



مؤسسة حمد الطبية
Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH
صحة • تعليم • بحوث



**ANNUAL REPORT
2016**





His Highness Sheikh Tamim Bin Hamad Al Thani
Emir of the State of Qatar

Managing Director's Foreword

We are immensely grateful to His Highness the Emir, Sheikh Tamim Bin Hamad Al Thani, and His Excellency Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, Prime Minister and Minister of Interior, for their vision and direction which have enabled us to make great progress throughout 2016. Under their gracious patronage, we are guided by our vision to provide the safest, most effective and most compassionate care to each and every one of our patients.



The announcement in early 2016 of our Joint Commission International (JCI) accreditation as an Academic Medical Center is one of which we are all very proud. Our teams performed exceptionally to ensure that more than 300 standards and 1,400 measurable elements throughout our hospitals were up to the high standards required by the JCI. The achievement meant Hamad became the first healthcare system across the globe to have all its hospitals accredited by JCI under the Academic Medical Center accreditation program, as well as the first hospital system outside of the United States to achieve JCI Academic Medical Center accreditation for all its hospitals simultaneously.

Achieving academic JCI accreditation was a significant milestone for Hamad and a strong endorsement of the quality of our services. It demonstrates our commitment to consistently providing excellent care, while sharing new learnings and developing innovative ways of delivering high-quality care.

As well as continually striving to deliver the highest standards of care, we have also had to treat increasing numbers of patients in many areas of our services. Most notably, in 2016 we helped deliver 18 percent more babies across our maternity units and responded to 14 percent more ambulance calls than in 2015, while the number of outpatient visits and admitted patients also increased.

In response to this demand, we have increased capacity across our system by opening new facilities and expanding existing ones. The formal opening of the Communicable Disease Center and the commencement of outpatient services at the Qatar Rehabilitation Institute at the end of 2016 marked the unofficial start of what will be the largest expansion phase in Hamad's history – one which will deliver five new hospitals, with the Ambulatory Care Center and Women's Wellness and Research Center beginning services in 2017 and a new hospital in the industrial area in 2018.

In addition to beginning services at new hospitals, the Bone and Joint Center and Pediatric Emergency Center Al Sadd have both undergone significant expansion, while the Neuroangiography Suite, Enaya Continuing Care Center, and our new surgical services facility at Hamad General Hospital have all been opened. Not only have these facilities provided greater capacity, they have also meant our clinical teams can deliver care in state-of-the-art environments, utilizing the most technologically advanced equipment.

While it was clear at the start of last year that more beds, equipment and facilities were necessary, it was also clear that if we improved our operational efficiencies, we could make greater use of our existing resources.

The establishment of the Operational Performance System, which aims to improve bed management across the system as a whole, and the Outpatient Improvement Program, designed to enhance processes in our outpatient clinics, are just two examples of initiatives that have been introduced specifically to improve operational efficiency.

The implementation of the Clinical Information System at Hamad General Hospital in May 2016 was a huge achievement and one that completed the roll-out across all our hospitals.

The benefits of the Clinical Information System – providing each patient with a personal electronic health record – are already evident and helping advance the quality of care for our patients. The electronic patient record system was one of many technological advances throughout the year – with state-of-the-art systems also introduced to improve efficiency and safety within the laboratory and pharmacy departments, new fleet management software implemented within the Ambulance Service and telemedicine systems launched for stroke patients.

We continue to strengthen our academic health vision, combining high-quality research and education to deliver excellent clinical care. Our JCI accreditation as an Academic Medical Center was a significant milestone and endorsement of the progress we have made in recent years to embed academic health throughout Hamad. Research is central to academic health, and during 2016 our researchers continued their pursuit of finding new and innovative treatments for our patients. Last year, Hamad's research investigators received grant awards through the Qatar National Research Fund totaling around \$3,500,000.

There is much to look forward to in the year ahead. We will notably increase our capacity and quality of care through the expansion of services in the new hospitals.

Furthermore, systems and programs that we worked so hard to implement in 2016, such as the Clinical Information System, will become further embedded in our network and deliver tangible benefits for our patients.

It is evident throughout this report that we have made significant progress across our hospitals and corporate departments. It is these achievements, combined with the clear and forward-thinking vision of Qatar's leaders, which puts us in a strong position for the year ahead as we continue to play an important part in the ongoing development and prosperity of Qatar.



Her Excellency Dr. Hanan Mohamed Al Kuwari

Minister of Public Health and Managing Director of Hamad Medical Corporation



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We aim to deliver the safest,
most effective and most
compassionate care to each
and every one of our patients.





2016 was a year of great progress across our hospital network. We cared for more people than ever before, while expanding capacity and advancing quality of care.

We are the main provider of secondary and tertiary healthcare in Qatar and one of the leading hospital providers in the Middle East. For nearly four decades we have been dedicated to delivering the safest, most effective and compassionate care to all our patients.

Our network is made up of nine hospitals – six specialist hospitals and three community hospitals – as well as the national Ambulance Service, home and residential care, and mental health services.

We are continually measuring our services against the highest international standards. In early 2016, we achieved the significant distinction of becoming the first healthcare system across the globe to have all its hospitals accredited by Joint Commission International under the Academic Medical Center accreditation program.

Additionally, the Ambulance Service, Home Healthcare Service, Stroke Service and Palliative Care have all received this prestigious accreditation since 2011.

Academic health is central to our healthcare vision, which at its heart combines innovative research, top-class education and excellent clinical care.

Focusing on both preventative and curative care, we are guided by the principle that a healthy population, served by a world-class, well-managed healthcare system, is essential to the country's development.



2015 2016

Outpatient visits

2016: 1,244,860
2015: 1,202,026

3.6%



2015 2016

Admitted patients

2016: 308,408
2015: 306,004

0.8%



2015 2016

Pediatric Emergency Center visits

2016: 610,689
2015: 576,875

5.9%





3,000,000+
Total episodes of care in 2016

Patient episodes

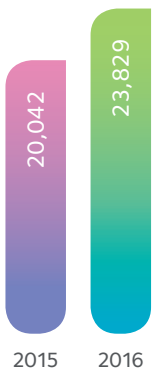
- Admitted patients: 308,408
- Outpatient: 1,635,758
- Emergency: 1,117,675



2,100 beds
Across 9 hospitals

Number of beds

- Heart Hospital
- Al Wakra Hospital
- Women's Hospital
- Rumailah Hospital
- Hamad General Hospital
- The Cuban Hospital
- Al Khor Hospital
- National Center for Cancer Care and Research
- Communicable Disease Center



Births
2016: 23,829
2015: 20,042


18.9%

Emergency visits
2016: 1,117,675
2015: 1,133,030

1.4%

Ambulance Service
2016: 239,782
2015: 210,298

14%



We are the main provider of secondary and tertiary healthcare in Qatar and one of the leading hospital providers in the Middle East.

Hospital network

Our front-line care services are organized into groups: Tertiary Hospitals, General Hospitals and Continuing Care. The groups concentrate specialist expertise around patient pathways.

Tertiary Hospitals

Hamad General Hospital

1

Bed capacity: 600

Areas of specialty include: Trauma, Emergency Medicine, Pediatrics, Critical Care, Specialized Surgery, Specialized Medicine, Laboratory Medicine, Radiology.



Women's Hospital

2

Bed capacity: 330

Areas of specialty include: Obstetrics, Gynecology, Neonatal Care, Emergency Care, Newborn Screening.



National Center for Cancer Care & Research

3

Bed capacity: 65

Areas of specialty include: Medical Oncology, Radiotherapy, Chemotherapy, Pain Management, Specialist Laboratory Services.



