, Performance measurement, financial incentives, pay-for-performance, comparative health policy

## PUBLICATIONS

### Peer-Reviewed Journals

**Papanicolas, Irene**, Marino, Alberto and Jha, Ashish (2020) A comparison of health care spending by age in eight high-income countries. *JAMA Open*. ISSN 0098-7484 (In Press)

**Papanicolas, Irene**, Orav, E. John and Jha, Ashish K. (2020) Is mortality readmissions bias a concern for readmission rates under the Hospital Readmissions Reduction Program? *Health Services Research*, 55(2). 249 - 258. ISSN 0017-9124

Macarayan, Erlyn K., **Papanicolas, Irene** and Jha, Ashish K. (2020) The quality of malaria care in 25 low-income and middle-income countries. *BMJ Global Health*, 5(2). ISSN 2059-7908

**Papanicolas, Irene**, Mossialos, Elias, Gundersen, Anders, Woskie, Liana and Jha, Ashish (2019) Performance of UK National Health Service compared with other high income countries: observational study. *BMJ*, 367. ISSN 0959-8138

Lagarde, Mylène, Huicho, Luis and **Papanicolas, Irene** (2019) Motivating provision of high quality care: It is not all about the money. *The BMJ*, 366(74). ISSN 0959-8146

**Papanicolas, Irene** and Woskie, Liana R. and Orav, E John and Orlander D. and Jha, Ashish K. (2019) The Relationship Between Health Spending And Social Spending In High-Income Countries: How Does The US Compare? *Health Affairs*, 38(9):1567-1575

**Papanicolas, Irene** and Figueroa Jose (2019) Preventable harm: getting the measure right *BMJ* 366: 14611

**Papanicolas, Irene** and Woskie, Liana R. and Jha, Ashish K. (2018) Health care spending in the United States and other high-income countries *JAMA*, 319 (10). 1024-1039. ISSN 0098-7484

**Papanicolas Irene** and Jha Ashish (2017) Challenges in International Comparison of Health Care Systems *Journal of the American Medical Association*.

Mehtsun, Winta T. and **Papanicolas, Irene** and Zheng, Jie and Orav, E. John and Lillemoe, Keith D. and Jha, Ashish K. (2017) National trends in readmission following inpatient surgery in the hospital readmissions reduction program era *Annals of Surgery*. ISSN 0003-4932

**Papanicolas, Irene** and Figueroa, José F. and Orav, E. John and Jha, Ashish K. (2017) Patient hospital experience improved modestly, but no evidence Medicare incentives promoted meaningful gains *Health Affairs*, 36 (1). 133-140. ISSN 0278-2715

Cylus, Jonathan and **Papanicolas, Irene** and Smith, Peter S. (2017) Using data envelopment analysis to address the challenges of comparing health system efficiency *Global Policy*, 8 (S2). 60-68. ISSN 1758-5880

**Papanicolas, Irene** and McGuire, Alistair (2016) Measuring and forecasting quality in English hospitals *Journal of the Royal Statistical Society: Series A (Statistics in Society)*. ISSN 0964-1998

**Papanicolas, Irene** and McGuire, Alistair (2015) Do financial incentives trump clinical guidance? Hip replacement in England and Scotland *Journal of Health Economics*, 44. 25-36. ISSN 0167-6296

Cylus, Jonathan and **Papanicolas, Irene** (2015) An analysis of perceived access to health care in Europe: how universal is universal coverage? *Health Policy*, 119 (9). 1133-1144. ISSN 0168-8510

**Papanicolas, Irene** and Kringos, Dionne and Klazinga, Niek S. and Smith, Peter C. (2013) Health system performance comparison: new directions in research and policy *Health Policy*, 112 (1-2). 1-3. ISSN 0168-8510

Cylus, Jonathan and **Papanicolas, Irene** and Constantinou, Elisavet and Theodorou, Mamas (2013) Moving forward: lessons for Cyprus as it implements its health insurance scheme *Health Policy*, 110 (1). 1-5. ISSN 0168-8510

**Papanicolas, Irene** and Cylus, Jonathan and Smith, Peter C. (2013) An analysis of survey data from eleven countries finds that 'satisfaction' with health system performance means many things *Health Affairs*, 32 (4). 734-742. ISSN 0278-2715

Kentikelenis, Alexander and Karanikolos, Marina and **Papanicolas, Irene** and Basu, Sanjay and McKee, Martin and Stuckler, David (2012) Health and the financial crisis in Greece – Authors' reply *Lancet*, 379 (9820). 1002. ISSN 0140-6736

