



## Masoud Ferdosi

DoB: 1969/9/29

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Military Service: Served

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### About

Masoud Ferdosi, M.D., Ph.D., is a Professor at the School of Health Management and Medical Informatics at Isfahan University of Medical Sciences in Iran. With over 25 years of experience in the Iranian health system, his diverse academic and field experiences range from working in the health home of Bashagard, one of the poorest areas of Iran, to the health network of Khansar in Isfahan province. He has served as the head of public and private hospitals, held positions at the treatment deputy of the Ministry of Health, worked with the Social Security Organization, and served in the R&D unit at the logistics deputy of the Isfahan University of Medical Sciences.

Since 2018, he has been a member of the Board of Health Management and Economics in the Ministry of Health. He has also been a designer and referee for the country's academic Olympiad in the management field for over 15 years. As a national lecturer for the Ministry of Health, he has taught leadership, productivity, and strategic management. Additionally, he served as the Research Deputy Director of the faculty for 1.5 years and was responsible for the office of Knowledge Transfer and Exchange (KTE) at the Isfahan University of Medical Sciences. He also served as a member of the Health Services Research committee at the university for 2 years.

Dr. Ferdosi has completed 15 academic projects for healthcare students and more than 20 applied projects, several of which were commissioned by the Ministry of Health and Medical Education. In addition to his academic and professional accomplishments, he is proficient in English and Arabic in addition to his native Persian language.

### Education

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- **2016-2020:** Postdoctoral course on psychosomatic disorders (Ludwig University of Freiburg, Germany).
  - **2002-2008:** Ph.D. in Health Services Management (Iran University of Medical Sciences).
  - **1993-1986:** Medical doctorate degree (Isfahan University of Medical Sciences)

## Academic Experiences

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- **Since 2022:** Professor at Faculty of Management and Information Science, Isfahan University of Medical Sciences, Isfahan, Iran.
- **Since 2014:** Board Member of the Health Services Management and Economics, Isfahan, Iran.
- **2012-2013:** Head of Knowledge Transfer & Exchange (KTE) Department of Isfahan University of Medical Sciences, Isfahan, Iran.
- **2009-2013:** Research Deputy, Faculty of Management and Medical Informatics, Isfahan, Iran.
- **Since 2009:** Faculty Member of Health Services Management and Medical Informatics School, Isfahan University of Medical Sciences, Isfahan, Iran.

## Work Experiences

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- **2020-:** Head of Health Services Management department, Isfahan University of Medical Sciences, Isfahan, Iran.
- **2017- 2017:** Head of the program and structure unit, Deputy of treatment, Ministry of Health and Medical Education
- **2008- 2011:** Chairman of the Zahra Zeinabieh Hospital, Isfahan, Iran.
- **2006-2008:** Chairman of the Family Hospital, Isfahan, Iran.
- **2004-2006:** Head of R&D. Deputy of University Development, Isfahan University of Medical Sciences, Isfahan, Iran.
- **2002-2003:** Head of the Internal Audit Office, Dr. Garazi Hospital, Isfahan, Iran.
- **1997-2002:** Officer of Economics and Clinical Affairs, Department of Health Management of Social Security, Isfahan, Iran.
- **1996-1997:** Head of Khansar Healthcare Network, Khansar, Iran.
- **1994-1996:** Director of Cultural Affairs, Hormozgan University of Medical Sciences, Bandar Abbass, Iran.
- **1993-1994:** Head of Bashagard Center, Minab Healthcare Network, Bandar Abbas, Iran.

## Skills

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**Quality of Health Services**  
 **Hospital Productivity**

**demonstrating awareness of teaching and learning**

**Microsoft Office**  
 **Strategic Planning**

## Languages

Title	Reading Level	Writing Level	Speaking Level	Listening Level
English	★★★★★	★★★★☆	★★★★☆	★★★★☆
Arabic	★★★★★	★★★★☆	★★★★☆	★★★★☆
Persian	★★★★★	★★★★★	★★★★★	★★★★★