Heart Hospital

4

Bed capacity: 116

Areas of specialty include: Interventional Cardiology, Electrophysiology, Cardio-thoracic Surgery, Cardiovascular Imaging, Heart Failure, Cardiac and Cardiothoracic Intensive Care and Emergency Cardiology



Communicable Disease Center

5

Bed capacity: 65

Areas of specialty include: Clinical Imaging, Dietetics, Pharmacy, Laboratory, Social Services.



Al Khor Hospital

6

Bed capacity: 110

Areas of specialty include: General Medicine, General Surgery, Emergency Medicine, Pediatrics and Obstetrics.



General Hospitals

Ambulance Service

Ambulance Service
Healthcare Coordination Service
Mobile Healthcare Service



Al Wakra Hospital

7

Bed capacity: 260

Areas of specialty include:
General Medicine, Emergency Medicine,
Burns and Plastics, General Surgery,
Pediatrics and Pediatric Emergency,
Obstetrics and Gynecology.



The Cuban Hospital

8

Bed capacity: 75

Areas of specialty include: General
Medicine, General Surgery, Emergency
Medicine, Ophthalmology, Orthopedics,
Rehabilitation, Pediatrics, Obstetrics, Dental
Surgery, Plastic and Cosmetic Surgery.



Rumailah Hospital

9

Bed capacity: 499

Areas of specialty include: Adult Rehabilitation,
Children's Rehabilitation, Dentistry, Ear,
Nose and Throat and Ophthalmic Surgery,
Medical Care for the Elderly, Psychiatry
and Residential Care, Dermatology.



Mental health services

We play a leading role in the delivery of care for people with a mental illness. Guided by Qatar's National Mental Health Strategy, we are working with partners in Qatar to develop a high-quality mental health system and transform the way mental illness is perceived and treated.



Residential and home care

Caring for partially or long-term dependent patients outside a hospital setting is of great importance. Specialized residential care compounds and the Home Healthcare Service all provide services for patients with specialist care needs.



Dental service network

Our Hamad Dental Center governs the Dental Service Network across our hospital network. The Hamad Dental Center works closely with our general hospitals to ensure strategic dental services are operating in Al Khor, Al Wakra and The Cuban hospitals.



Expanding capacity across our network



2016 was a year of significant growth. We expanded existing facilities and opened new ones, strengthening the delivery of care for our patients.

COMMUNICABLE DISEASE CENTER OPENED



We officially opened the region's first Communicable Disease Center in November 2016. The center offers comprehensive inpatient services for infectious disease patients who need hospitalization, and also houses outpatient clinics providing services including pre-marital counseling and education for those with infectious diseases.

NEW SURGICAL SERVICES FACILITY



The opening of the new surgical services facility at Hamad General Hospital significantly expands Hamad's surgical services capacity, and provides a bespoke complex in which our expert surgical teams can treat patients using the most technologically advanced equipment.

EXPANDED BONE AND JOINT CENTER



The upgraded Bone and Joint Center was officially opened following the completion of an extensive refurbishment and expansion project. The enhanced orthopedic specialist facility provides a significant increase in capacity for patient diagnostics and treatment.

QATAR REHABILITATION INSTITUTE COMMENCED OUTPATIENT SERVICES



In December 2016, Qatar Rehabilitation Institute welcomed the first patients to its Outpatient Department. The commencement of outpatient clinics was the first step towards the full opening of the new rehabilitation facility in 2017.

Introducing new technology

CIS IMPLEMENTATION REACHES MILESTONE



In May 2016, patient records at Hamad General Hospital moved to a new state-of-the-art electronic system – the Clinical Information System. The implementation at Hamad General Hospital means that all Hamad hospitals now use this new electronic patient record system.

LABORATORY AUTOMATION SYSTEM LAUNCHED



An advanced new Laboratory Automation System officially opened at Hamad General Hospital at the end of March 2016. The benefits of the system include improved efficiency, reduced turnaround times for test results and greater patient safety.

NEUROANGIOGRAPHY SUITE OPENED



We officially opened our state-of-the-art Neuroangiography Suite at Hamad General Hospital in April 2016. The facility provides advanced treatment technology for patients with serious blood vessel disorders in the brain and spine, and is the first in Qatar to offer a complex imaging system delivering highly detailed three-dimensional views of blood vessels.

STROKE TELEMEDICINE SYSTEM



A telemedicine system for stroke patients has been established between Al Khor Hospital, Al Wakra Hospital and the Stroke Ward at Hamad General Hospital. The telemedicine technology enables CT scan images of stroke patients admitted at Al Khor and Al Wakra to be examined in real time by the expert stroke team based at Hamad General Hospital's Stroke Ward.



We have introduced a range of state-of-the-art medical equipment and support systems to ensure our patients benefit from some of the most advanced healthcare technology in the region.

Improving patient experience



We are committed to ensuring every one of our patients experiences a smooth and seamless care journey, from their first interaction with Hamad to their last.

PHARMACY ROBOT SYSTEM



Two state-of-the-art pharmacy 'robots' have been installed at Hamad General Hospital to enhance the quality of service and significantly reduce the amount of time our patients spend waiting for their medications in the pharmacy.

NEW PATIENT TRANSPORT VEHICLES



Our Ambulance Service introduced new high-tech patient transport vehicles to its non-emergency fleet. The new vehicles provide patients with a more comfortable and pleasant experience, as well as advancing the quality of medical care that ambulance crews are able to offer.

NEW CUSTOMER SERVICE PROGRAM



A new customer service program has been launched to enable us to better engage with our patients and the public. The launch was part of a Hamad-wide initiative to improve the patient experience under a single customer service brand – Nesma'ak – which means 'We are listening'.

CASHLESS PAYMENT SYSTEM EXPANDED



The cashless payment system that began in 2015 has been introduced at Women's Hospital, the Bone and Joint Center, Pediatric Emergency Center Al Sadd and the Internal Medicine Clinic throughout 2016. Patients at these facilities now pay by credit, debit or e-cash card via a simplified process. By eliminating a step in the payment process, the system saves valuable time for patients during their visits.

Achieving international accreditation

JCI ACADEMIC MEDICAL CENTER ACCREDITATION



In early 2016, we became the first healthcare system across the globe to have all of its hospitals accredited by the Joint Commission International (JCI) under its Academic Medical Center program. We also became the first hospital system outside of the United States to achieve JCI Academic Medical Center accreditation for all its hospitals simultaneously.

PRESTIGIOUS FELLOWSHIP PROGRAMS ACCREDITATION



Five of our fellowship programs achieved accreditation by the ACGME-I, the international arm of the Accreditation Council for Graduate Medical Education (ACGME). This achievement solidifies our position as an internationally recognized teaching institution and academic medical center.

INTERNATIONAL ACCREDITATION FOR LABORATORY NETWORK



Our Department of Laboratory Medicine and Pathology successfully obtained accreditation from the College of American Pathologists (CAP) Laboratory Accreditation Program for the entire department for the first time.

INTERNATIONAL NURSING EDUCATION REACCREDITATION



Hamad earned reaccreditation, with distinction, as a provider for Continuing Professional Development from the American Nursing Credentialing Center. The accreditation distinguishes organizations that demonstrate quality and excellence in the design and delivery of continuing nursing education.



We have successfully achieved accreditation from leading international organizations, demonstrating our ability to deliver the highest-quality care to patients.