Kentikelenis, Alexander and **Papanicolas, Irene** (2012) Economic crisis, austerity and the Greek public health system *The European Journal of Public Health*, 22 (1). 4-5. ISSN 1101-1262

Violato, Mara and Gray, Alastair and **Papanicolas, Irene** and Ouellet, Melissa (2012) Resource use and costs associated with coeliac disease before and after diagnosis in 3,646 cases: results of a UK primary care database analysis *PLOS One*, 7 (7). e41308. ISSN 1932-6203

Kentikelenis, Alexander and Karanikolos, Marina and **Papanicolas, Irene** and Basu, Sanjay and McKee, Martin and Stuckler, David (2011) Health effects of financial crisis: omens of a Greek tragedy *Lancet*, 378 (9801). 1457-1458. ISSN 0140-6736

Gray, Alastair M. and **Papanicolas, Irene** (2010) Impact of symptoms on quality of life before and after diagnosis of coeliac disease: results from a UK population survey *BMC Health Services Research*, 10. 105-112. ISSN 1472-6963

Wordsworth, Sarah and **Papanicolas, Irene** and Buchanan, James and Frayling, Ian and Taylor, Jenny and Tomlinson, Ian (2008) Molecular testing for somatic cancer mutations: a survey of current and future testing in UK laboratories *Journal of Clinical Pathology*, 61 (3). 373-376. ISSN 0021-9746

Wordsworth, Sarah and Buchanan, J. and **Papanicolas, Irene** and Taylor, Jenny and Frayling, Ian and Tomlinson, Ian (2008) Molecular testing for somatic mutations in common cancers: the views of UK oncologists *Journal of Clinical Pathology*, 61 (6). 761-765. ISSN 0021-9746

### **Edited Volumes**

Cylus, Jonathan and **Papanicolas, Irene** and Smith, Peter C., eds (2016) Health system efficiency: how to make measurement matter for policy and management *Health Policy Series*, 46. European Observatory on Health Systems and Policies, Brussels, Belgium. ISBN 9789289050418

**Papanicolas Irene** and Smith, Peter C. (2014) Health system performance comparison: an agenda for policy, information and research. European Observatory on Health Systems and Policies: London. Open University Press: Maidenhead.

Smith, Peter C. and Mossialos, Elias and **Papanicolas, Irene** and Leatherman, Sheila, eds (2010) Performance measurement for health system improvement: experiences, challenges and prospects *Health economics, policy and management* . Cambridge University Press, Cambridge, UK. ISBN 9780521116763



## Book Chapters

Cylus, Jonathan and **Papanicolas, Irene** and Smith, Peter C. (2016) A framework for thinking about health system efficiency In: Cylus, Jonathan and Papanicolas, Irene and Smith, Peter C., (eds.) Health system efficiency: How to make measurement matter for policy and management. Health Policy Series, 46. European Observatory on Health Systems and Policies, Brussels, Belgium, 1-20. ISBN 9789289050418

**Papanicolas, Irene** and Cylus, Jonathan (2015) Comparison of healthcare systems performance In: Kuhlmann, Ellen and Blank, Robert H. and Bourgeault, Ivy Lynn and Wendt, Claus, (eds.) The Palgrave International Handbook of Healthcare Policy and Governance. Palgrave Macmillan, Basingstoke, UK, 116-134. ISBN 9781137384928

**Papanicolas, Irene** and Smith, Peter C. (2014) Theory of system level efficiency in health care In: Culyer, A. J., (ed.) Encyclopedia of health economics. Elsevier, Philadelphia, USA, 386-394. ISBN 9780123756787

**Papanicolas Irene.** (2013) Health systems: Frameworks for analysis In Papanicolas I and Smith PC. (eds.) Health system performance comparison: an agenda for policy, information and research. European Observatory on Health Systems and Policies: London. Open University Press: Maidenhead.

**Papanicolas Irene** and Smith, Peter C. (2013) Health system performance comparison In Papanicolas I and Smith PC. (eds.) Health system performance comparison: an agenda for policy, information and research. European Observatory on Health Systems and Policies: London. Open University Press: Maidenhead.

Hernandez-Quevedo Cristina and **Papanicolas Irene.** (2013) Conceptualizing and Comparing Equity across nations' In Papanicolas I and Smith PC. (eds.) Health system performance comparison: an agenda for policy, information and research. European Observatory on Health Systems and Policies: London. Open University Press: Maidenhead.