## Certificates

1. **ISO 9001:2000 Audit Course;** EAQA
2. **ISO 14000:2002 Audit Course;** TÜV NORD GROUP
3. **ISO 18001:1999 Audit Course;** TÜV NORD GROUP
4. **Cost of Quality Course;** TÜV NORD GROUP
5. **Risk Assessment Course;** TÜV NORD GROUP
6. **EFQM Introduction Course;** IMQ
7. **Clinical Governance Assessment Course;** RAZI GROUP
8. **Accreditation Assessor Training Course;** GATE GROUP
9. **Manager Evaluation Center,** Public Management Training Center

## Achievements

- ✓ **Leading supervisor** during the empowerment training course of hospital directors- 2017
- ✓ **Leading lecturer** during the empowerment training course of hospital directors- 2016

## Teaching (at Workshops and Courses)

- ✓ 2022: Training course about change Management for hospital CEOs countrywide.
- ✓ 2020: Training course for Midwifery managers countrywide.
- ✓ 2018: Training course about Leadership for hospital CEOs countrywide.
- ✓ 2017: Training course for hospital managers countrywide.
- ✓ 2013: Workshops on Hospital Accreditation for Managers of Isfahan public hospitals.
- ✓ 2012: Training course on quality models; Social Security in Isfahan Province.
- ✓ 2011: Strategic Planning Course; Birjand University of Medical Sciences.
- ✓ 2010: Clinical Governance Workshops for Managers of Isfahan public hospitals.
- ✓ 2010: Leadership training course; Isfahan University of Medical Sciences.
- ✓ 2009: Workshop on Productivity in the Health System; Shahrekord University of Medical Sciences.
- ✓ 2007: Educational modules of university support deputies; Ordered by the Ministry of Health and Medical Education.

## Projects

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1. Development of the **strategic plan for Isfahan University of Medical Sciences** (1401)
2. Development of the **strategic plan for Amin Hospital** (1401)
3. **Business Foresight in Isfahan province** (1400)
4. Revising the **health system of Mobarakeh Steel Company** (1400)
5. Revising the regulations for the **promotion of academic faculty members** (ordered by Iran Ministry of Health, 2019)
6. **Payment Method** Review and modify (ordered by Iran Ministry of Health, 2019)
7. Study of **Over utilization among Insured people** (ordered by Iran Health Insurance Organization, 2018)
8. Strategic Planning for **Chamran Hospital** (2017)
9. **Policy Notes on the Health Transformation Plan** (2015)
10. **Monitoring Health Transformation Plan** in Isfahan Public Hospitals (ordered by Development Deputy of Isfahan University of Medical Sciences, 2014)
11. **Land use planning of Isfahan province in the health sector** (Ordered by scientific research town; 2013)
12. Review of the process of **outsourcing health insurance** in the Social Security Organization of Iran (commissioned by the High Institute for Social Security Research - 2006).
13. Investigating the **extent and applicability of applied research** in the Department of Management Development and Resources of the Ministry of Health and Medical Education (2005)

## Books (In Persian)

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1. **“Social Health Insurance”** – Translation to Persian. Tandis Publishing- Tehran- 2017
2. **“Risk Management in the Surgical Care Unit”** - Isfahan University of Medical Sciences Publishing – 2014.
3. **“Hospital Wastes and How to Treat Them”** - Pars Zia Publishing – 2013
4. **“Islamic Management Bibliography”** - Isfahan University of Medical Sciences Publishing – 2012.
5. **“Handbook of Policy and Procedures for Hospital Emergency Department”** - Scientific editing- Isfahan University of Medical Sciences Publishing – 2010
6. **“Process Problem Solving”** – Translation to Persian- Vazheh Pardaz Publishing – 2006.

## Books (in print)

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7. **Step by step to implement the Hospital Incident Command System (HICS).**
8. **Risk Management at the Hospitals.**
9. **Principles and methods of passive defense at the hospitals.**
10. **Textbook of Governance and Management** for Hospital Managers
11. **Textbook of Financial Management** for Hospital Managers
12. **Textbook of Human Resource Management** for Hospital Managers
13. **Textbook of General Medicine** for healthcare management students.
14. **Textbook of Pharmacology** for healthcare management students.
15. **Textbook of Inter-departmental and Intra-departmental relationships** for healthcare management students.
16. **Textbook of Insurance and Tariff** for healthcare management students.