Ambulance Service

A high-quality mobile healthcare service providing access to effective care for the people of Qatar



Technology to improve fleet management

In September 2016, the Ambulance Service went live with a state-of-the-art information technology system aimed at enhancing the way in which the service manages its non-emergency calls. The new technology, the CareMonX Patient Transport Services Computer Aided Dispatch (CAD) and CareMonX Mobile Data Terminal systems, manages all call-taking, triaging and dispatching activities for scheduled services involving patient transport and Mobile Healthcare Service home visits throughout Qatar. With the go-live of the CAD system, the service is able to track ambulance units more accurately, allowing better management of capacity in real time.

New patient transport vehicles

The Ambulance Service introduced 20 new high-tech patient transport vehicles as part of its non-emergency fleet. The new vehicles provide patients with a more comfortable and pleasant experience as well as advancing the quality of medical care that ambulance crews are able to offer. Ensuring the highest level of patient comfort was central to the design of the vehicles.

Wide windows with lower frosting offer patients an enhanced outside view, fridges to accommodate water are installed – especially beneficial for dialysis patients – while a climate-controlled passenger compartment, USB charging points and WiFi hot spots all enhance the patient experience. As well as improving patients' comfort, the new vehicles are fitted with state-of-the-art medical equipment, including multiple oxygen sources, and have the ability to transfer two patients together.

Electronic patient record

An electronic patient clinical record has been introduced to the Ambulance Service to improve the way in which patient information is communicated between clinical teams. The electronic patient clinical record enables clinical information about the patient's condition to be sent through by our paramedics to the hospital receiving team while the patient is still being transported in the ambulance. Then, on arrival at the hospital, the receiving nurse is able to scan the barcode on the electronic patient clinical record and the patient's data is automatically added to the Clinical Information System. The end result of these new technologies is more efficient and effective service for our patients.

Patient Recovery Center

In 2016, the Ambulance Service took over the management of the Patient Recovery Center at Bayt Al Dhiyafah in Doha. The center has 60 beds distributed across 20 shared rooms and provides an important service for discharged patients who no longer require acute medical intervention, but do need continuity of care and additional recovery time before returning home. Within the center a team of trained nurses is available 24 hours a day to care for patients and to deal with any queries or concerns which may arise. A daily consultant-led ward round is completed each morning by a Mobile Healthcare Service Consultant, along with the nursing team. The Patient Recovery Center provides a vital service for Hamad's hospitals, enabling them to use available beds in the center to free up space in inpatient wards.

Nesma'ak Patient Contact Center

The Nesma'ak Patient Contact Center, operated by the Ambulance Service, provides two separate service lines. The first is the Referral Booking Management System, the patient's initial point of entry into Hamad's healthcare system. The system handled 422,065 new patient referrals and processed 700,064 calls from patients, family and staff throughout 2016. The Hamad Patient Contact Center is the secondary unit, providing patients access to Hamad's services by scheduling appointments in the outpatient departments.



JCI ACCREDITED IN 2011
REACCREDITED IN 2014



EUROPEAN AEROMEDICAL INSTITUTE
ACCREDITED IN 2014





INTERNATIONAL ACADEMY OF EMERGENCY DISPATCH
ACCREDITED IN 2014

خدمة الإسعاف Ambulance Service

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Our Ambulance Service introduced an electronic patient clinical record to improve the way in which patient information is communicated between clinical teams.

-  Ambulance Service
-  Healthcare Coordination Service
-  Mobile Healthcare Service



Nesma'ak Patient Contact Center activity 2016


New patient referrals managed:	422,065
Calls processed:	700,064
SMS appointment reminders sent:	1,500,000+

National Health Strategy response targets

	2016
Within 10 minutes for 75% of calls in urban areas (Doha)	95.21%
Within 15 minutes for 95% of calls in urban areas (Doha)	99.55%
Within 15 minutes for 75% of calls in rural areas (Outside Doha)	98.32%
Within 20 minutes for 95% of calls in rural areas (Outside Doha)	99.64%

Call volumes

2016: 239,782
2015: 210,298

14% 



Hamad General Hospital

One of the leading tertiary hospitals in the region, offering highly specialized care



Expanded Bone and Joint Center

The upgraded Bone and Joint Center was officially opened following completion of an extensive refurbishment and expansion project. The enhanced orthopedic specialist facility now provides a dramatic increase in capacity for patient diagnostics and treatment. The center also conveniently brings together services in an additional 4,500 square meters of space that includes 19 new treatment rooms, pain management and anesthesiologist services, a physiotherapy room and multi-purpose room for clinical observations. New services include an expanded radiology department with specialized CT, MRI and ultrasound capabilities.

Neuroangiography Suite opened

A state-of-the-art Neuroangiography Suite has been opened at Hamad General Hospital, providing advanced treatment technology for patients with serious blood vessel disorders in the brain and spine. Patients with acute stroke, tumors, vascular malformations and brain aneurysms, as well as children with developmental disorders in their blood vessels, are among those benefiting from the cutting-edge technology in the new facility. The Neuroangiography Suite is the first in Qatar to offer bi-plane angiography, CT imaging and perfusion imaging of the brain. This complex imaging system results in highly detailed three-dimensional views of blood vessels.

Prime Minister inaugurates surgical services facility

H.E. Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, the Prime Minister and Minister of the Interior, officially inaugurated the new leading-edge surgical services facility at Hamad General Hospital in June 2016. The opening of the facility significantly expands our surgical services capacity and provides a bespoke complex in which our expert surgical teams can treat patients using the most technologically advanced equipment. The new 10,000 square meter development features 20 ultramodern surgical theaters, a 19-bed Trauma Intensive Care Unit, a 15-bed Surgical Intensive Care Unit and three hybrid operating rooms that provide state-of-the-art real-time imaging through CT, MRI, Brain Lab and Artis Zeego imaging technology.

Laboratory automation system

An advanced new Laboratory Automation System that specializes in handling and analyzing large volume specimens has been introduced. Capable of accommodating up to 96,000 tests a day, the computerized control system allows greater functionality such as quality control monitoring, the auto verification of results and the ability to collect data for further improvements. The implementation of the new automated system improves efficiencies, reduces turnaround times for tests to be returned, and more importantly, ensures that patient safety is maintained.

Hi-tech pharmacy robot system

Two state-of-the-art pharmacy 'robots', part of the MACH 4 Omnicell system, the biggest of its kind in the region, have been installed to significantly reduce the amount of time our patients spend waiting for their medications in the pharmacy. The new robotic pharmacy system is able to dispense 1,200 medications each hour and will enable our highly trained pharmacists to spend more one-on-one time with each patient. The new system has the capacity to not only dispense the medications in a more timely manner, but also has a special section for 'fast-moving medications' for conditions like diabetes and blood pressure which can be dispensed quickly.

Doha International Academy for Organ Donation

The world's first international academy for organ donation was launched at the Doha International Forum for Organ Donation, organized by our Qatar Organ Donation Center. The Academy will become a hub for resources and training materials necessary to assist other countries to establish their own programs. The upcoming facility was launched under the umbrella of Hamad and will utilize the expertise of distinguished international faculty to promote education and research in organ donation in Qatar and internationally. The Academy will have a wider impact on the region by being a hub for collaborative research, education and training in the field of organ donation.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012 AND 2016

مستشفى حمد العام
Hamad General Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation





The opening of the new surgical services facility provides an expanded facility in which our expert surgical teams can treat patients using the most technologically advanced equipment.