**Papanicolas Irene.** (2012) Performance management In McGuire AJ and Costa-Font J. (eds) Edward Elgar Companion to Health Policy. London: Edward Elgar.

Smith Peter C, Mossialos Elias and **Papanicolas, Irene.** (2011) Performance measurement for health system improvement: Experiences, challenges and prospects. in Figueras J, Mckee M and Menabde, N. (eds) Health systems, health and wealth: Assessing the case for investing in health systems. Open University Press: Maidenhead.

## **Reports, Reviews, Editorials, Technical Briefs, and Working Papers**

Cylus, Jonathan and **Papanicolas, Irene** and Smith, Peter C. (2017) How to make sense of health system efficiency comparisons? OBS Policy Brief, Richardson, Erica, ed World Health Organization, Copenhagen, Denmark.

**Papanicolas Irene** and Smith, Peter C. (2015) The role of practitioner motivation in designing provider payment reforms and other incentives. Policy Brief prepared for the 2015 Commonwealth Fund International Symposium

**Papanicolas Irene.** (2014) A hospital performance framework for Canada Canadian Institute for Health Informatics

**Papanicolas Irene.** (2014) A performance framework for Long Term Care Services in Canada Canadian Institute for Health Informatics

**Papanicolas Irene.** (2014) Adapting the Canadian Health System Framework to health care organizations Canadian Institute for Health Informatics

Dixon Jennifer, Bardsley Martin, Churchill Emma, Davies Alicia, Bains William, Dayan Marc and **Papanicolas Irene.** (2013) Rating providers for quality: a policy worth pursuing? The Nuffield Trust

Smith PC and **Papanicolas Irene.** (2012) Policy Summary 4: Health system performance comparison: An agenda for policy, information and research. European Observatory for Health Systems and Policies.

**Papanicolas, Irene** and McGuire, Alistair. (2011) Using a latent variable approach to measure the quality of English NHS hospitals LSE Health working papers, 21/2011. LSE Health, London School of Economics and Political Science, London, UK. ISBN 9780853284635

**Papanicolas, Irene** and McGuire, Alistair. (2011) Using a vector autoregression framework to measure the quality of English NHS hospitals LSE Health working papers, 22. LSE Health, London School of Economics and Political Science, London, UK. ISBN 9780853284642

**Papanicolas, Irene** and Smith, Peter C. (2010) Towards a common framework for health system performance assessment World Health Organization Europe, Copenhagen, Denmark.

**Papanicolas, Irene** and Smith, Peter C. and Mossialos, Elias. (2008) Principles of performance measurement *Euro Observer*, 10 (1). 1-5. ISSN 1020-7481

Smith, Peter C. and Mossialos, Elias and **Papanicolas, Irene**. (2008) Performance measurement for health system improvement: experiences, challenges and prospects Background document, 2. World Health Organization , Copenhagen, Denmark.

Allin, Sara and Masseria, Cristina and Sorenson, Corinna and **Papanicolas, Irene** and Mossialos, Elias. (2007) Measuring inequalities in access to health care: a review of the indices? European Commission, Brussels, Belgium.

Masseria, Cristina and Allin, Sara and Sorenson, Corinna and **Papanicolas, Irene** and Mossialos, Elias (2007) What are the methodological issues related to measuring health and drawing comparisons across countries? European Commission, Brussels, Belgium.

## **PRESENTATIONS**

### **Conference Presentations and Posters**

Conference of the International Health Economics Association. Basel (July 2019) *Variations of spending on care across countries: the role of prices. Lessons from the International High Need High Cost Collaborative*

Academy Health. Washington D.C., USA (June 2019) *The relationship between health spending and social spending in high-income countries: How does the U.S. compare?"*

Academy Health Annual Research Meeting. Seattle, USA (June 2018) *Global Approaches to Readmission Reduction: Lessons from Other Countries?*

Academy Health Annual Research Meeting. Seattle, USA (June 2018) *What Explains Higher Spending in the US: Prices, Utilization or Intensity?*

Academy Health. Boston, USA (June 2018) *Influence of Mortality on Hospital Readmissions: How much variation in hospital readmission rates can be explained by variations in mortality?*  
Poster Presentation. Poster Presentation

Academy Health. Boston, USA (June 2018) *Healthcare Utilization in the U.S. and Comparisons to Other High Income Countries: Implications for Health Spending.* Poster Presentation. Poster Presentation

Academy Health. Boston, USA (June 2018) *Global Inpatient Mortality for Acute Myocardial Infarction, Stroke, and Pneumonia.* Poster Presentation. Poster Presentation