## Articles in English

1. Shojaie B, **Ferdosi M**, Keyvanara M, Hosein M. The Overt and Covert Effects of Iranian Health Transformation Plan on Medicine and Medical Supplies. *Health Scope*. 2018 Feb 1;7.
2. **Ferdosi M**, Goli F, Aghili G, Daneshvar SM. A Brief History of Family Medicine Development and Training in Iran (2005-2018). *International Journal of Body, Mind and Culture*. 2018 Aug 15;5(2):89-93.
3. Ferdowsi A, **Ferdosi M**, Mehrani MJ. Municipal solid waste management in Gachsaran county, Iran–landfill site selection. In *Proceedings of the Institution of Civil Engineers-Waste and Resource Management 2018 Aug 9 (Vol. 171, No. 3, pp. 82-88)*. Thomas Telford Ltd.
4. **Ferdosi M**, Afshar H, Sharbafchi MR, Aghili-Dehkordi G. Health Anxiety Disorder and Its Impact on Health Services Utilization: A Narrative Review Article. *International Journal of Body, Mind and Culture*. 2018 Dec 9;5(3):142-51.
5. Rahmany K, Barati M, **Ferdosi M**, Rakhshan A, Nemati A. Strategies for reducing expenditures in Iran's health transformation plan: A qualitative study. *Medical Journal of the Islamic Republic of Iran*. 2018; 32:102.
6. Hashemi H, Haghdoost AA, Haji-Aghajani M, Janbabaee G, Maher A, Hekmat SN, ..., **Ferdosi M**. A Successful implementation of an idea to a nationally approved plan: Analyzing Iran's National Health Roadmap using the Kingdon model of policymaking. *Medical journal of the Islamic Republic of Iran*. 2018; 32:46.
7. Rezaei F, Yarmohammadian MH, Haghshenas A, Fallah A, **Ferdosi M**. Revised risk priority number in failure mode and effects analysis model from the perspective of healthcare system. *International journal of preventive medicine*. 2018;9.
8. **Ferdosi M**, Kabiri S, Keyvanara M, Yarmohammadian MH. Challenges of iran health transformation plan about inpatients payment: Viewpoint of experts. *Health Scope*. 2017 Aug;6(3).
9. Goli F, Afshari H, Zamani A, Ebrahimi A, **Ferdosi M**. The Relationship between the Family Physician and Psychosomatic Medicine. *International Journal of Body, Mind and Culture*. 2017 Aug 11;4(2):102-7.
10. Scheidt CE, Wunsch A, Afshar H, Goli F, Malekian A, Sharbafchi MR, **Ferdosi M**, Molaiezhad M, Taslimi F. Breaking Bad News: Different Approaches in Different Countries of Iran and Germany-an Expert Panel. *International Journal of Body, Mind and Culture*. 2017 Oct 29;4(2):108-14.
11. **Ferdosi M**. About 4th Psychosomatic Congress. *International Journal of Body, Mind and Culture*. 2017 Oct 28;4(2):67-8.
12. Ferdowsi A, **Ferdosi M**, Mehrani MJ. Health-care waste management status in Iran (case study of Gachsaran County, 2012–2013). *International Journal of Environmental Health Engineering*. 2016 Jan 1;5(1):21.
13. **Ferdosi M**, Ziyari FB, Ollahi MN, Salmani AR, Niknam N. Implementing clinical governance in Isfahan hospitals: Barriers and solutions, 2014. *Journal of education and health promotion*. 2016;5.
14. **Ferdosi M**, Sefiddashti FM, Aghdak P, Moradi R, Mofid M, Rejalian F, Nemati A. Death Portrait of Isfahan Province in Years 2007–2011. *International journal of preventive medicine*. 2016;7.