-  Date of opening: 1982

-  Location: Doha

-  Bed capacity: 600

-  Areas of specialty include: Trauma, Emergency Medicine, Pediatrics, Critical Care, Specialized Surgery, Specialized Medicine, Laboratory Medicine and Radiology

-  Tertiary Hospitals Group



Outpatient visits


2016: 539,070
2015: 558,612

3.5% 



Total admitted patients

2016: 134,508
2015: 144,987

7.2% 



Emergency Department visits

2016: 441,942
2015: 461,269

4.2% 



Women's Hospital

Providing specialized care for women and newborn babies



Advanced glucose-monitoring technology

The diabetes clinic at Women's Hospital introduced the FreeStyle Libre Flash Glucose Monitoring system for their patients suffering from type 1, type 2 and gestational diabetes. The unique user-friendly technology allows women to scan, instead of prick, their finger for glucose readings. The digital system is especially helpful for those who are hyperglycemic and test their blood glucose frequently. The small sensor automatically measures and continuously stores glucose readings day and night through a tiny glucose sensor worn under the skin and is connected to a water-resistant plastic on-body patch. Clinicians are utilizing the technology to empower patients to self-monitor their glucose readings in real time by regularly checking their results and adjusting their routine if needed. After 14 days of monitoring, patients meet with clinicians to download their extensive results and review the information together so they can formulate an action plan and best manage their diabetes. The system was also introduced at the National Diabetes Centers in Hamad General Hospital and Al Wakra Hospital.

TeamSTEPPS skills training

In collaboration with the Hamad International Training Center, Women's Hospital conducted a series of hospital-wide training sessions to enhance patient care and safety by strengthening teamwork and inter-professional working among Hamad's hospital network. This is the first time a hospital in the region has carried out the training provided by the renowned TeamSTEPPS program, an evidence-based teamwork system that focuses on producing highly effective medical teams that optimize the use of information, people and resources to attain the best possible clinical outcomes for patients. In each session participants are taught four key competencies based on leadership, communications, situational monitoring and mutual support. As of the end of 2016, more than 800 clinicians from the hospital's nursing, obstetrics and gynecology and anesthesia teams, as well as the Neonatal Intensive Care Unit, had participated in the week-long training session held in the hospital's dedicated multi-purpose training room.

Increasing patient safety for high-risk newborns

Women's Hospital has implemented an award-winning project to increase quality and safety in the Neonatal Intensive Care Unit by reducing late onset bloodstream infections, some of which can occur after 72 hours of life.

The project required teams to implement a series of initiatives such as establishing standardized approaches for peripheral intravenous (IV) line insertions, their maintenance and removal. In addition, the unit introduced a training program for nurses and a strict hand hygiene improvement initiative for both visitors and staff. Due to the combined initiatives, the Women's Hospital team has reduced the hospital-acquired infection rate in the Neonatal Intensive Care Unit by 17 percent amongst high-risk newborns.

Expansion of outpatient services

Women's Hospital began offering hysteroscopy procedures in the Outpatient Department for suitable patients. As a result, these women will no longer need to be admitted for surgery, which will reduce their length of stay in the hospital. The 40-minute procedure is performed without anesthesia, allowing these patients to resume their normal daily activities quickly following the procedure. For Women's Hospital, offering hysteroscopy in the Outpatient Department has resulted in increased efficiencies in terms of bed capacity and decreased the number of patients waiting for surgery.




JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012 AND 2016


مستشفى النساء
Women's Hospital


عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation





Women's Hospital introduced a new glucose-monitoring system for diabetic patients which allows patients to scan, instead of prick, their finger for glucose readings.

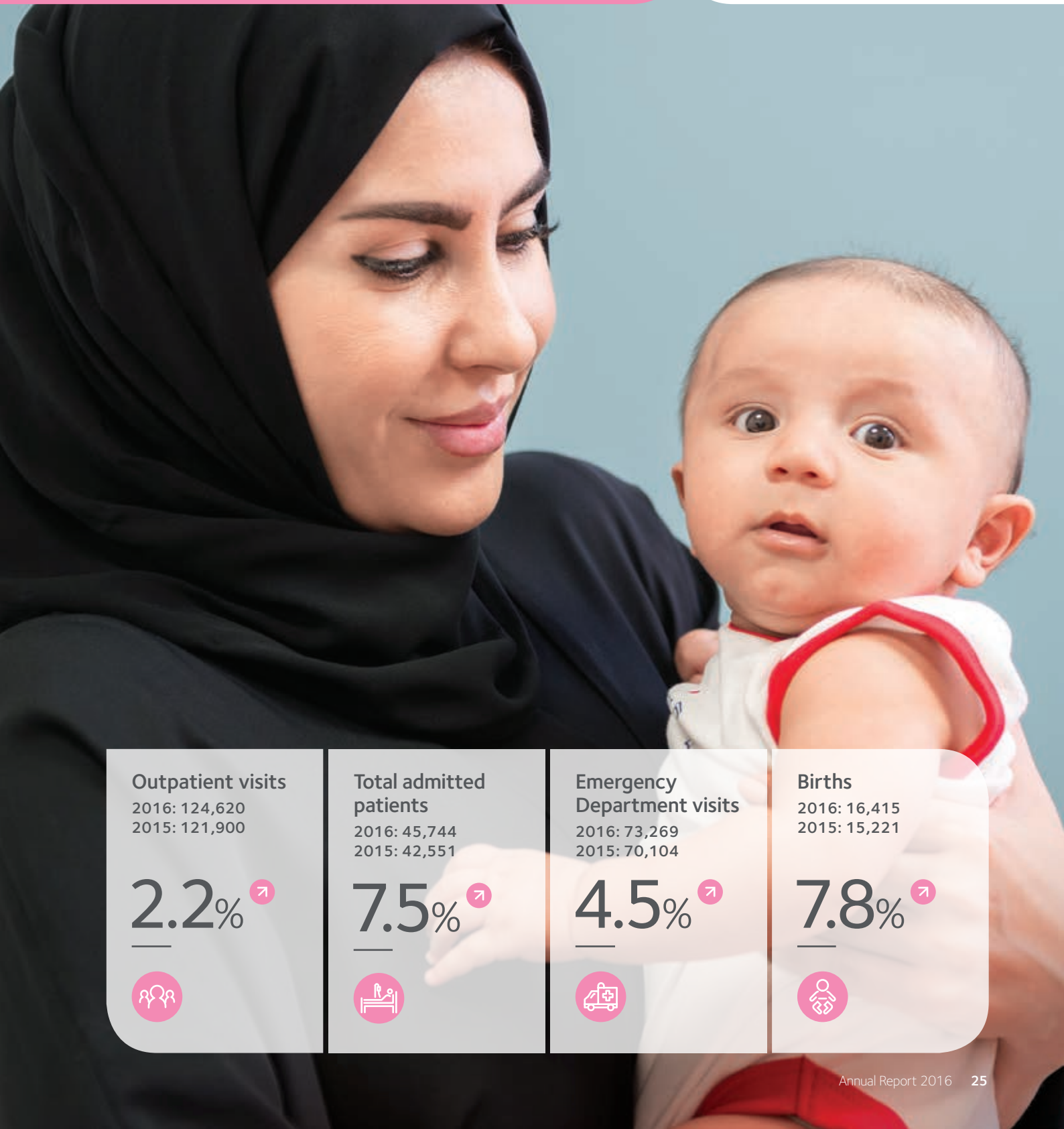
-  Date of opening: 1988

-  Location: Doha

-  Bed capacity: 330


-  Areas of specialty include:
Obstetrics, Gynecology,
Neonatal Care, IVF, Emergency
Care and Newborn Screening

-  Tertiary Hospitals Group



Outpatient visits

2016: 124,620
2015: 121,900

2.2% 



Total admitted patients

2016: 45,744
2015: 42,551

7.5% 



Emergency Department visits

2016: 73,269
2015: 70,104

4.5% 



Births

2016: 16,415
2015: 15,221

7.8% 



National Center for Cancer Care and Research

Delivering advanced treatment and care for people with cancer and blood disease



Pharmacy robot system

An automated pharmacy robot system, the i.v.STATION® ONCO, has been launched in the National Center for Cancer Care and Research. The automated robotic system is designed for compounding sterile intravenous cancer therapies. It represents an advanced approach to ensuring safe, accurate, efficient, cost-effective and ready-to-administer intravenous admixtures. This advanced technology fully automates compounding of chemotherapy and other hazardous drugs. Source vials are loaded and ready-to-administer patient-specific doses are prepared completely hands-free.