Conference of the International Health Economics Association. Boston, USA (July 2017)  
*Making sense of health system efficiency measurement: An analytic framework for researchers and decision-makers.*

Conference of the International Health Economics Association. Boston, USA (July 2017)  
*Influence of Mortality on Hospital Readmissions: How much variation in hospital readmission rates can be explained by variations in mortality?*

Academy Health Annual Research Meeting. New Orleans, USA (June 2017) *Readmission Trends in Critical Access Hospitals.* Oral Presentation

Academy Health Annual Research Meeting. Boston, USA (June 2016) *Changes in care or changes in coding? Examining the unintended consequences of the federal pay-for-performance programs.* Oral Presentation

Academy Health. Boston, USA (June 2016) *Changes in patient experience in US hospitals and the impact of value based purchasing.* Poster Presentation. Poster Presentation

American Society for Health Economics. Philadelphia, USA (June 2016) *Changes in care or changes in coding? Examining the unintended consequences of the federal pay-for-performance programs.* Oral Presentation

Wennberg International Collaborative, London UK (Sept 2015) *Understanding Variation in Patient Satisfaction Ratings.* Oral Presentation

Royal Economics Society. Manchester, UK (March, 2015) *Do Financial Incentives Trump Clinical Guidance.* Oral Presentation

Australian Health Economics Society. Adelaide, AU (Sept, 2014) *Do Financial Incentives Trump Clinical Guidance.* Oral Presentation

Wennberg International Collaborative, London UK (Sept 2015) *Variations in Hip Replacement in England and Scotland.* Oral Presentation

International Health Economics Association. Dublin, Ireland (July 2014) *Efficiency measurement for management.* Oral Presentation

Improved access to health care data through cross-country comparisons. Vienna, Austria (May 2013)

*Frameworks for international health system comparisons.* Oral Presentation

European Conference of Health Economics, Zurich, Switzerland (July 2012) *Measuring quality of hospitals: A comparison of Austria and England.* Oral Presentation

Academy Health, Seattle, Washington (June, 2011) “*Cost-Containment efforts in the UK*”. Oral Presentation

European Conference of Health Economics, Helsinki, Finland (June, 2010) *Payment by Results (PbR) and Quality in the English NHS.* Oral Presentation

Health Economics Study Group, London, UK (Nov 2010) *Measuring the quality of English NHS acute trusts.* Oral Presentation

### **Invited Guest Lectures**

Elsevier Publishing Group (March 2020) Challenges in Health System Performance Measurement

Optum Labs Research and Translation Forum (November 2019). Keynote, “Differences in Healthcare Utilization and Costs: Lessons from International Comparisons”

TEDMED, Palm Springs, California (November 2018) Talk on what the US can learn about health system spending from international comparisons

Norwegian Consultants Association, Oslo Norway (September 2018) “*What we can learn from performance measurement*”.

Office of Health Economics, London, UK (March 2018) “*What can we learn from online surveys of patient experience?*”

Office of Health Economics, London, UK (April 2015) “*Do Financial Incentives Trump clinical guidance*”

CIHI Canadian Forum on High Users, Toronto, Canada (March 2014) “*High Users of Health Care*”

Centre for Health Service Economics & Organization, London, UK (Nov 2013) “*Payment by Results and quality of care*”

Health Economics Research Centre Seminars, Oxford, UK (Feb 2013) “*International comparisons of health system performance –what factors influence individuals opinions of a nation’s health system?*”

Healthcare Services Funding Workshop, Doha, Qatar (Jan 2013) “*Mechanisms of provider payment*”

Imperial College Health Management Group Seminar, London, UK (Oct 2012) “*The effect of Payment by Results on hospital activity*”

Health System Performance Assessment for Health Governance, Bilthoven, Netherlands (Feb 2012) “*International Comparative Analysis*”

The Cyprus Healthcare Conference, Nicosia, Cyprus (Feb 2012) “*Payment by Results (PbR) and Quality in the English NHS*”

London Health Economics Group, London, UK (November, 2010) “*The Effect of Payment by Results on the activity and quality of Hospitals*”

Quality in Health and Social Care, London, UK (July 2011) “*Measuring the Quality of Hospitals*”

WHO Technical Experts Meeting on Health System Performance Assessment, Barcelona, Spain (Jan 2010) “*Frameworks for Performance Assessment*”

Fifth European Meeting of WHO National Counterparts on Health Statistics and Information Antalya, Turkey (Dec 2009) “*Strategy driven Health System Performance Assessment*”