15. Rezaei F, Yarmohammadian M, **Ferdosi M**, Haghshenas A. Principles of risk management in surgery departments. *Archives of Clinical and Experimental Surgery (ACES)*. 2015;4(3):126.
16. **Ferdosi M**, Akbari N, Nemati A, Mofid M, Mohammadi F, Nasiri AB. Healthcare Services Expenditure: A Case Study in Isfahan Province, Iran. *Jundishapur Journal of Health Sciences*. 2015;7(1).
17. **Ferdosi M**, Torkan M, Abbasi S. Risk management to control needle stick injuries: Case report of Hazrate Zahra Hospital (2010-2012). *International Journal of Health System and Disaster Management*. 2014 Apr 1;2(2):122.
18. Samouei R, Abedi MR, **Ferdosi M**. The absence of positive psychology in disasters. *International Journal of Health System and Disaster Management*. 2014 Oct 1;2(4):241.
19. Abbasi S, **Ferdosi M**. Do electronic health records standards help implementing patient bill of rights in hospitals? *Acta Informatica Medica*. 2013 Mar;21(1):20.
20. Mosadeghrad AM, **Ferdosi M**, Afshar H, Hosseini-Nejhad SM. The impact of top management turnover on quality management implementation. *Medical Archives*. 2013 Mar 1;67(2):134.
21. **Ferdosi M**, Yarmohammadian MH, Karimi S, Rastin G, Artang M, Mohammadi F, Mofid M, Rejalian F. Spatial distribution of prehospita emergency medical services bases in Isfahan province in 2012 using GIS. *International Journal of Health System and Disaster Management*. 2013 Jul 1;1(3):184.
22. Yarmohammadian MH, Rezaei F, **Ferdosi M**, Haghshenas A. Healthcare incident reporting system in several countries: Concepts, infrastructure and features. *International Journal of Health System and Disaster Management*. 2013 Jul 1;1(3):143.
23. Vatankhah S, Khalesi N, Ebadifardazar F, **Ferdosi M**, Naji H, Farahabadi SM. The role of nurse practitioners in health sector reform in Iran (2011). *Iranian journal of nursing and midwifery research*. 2013 Sep;18(5):367.
24. Rezaei F, Yarmohammadian MH, **Ferdosi M**, Haghshenas A. Developing an integrated clinical risk management model for Hospitals. *International Journal of Health System and Disaster Management*. 2013 Oct 1;1(4):221.
25. Jabbari A, **Ferdosi M**, Keyvanara M, Agharahimi Z. Stakeholders' analysis of the medical tourism industry: development strategies in Isfahan. *Journal of education and health promotion*. 2013;2.
26. Mosadeghrad AM, **Ferdosi M**. Leadership, job satisfaction and organizational commitment in healthcare sector: Proposing and testing a model. *Materia socio-medica*. 2013;25(2):121.
27. Ferdowsi A, **Ferdosi M**, Mehrani MJ. Incineration or autoclave? a comparative study in Isfahan hospitals waste management system (2010). *Materia socio-medica*. 2013;25(1):48.
28. **Ferdosi M**, Farahabadi E, Mofid M, Rejalian F, Haghghat M, Naghdi P. Evaluation of outsourcing in nursing services: a case study of Kashani hospital, Isfahan in 2011. *Materia socio-medica*. 2013;25(1):37.
29. **Ferdosi M**, Alireza, J., Mahmoud, K., & Zahra, A. A systematic review of publications studies on medical tourism. *Journal of Education and Health Promotion*, (2013), 2, 51.
30. Alavi SS, Alaghemandan H, Maracy MR, Jannatifard F, Eslami M, **Ferdosi M**. Impact of addiction to internet on a number of psychiatric symptoms in students of isfahan universities, iran, 2010. *International journal of preventive medicine*. 2012 Feb;3(2):122.

31. Hadizadeh F, Yazdani S, **Ferdosi M**, Haghdoost AA, Rashidian A, Hadadgar A, Monajemi AR, Tofghi S, Sabzghabae AM, Adibi P. How can we motivate medical sciences students to learn health system management? A report of the first national Olympiad on managerial reasoning and decisionmaking. *J Res Med Sci*. 2012 Mar 1;17: S253-8.
32. Ferdowsi A, **Ferdosi M**, Mehrani Z, Narenjkar P. Certain hospital waste management practices in Isfahan, Iran. *International journal of preventive medicine*. 2012 Mar;3(Suppl1): S176.
33. Alavi SS, **Ferdosi M**, Jannatifard F, Eslami M, Alaghemandan H, Setare M. Behavioral addiction versus substance addiction: Correspondence of psychiatric and psychological views. *International journal of preventive medicine*. 2012 Apr;3(4):290.
34. **Ferdosi M**, Vatankhah S, Khalesi N, Ayoobian A. Designing a referral system management model for direct treatment in social security organization. *Journal Mil Med*. 2012 Jul 15;14(2):129-35.
35. Yaghoobi M, Agharahimi Z, **Ferdosi M**, Javadi M. Study of relationship between organization structure and system attitude with market orientation in selected hospital of Isfahan in 2010. *Isfahan University of Medical Sciences. Health management and economic research center*. 2011;14(2):106-13.