Additional Clinical Nurse Specialists

The Qatar National Cancer Strategy recommended that all patients with cancer have access to a specialist nurse with experience in their disease type, and outlined the need to move from an internationally recruited workforce to one that has been trained locally. The continued success of the local training – a collaborative effort between Hamad and the University of Calgary – Qatar, resulted in an additional five Masters in Nursing students graduating and returning to practice as Intern Clinical Nurse Specialists in February 2016. These graduates bring the total number of Clinical Nurse Specialists for cancer to 14.

Vascular access services commenced

Cancer care is increasingly delivered to patients in an ambulatory setting. One of the enablers to this practice is for patients to have Central Venous Access Devices (CVADs) placed for the duration of their treatment. The placement of a CVAD requires a minor surgical procedure, and once placed, the patient can have blood extraction and infusions through the device, reducing the potential trauma to patients' veins. Previously, patients requiring this procedure were admitted to NCCCR and transferred to Hamad General Hospital for the procedure before returning to NCCCR to be discharged. The team at NCCCR worked with the vascular surgery team to dedicate a theater list at NCCCR for CVAD placement, which removed the need for the patient to travel between the hospital sites. This initiative has resulted in a shorter length of stay for patients and improved patient safety and experience.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012 AND 2016

المركز الوطني
لعلاج وأبحاث السرطان
National Center for
Cancer Care & Research

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



An automated pharmacy robot system has been launched in the National Center for Cancer Care and Research. This advanced technology fully automates compounding of chemotherapy and other hazardous drugs.

-  Date of opening: 2004

-  Location: Doha

-  Bed capacity: 60

-  Areas of specialty include:
Medical Oncology, Radiotherapy,
Chemotherapy, Pain Management
and Specialist Laboratory Services

-  Tertiary Hospitals Group



Outpatient visits

2016: 48,714
2015: 41,052

18.7% 



Total admitted patients

2016: 15,417
2015: 15,799

2.4% 



Heart Hospital

A state-of-the-art center for the treatment of adults with heart conditions



Heart Failure Inpatient Unit opened

A dedicated Heart Failure Inpatient Unit opened at the Heart Hospital in September 2016, providing advanced clinical care via a multidisciplinary team to patients with heart failure. The unit consists of 20 beds and focuses on caring for patients with severe forms of heart failure who are candidates for advanced heart failure treatment, especially device therapy, such as cardiac resynchronization or mechanical circulatory support therapy. The opening of the unit means patients at the Heart Hospital benefit from a robust continuity of care model between outpatient and inpatient clinical services, provided by dedicated and experienced multidisciplinary teams within Heart Failure Inpatient and Outpatient Units.

Cardiac PET Perfusion Imaging

The Heart Hospital has introduced the PET Myocardial Perfusion imaging test with the support of the National Center for Cancer Care and Research's PET Center for Diagnosis and Research. The procedure evaluates blood flow and Coronary Flow Reserve (CFR) through the heart. Advantages of cardiac PET Perfusion Imaging over standard imaging procedures are improved efficiency, lower patient radiation exposure and improved image resolution.

Heart health campaign

Heart Hospital, in conjunction with the Corporate Communications Department, launched a public heart health campaign aimed at reducing the impact of heart-related illnesses in Qatar. The heart health campaign encourages people to live a healthier lifestyle and recognize the conditions that can make them more susceptible to heart problems. The campaign messaging also aimed to raise awareness of the signs and symptoms of a heart attack so that people are able to quickly seek help. The campaign featured radio and television commercials, advertising in newspapers, print media and online, and campaign messaging in shopping malls.

Coronary Intensive Care Unit quality and safety initiatives

A quality and safety initiative at Heart Hospital successfully reduced the rate of Catheter Associated Urinary Tract Infection by more than 70 percent within the Coronary Intensive Care Unit. The unit created a task force to address the issue and develop an action plan. Automatic stop orders were established for urinary catheters, meaning urinary catheters are automatically removed from patients after 48 hours unless the doctor specifies otherwise. Other steps to reduce CAUTI included the use of alternative types of catheter which reduce the risk of infection, and heightened focus on hand hygiene. Training for existing staff and orientation programs for new resident doctors ensured all staff were aware of the plans in place to reduce CAUTI. Additionally, nurses were recognized for their actions in initiating the early removal of catheters when appropriate.




JCI ACCREDITED IN 2014
REACCREDITED IN 2016


مستشفى القلب
Heart Hospital


عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation




The opening of the Heart Failure Inpatient Unit means patients benefit from a robust continuity of care model between outpatient and inpatient clinical services, provided by dedicated and experienced multidisciplinary teams within the Heart Failure Inpatient and Outpatient Units.

