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Objective:

**Expertise, strategic advice, negotiation, organization management,
project design and implementation, crisis management.**

Profile:

Manager, advisor and consultant at CAIRN.Conseil sprl, 1000 Brussels - Belgium

Professional achievements:

Centre Public d'Action Sociale de Bruxelles (1995-2013):

- Sound financial and accounting management
- Design of an innovative social strategy: decentralization, new social services, debt mediation, access to affordable housing, training, employment support for welfare recipients
- Management and development of the real estate portfolio
- Debt control
- Pension fund reforms

Management of public-sector hospitals (1995-2017):

- Restructuring of the financial and accounting systems at 4 public-sector hospitals in Brussels (1995-2000)
- On-site reconstruction and renovation of CHU Saint-Pierre (1995-2006) - 600 beds and main emergency service in Brussels, polyclinic
- Strategic decision for rebuilding the Jules Bordet Institute on the Erasmus site and establishing a cancer cluster comprising 152 to 250 beds, including clinical and fundamental research laboratories (2005-2017)
- Reorganization of management structures (1995-2000)
- Design of new strategic hospital plans (1995-2017)
- Adoption of new medical programs (1995-2017)
- Purchase of a private hospital and a private clinic (2006 and 2014)

- Negotiations with a view to integrating private medical and nursing staff into the public-sector hospital/status
- Creation of new clinical fields of activities with a view to new treatments and medical prevention
- Establishment of the Laboratoire Hospitalier Universitaire de Bruxelles, thereby merging the laboratories of the public-sector hospitals and the Erasmus University Hospital (ULB) (2015)
- Continuing integration process of hospital structures (2013-2017)
- Strategic preparation of an integrated network of university/public/private hospitals (2016-2017)

Housing construction and rehabilitation (1995-2013):

- Acquisition and redevelopment of run-down buildings with the aim of creating new housing (1995-2000, €50 million)
- Implementation of the "1,000 housing units" program at the City of Brussels (2006-2012, €200 million)
- Renovation of old buildings
- Implementing passive or low-energy consumption standards
- Designing standards for comfort and sound housing

Creation of the "Les Tanneurs" business center (2006-2017):

- Acquisition (1996) and redevelopment (2002-2006) of the former factory "Palais du Vin" (€10 million)
- Acquisition of the heritage protection for the historical building (2001)
- Establishment of retail spaces, workshops, market halls, reception and entertainment areas and a restaurant
- Building a strong management team (8 FTEs)
- Hosting 60 companies (organic food market, restaurant, start-up, seminars and events)
- Creation of 250 jobs (2016)

Vivaqua (water company) (2014-2017):

- Merger by absorption of the intermunicipal company Hydrobru (€233.2 million) by Vivaqua (1,500 FTEs, €292.4 million)
- Recruitment of the new Management Team
- Systematic analysis of the economic development of the water sector in Brussels, production/costs/consumer prices (2.25 million people)
- Sanitation and drainage investment plan

Creation of a pedestrian area in the heart of Brussels (2014-2017):

- Redevelopment of a public space
- Design of a new traffic plan
- Creation of green areas
- Establishment of a structural frame for economic investment (real estate, companies, retail spaces)
- Protection of the public spaces (after the terrorist attacks)
- Management of events, demonstrations, performances

Brussels Police (2013-2017):

- Design and implementation of a strategic plan for community policing
- Enhancing the resources allocated to the local police
- Decision for establishing new police stations 24/7
- Issuing priorities for personal safety (respect for diversity, combating drug-trafficking, personal protection, more tranquil and human public space, road traffic)
- Acquiring and renovating the new Central Police Station (2,500 FTEs)
- Public safety management after the terrorist attacks in Paris and Brussels
- Securing soft targets and crowded spaces such as shopping malls, pedestrian zones, cultural events

Responsibilities and positions held:

Federal deputy from 1989 to 1995, and then from 1999 to 2014

Chairman of the Public Health, Social Integration and Environment Committee

Chairman of the Social Affairs Committee

Member of the Monitoring Committee on Banking and Financial Crisis

President of the Centre Public d'Action Sociale of Brussels from 1995 to 2013

President of the Centre Hospitalier Universitaire Saint-Pierre (Brussels) from 1995 to 2012

President of the Inter-Hospitalière Régionale des Institutions de Soins (IRIS)

President of the Brussels University Hospital

Mayor of Brussels from 2013 to 2017.

President of Vivaqua from 2014 to 2017.

Founder and president/member of the boards of directors of associations and private initiatives in the social, homelessness and youth welfare fields.

President of two theatres.

Education:

Social worker

Languages:

French (native), Dutch, English