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#### **Articles In Persian**

36. Haghdoost A, Hashemi H, Noori Hekmat S, ..., **Ferdosi Masoud**, et al. The Geographical Distribution of Hospital Beds in Iran in 2016 and the Estimation of 2026. *irje*. 2018; 13 :1-13 [In Persian]
37. Sadeghi M, Nekoie Z, Sheybani-Tehrani D, Rejaliyan F, **Ferdosi M**. Root Cause Analysis of Accidents with Human Factors Analysis and Classification System (HFACS) Using in Imam Khomeini Hospital in Felavarjan, Isfahan, 2014. *J Mil Med*. 2017; 19 (4) :351-357 [In Persian]
38. Hashemian M, **Ferdosi M**, Moeini poor M, Fattah H R. Efficiency Evaluation and Comparison of Isfahan Provinces Hospitals Before and after the Reform in Health System using the Pabon Lasso Model (1391-1394). *sjimu*. 2017; 25 (3) :186-200 [In Persian]
39. **Ferdosi M**, Masoud, M, Nadri S. Hospital Locating with Passive Defense Approach. 3. 2017; 8 (3) :56-69 [In Persian]
40. Tajik F, **Ferdosi M**, Rejaliyan F. Determining the socio-economic inequalities in health services utilization among ischemic heart disease patients; case of Falavarjan City. *Health Res*. 2016;2(1):9-16. [In Persian]
41. **Ferdosi M**, Raeisi A, Ganji H, Vesal S, Jannesari A, Yazdi H. Investigating the Effects of Quality Improvement Package of Outpatient Visit from Iran Health Transformation Plan in Alzahra University Hospital, Isfahan, Iran (2014-2015). *Health Information Management*, 2016; 13(4):292-296. [In Persian]
42. **Ferdosi M**, Ghoveood A, Nemati A, Sha'bani N, Hosseinzadeh E. Computing Cost Price for Cataract Surgery by Activity Based Costing (ABC) Method at Hazrat-E-Zahra Hospital, Isfahan University of Medical Sciences, 2014. *Manage Strat Health Syst*. 2016; 1 (1) :29-34. [In Persian]
43. Kiaei M, **Ferdosi M**, Moradi R, Chelongar Q, Ahmadzadeh M, Bahmanziari N. Association between self-efficacy and quality of life in women with breast cancer undergoing chemotherapy. *J Qazvin Univ Med Sci*. 2016; 20 (2) :65-58. [In Persian]