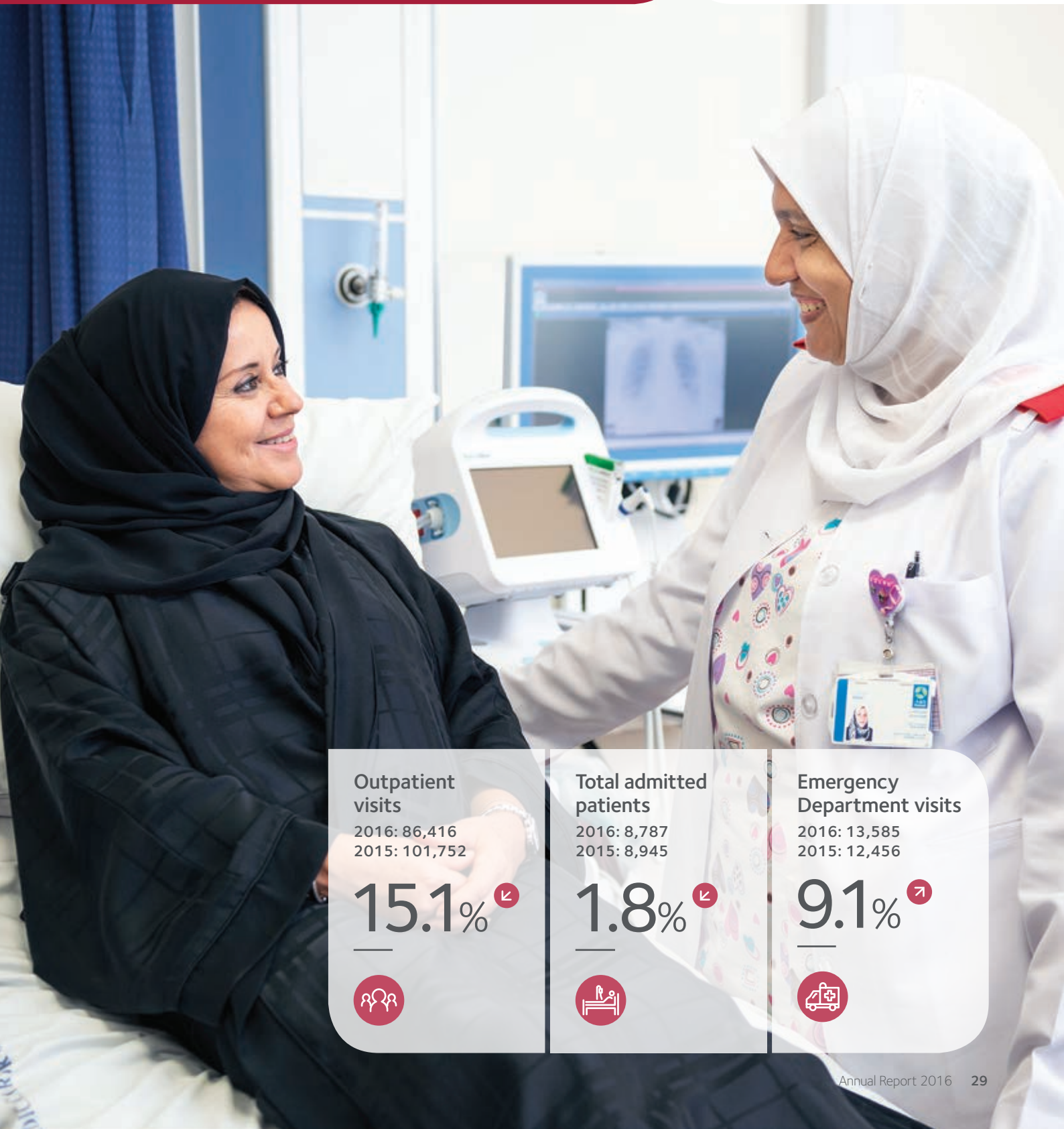
-  Date of opening: 2011

-  Location: Doha

-  Bed capacity: 116

-  Areas of specialty include: Interventional Cardiology, Electrophysiology, Cardiothoracic Surgery, Cardiovascular Imaging, Heart Failure, Cardiac and Cardiothoracic Intensive Care and Emergency Cardiology

-  Tertiary Hospitals Group



Outpatient visits
 2016: 86,416
 2015: 101,752

15.1% ↓



Total admitted patients
 2016: 8,787
 2015: 8,945

1.8% ↓



Emergency Department visits
 2016: 13,585
 2015: 12,456

9.1% ↑



Communicable Disease Center

Leading the way in the care, prevention and research of communicable diseases



Official opening of the Communicable Disease Center

His Excellency Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, the Prime Minister and Minister of Interior, officially opened the region's first Communicable Disease Center in November 2016. Dedicated to the diagnosis, treatment and prevention of infectious diseases as well as education and research, the Center has a focus on tuberculosis (TB), respiratory diseases and other infectious diseases including leprosy, Middle East Respiratory Syndrome (MERS), influenza, measles, hepatitis and Human Immunodeficiency Virus, among other emerging and re-emerging infections.

The purpose-built facility features 65 single bedrooms, all with negative pressure and 100 percent fresh air exchange, each with the capacity to be converted into isolation units in case of serious pandemics. The Center offers comprehensive inpatient services for infectious disease patients who need hospitalization, and also houses outpatient clinics providing services which include pre-marital counseling and education for those with infectious diseases.

The role of the Communicable Disease Center is not just to provide treatment and care but to work with the Ministry of Public Health and other stakeholders to reduce the impact of communicable diseases on the population. The Center aims to promote awareness and education, with the goal of preventing and combating various infectious diseases at the national level.

Tuberculosis Laboratory

The Communicable Disease Center is home to the National TB Control Program and the TB Laboratory. This state-of-the-art laboratory provides all public and private health sectors with TB diagnostics and leadership on a national level.

Research and education

The Communicable Disease Center provides a stimulating academic environment to support education and research for the purpose of enhancing care for people living with communicable diseases. The Center is committed to the training of medical students, residents, fellows and other clinical professionals, including nurses, and lead researchers in the field of infectious diseases.

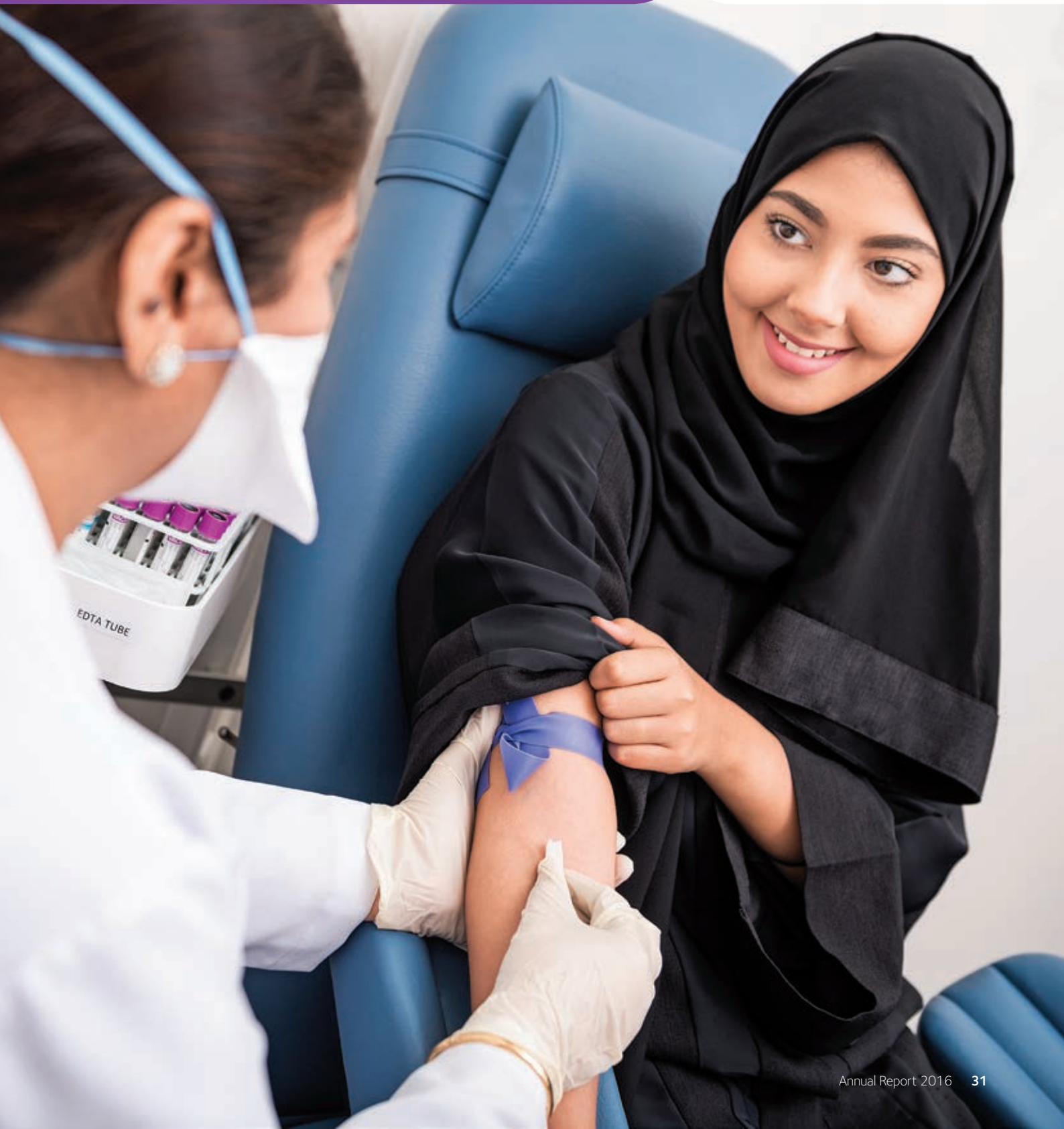
مركز الأمراض الإنتقالية Communicable Disease Center

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



The new Communicable Disease Center is dedicated to the diagnosis, treatment and prevention of infectious diseases as well as education and research. The Center has a focus on tuberculosis, respiratory diseases and other infectious diseases.

-  Date of opening: 2016
-  Location: Doha
-  Bed capacity: 65
-  Areas of specialty include: Clinical Imaging, Dietetics, Pharmacy, Laboratory, Social Services
-  Tertiary Hospitals Group



Al Khor Hospital

Delivering healthcare services to the growing population in the northern region of Qatar



Stroke telemedicine system

A collaborative initiative by teams across our hospital network has led to the introduction of a telemedicine system that is improving care for stroke patients admitted to Al Khor Hospital. The stroke telemedicine system was jointly developed by teams at Hamad General Hospital's Stroke Ward, Al Khor's Emergency Department and the Health Information and Communication Technology department. The telemedicine technology enables direct evaluation of stroke patients admitted at Al Khor's Emergency Department, and allows real-time examination of the CT scan imagery by HMC's expert stroke team based at Hamad General Hospital's Stroke Ward in Doha, facilitating immediate treatment with life-saving therapies.

Pharmacy automated dispenser

Al Khor Hospital's Pharmacy Department introduced an automated dispensing cabinet to improve efficiency within the department. The new system reduces delays in dispensing medications and enhances the security of medication via a fingerprint system for authorized pharmacy staff. The system helps accurately dispense medication, reducing medication errors, while supporting pharmacy workflows.

Department of Dentistry advances

Throughout 2016, Al Khor's Department of Dentistry cared for over 60 percent more patients than in the previous year. Despite this significant increase in activity, waiting times in the department reduced in a number of areas, including a 50 percent reduction in waiting times for patients requiring root canal procedures. The launch of a new specialized Endodontics Clinic was the primary catalyst for these improvements.

Laboratory Medicine and Pathology

The Department of Laboratory Medicine and Pathology acquired new advanced testing machines in its clinical chemistry section. The machines offer a number of benefits to daily operations within the section. A cap piercing function means samples do not need to be opened by the technical staff, improving efficiency and reducing the chances of infection. Additionally, a new modular analytical system performs both clinical chemistry and endocrinology in one platform. This dual test capability decreases the blood sample requirement for the patients as well as reducing the total number of tests that staff need to complete.

Quality and Patient Safety initiatives

Al Khor Hospital's ongoing commitment to quality and safety saw the introduction of new initiatives designed to maintain the highest standards of care. One such development was the introduction of the Leadership Safety Huddle, to enable staff to solve problems in real time as well as preventing potential problems from developing. The quality and safety measures have led to a range of improvements in the Intensive Care Unit:

- 522 days without a single case of ventilator-associated pneumonia
- 108 days without Clostridium difficile infection
- 887 days without Staphylococcus aureus bacteraemia infection




JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012 AND 2016


مستشفى الخور
Al Khor Hospital


عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation




The launch of a new specialized Endodontics Clinic was the primary catalyst for a range of improvements in the Department of Dentistry.

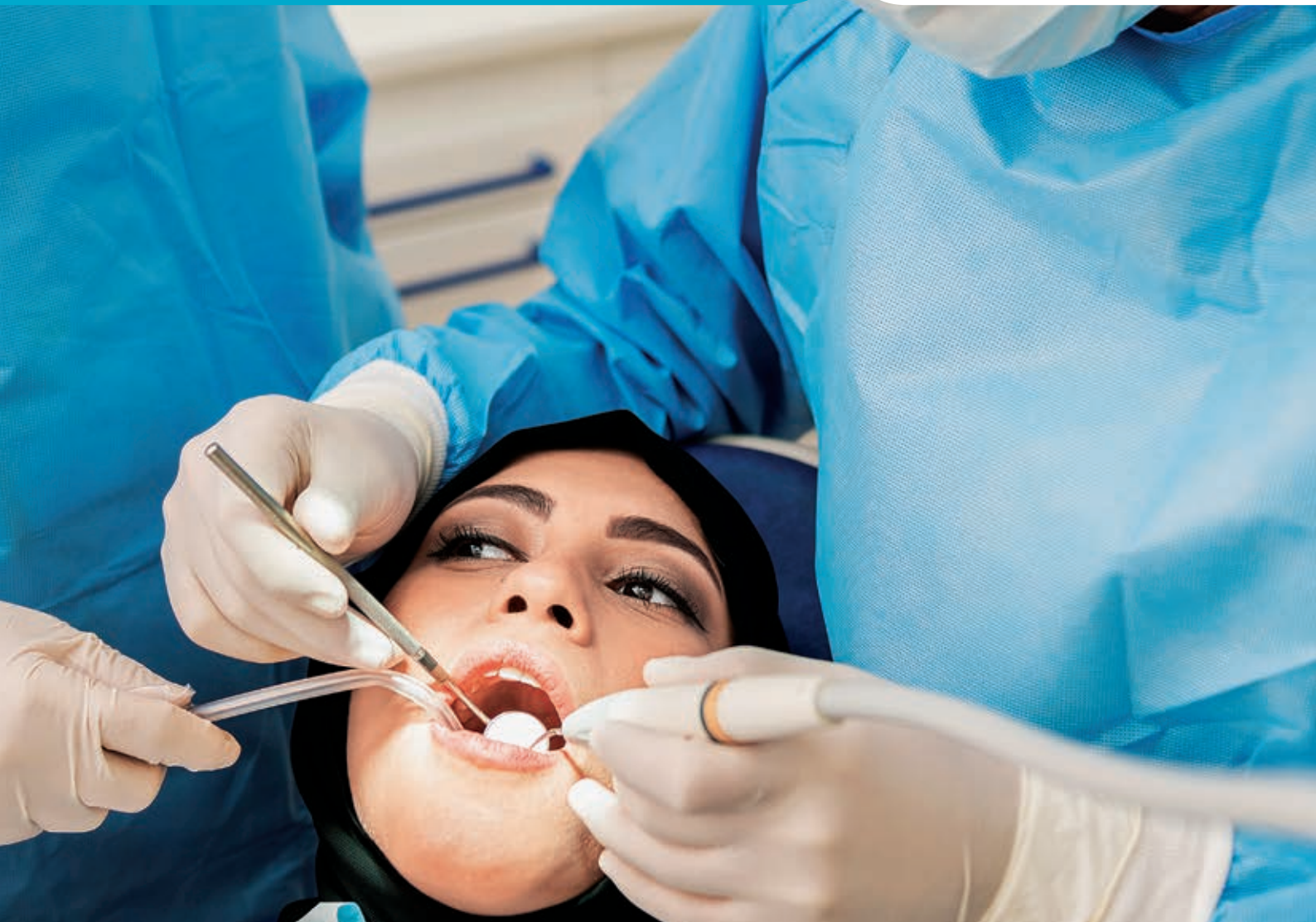
-  Date of opening: 2005

-  Location: Al Khor

-  Bed capacity: 110

-  Areas of specialty include:
General Medicine, General Surgery,
Emergency Medicine, Pediatrics
and Obstetrics

-  General Hospitals Group



Outpatient visits

2016: 100,742
2015: 85,144

18.3% 



Total admitted patients

2016: 17,350
2015: 16,816

3.2% 



Emergency Department visits

2016: 211,508
2015: 209,190

1.1% 



Births

2016: 1,575
2015: 1,571

0.3% 



Al Wakra Hospital

Providing care for the rapidly growing population in the south of Qatar



Launch of robotic surgery

Surgical services at Al Wakra Hospital have been enhanced with the introduction of a surgical robot in the main operating theaters. Robotic surgery techniques are now used at Al Wakra Hospital for general surgery as well as bariatric surgery procedures. Robotic surgery offers a number of benefits to patients including smaller incisions, faster recovery time and minimal scarring. Al Wakra becomes the second hospital within Hamad's network to use robotic surgery techniques, following the success of robotic surgery procedures at Hamad General Hospital in recent years.