44. **Ferdosi M**, Soltani F, Molavi Taleghani Y. Status of Traditional Medicine in a Healthy Life Style: Review Study. *jiitm*. 2016; 7 (1) :1-6. [In Persian]
45. **Ferdosi M**, Bahman ziyari N. Isfahan University of Medical Sciences Researchers Viewpoints on Holding the Commemoration of Research week. *Iranian Journal of Medical Education*. 2015; 14 (10) :919-921. [In Persian]
46. Moheb M, **Ferdosi M**, Haghighat M, Rejalian F. Prioritizing Key Human Resource Performance Indicators by Multi Criteria Decision Making Method in Selective Hospital of Isfahan Medical Science University. *Journal of healthcare management*, 2015; 6(1): 43-50. [In Persian]
47. **Ferdosi M**, Saberi Nia A, Mahmoudi Meymand F, Nezamdoust F, Shojaei L. The Responsiveness of Board of Trustees Hospitals According to The World Bank's Organizational Reform Model in Isfahan. *Journal of Payavard Salamat*. 2013 Sep 15;7(3):228-38. [In Persian]
48. Jabbari, Alireza, **Ferdosi Masoud**, Keyvanara Mahmoud, Agharahimi Zahra. "Analysis of medical tourism industry stakeholders: Providing effective strategies in Isfahan, Iran." (2013): 1-9. [In Persian]
49. Vatankhah S, Ebadi Fard Azar F, **Ferdosi M**, Ayoobian A. Study of payment methods to Doctors in the referral system in selected countries and suggestions for Iranian social security organization-Direct medical service provision. *Journal of Hospital*. 2012 Aug 15;11(2):77-86. [In Persian]
50. Bahrami S, Yarmohmmadian Mh, **Ferdosi M**, Ojaghi R, Ezadi Vf, Golkar M. The Relationship Between Total Quality Management and Knowledge Management from The View of Faculty Members in University of Isfahan and Isfahan University of Medical Sciences, Iran. *Health Information Management*, 2012;9(4). [In Persian]
51. Hadizadeh F, Yazdani S, **Ferdosi M**, Haghdooost AA, Rashidian A, Hadadgar A, Monajemi AR, Tofighi S, Sabzghabae AM, Adibi P. The first national Olympiad on reasoning and decision making in Health system management; an experience Report. *Iranian Journal of Medical Education*. 2011 Jun 1;10(5). [In Persian]
52. **Ferdosi M**, Yaghoubi M, Alavi Ss. Executive Summary: The Best Strategy for Publishing Research Results. *Health Information Management*, 2011; 8(5). [In Persian]
53. **Ferdosi M**, Farahabadi Sm, Jandagheian M, Haghighat M, Naghdi P. Outsourcing Effectiveness of Admission Units of Imaging Centers in Ayat O Allah Kashani Hospital to Non-Governmental Sector. *jhosp*. 2011; 10 (3) :52-61. [In Persian]
54. Sh A, Khayambashi AM, **Ferdosi M**. Statistical process control of medical record in Gharazi hospital. *Health Information Management*. 2010;7(3):313. [In Persian]
55. **Ferdosi M**, Alavi Ss. Evaluation of Research Utilization in Isfahan University of Medical Sciences by Knowledge Transfer and Exchange Criteria. *Health Information Management*, 2010; 6. [In Persian]
56. **Ferdosi M**, Farahabadi E, Rejalian F, Haghighat M. Evaluation of Medical Record Services Outsourcing of Ayat o Allah Kashani Hospital. *J of health Information Management*. 2011;7(4):656-68. *Health Information Management*, 2010; 7(15). [In Persian]
57. **Ferdosi M**, Dehnavieh R, Faraji F, Yarmohammadian Mh, Vatankhah S. Utilization of Research Results at Office of Deputy Minister for Management and Resources Development and Identification of Obstacles. *Health Information Management*, 2009; 6(2). [In Persian]
58. **Ferdosi, M**. Review the process of transferring the share of treatment (or exposure to some employers). *Social Security Journal*, 2007; 8(3-4): 197-232. [In Persian]



59. **Ferdosi M**, Mohammadizadeh M. satisfaction of insurance and supplemental insurance in some health center in Tehran. *Journal of healthcare management*, 2005; 2(1). [In Persian]
60. Moeini Mansoureh, Kolahdouzan Akbar, **Ferdosi Masoud**; Asadi Soraya. Principles of Islamic- Irani Model of Management Based on the Opinions of Khaje Nizamulmolk Tusi. *Islamic Management Quarterly*, 2015; 23 (1): 87-103.(In Persian)
61. Horri Mohammad Sadegh, Nasr Esfahani Fatemeh, **Ferdosi Masoud**. Prioritizing Strategies of Isfahan Sina Hospital and Heart Center by Analytical Hierarchy Process. *Health Management*, 2014; 5 (2): 43-53. (In Persian)
62. **Ferdosi Masoud**, Farahabadi Seyyed Mohammad Ehsan, Mofid Maryam, Rjalian Farzaneh, Haghghat Maryam, Naghdi Prinez. Evaluation of Outsourcing Nursing Services in Ayatollah Kashani Hospital in Isfahan. *Health Information Management*. Volume 9, Issue 7, 2012. (In Persian)
63. **Ferdosi Massoud**, Marzieh Fattahi, Samaneh Jafari. Plot and place in reconstruction of Emergency department of Shariati Hospital in Isfahan. *Health Information Management*, Volume 9, Issue 7, 2012. (In Persian)
64. Yarmohammadian Mohammad Hussein, **Ferdosi Masoud**, Pasandideh Mohammad Hussein. The perceptions of academic managers and scholars on the components of Islamic management. *Health Information Management*, Volume 8, Issue 8, 2011. (In Persian)
65. Shirin Abbasi, **Ferdosi Masoud**. Consistency of quality management system principles with documentations of Garazi Hospital in Isfahan. *Health Information Management*, Volume 3, Issue 1, 2006. (In Persian)