Expanded ophthalmology services

The addition of day-case surgery for ophthalmology extended Al Wakra Hospital's portfolio of ophthalmology services in 2016. Patients living in the south of Qatar now benefit from ophthalmology day-case surgery services close to home and no longer need to travel to Doha for treatment.

Burns Theater

A dedicated Burns Theater has been commissioned at the National Burns Center at Al Wakra Hospital to complement existing services. The specialist theater is colocated with the hospital's Burns Unit following the unit's establishment in 2014. Through the Burns Unit and theater, patients now benefit by having access to a modern purpose-built facility, highly trained burns experts, increased bed capacity and specialist surgery services.

Peritoneal Dialysis Service

Al Wakra Hospital continued to strengthen its delivery of dialysis and renal medicine services in 2016. Originally launched in late 2015, the Peritoneal Dialysis Service – an established modality of renal replacement therapy – expanded significantly in 2016. The new service has the advantage of maintaining the patient's lifestyle in addition to providing high-quality medical care. The service is also a good example of enabling direct patient involvement and integration in their medical care.

Simulation program

An evidence-based teaching and learning simulation program was launched at Al Wakra Hospital. The program aims to build confidence and provide an excellent bridge to clinical practice when caring for patients, especially during low-frequency, high-acuity and critical situations. Simulation as an interactive learning strategy addresses team dynamics and effectiveness as members explore partnership and collaboration opportunities, including problem solving and critical thinking skills.




JCI ACCREDITED IN 2014
REACCREDITED IN 2016

مستشفى الوكرة
Al Wakra Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



The addition of day-case surgery for ophthalmology extended Al Wakra Hospital's portfolio of ophthalmology services in 2016.

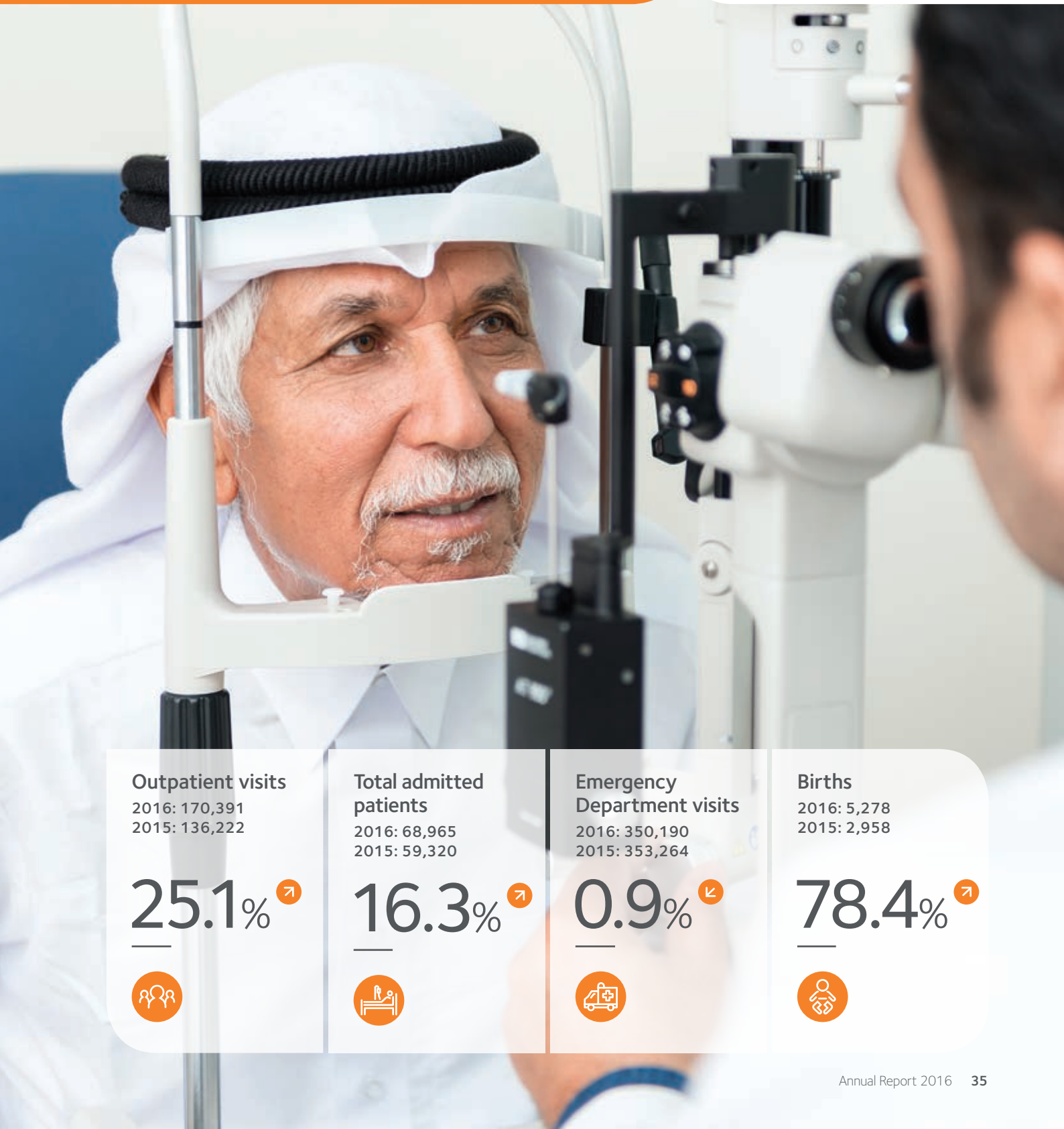
-  Date of opening: 2012

-  Location: Doha

-  Bed capacity: 260

-  Areas of specialty include: General Medicine, Emergency Medicine, Burns and Plastics, General Surgery, Pediatrics and Pediatric Emergency, Emergency, Obstetrics and Gynecology.

-  General Hospitals Group



Outpatient visits

2016: 170,391
2015: 136,222

25.1% 



Total admitted patients


2016: 68,965
2015: 59,320

16.3% 



Emergency Department visits

2016: 350,190
2015: 353,264

0.9% 



Births

2016: 5,278
2015: 2,958

78.4% 



The Cuban Hospital

Servicing the healthcare needs of the population in the west of Qatar



Activity increases

The Cuban Hospital's outpatient, inpatient and maternity services all recorded increased activity in 2016. In 2016, outpatient visits at the hospital increased by 30 percent compared to 2015, while the maternity unit delivered 28.7 percent more babies in the same period. Since 2014, the number of babies born at The Cuban Hospital has risen significantly each year: 254 in 2014, 436 in 2015 and 561 in 2016.

Attracting Doha-based patients

As well as meeting the healthcare demands of the local community, The Cuban Hospital continues to treat greater numbers of patients from Doha. These patients are attracted by the high-quality services provided at the hospital, with their overall experience aided by the efficient motorway access and convenient parking. Additionally, The Cuban Hospital, as well as the other general hospitals in Al Wakra and Al Khor, accepts transfers from the Doha-based hospitals as part of the national approach to capacity management through the strengthening of Hamad's general hospitals.

Patient recovery hostel

In 2015, The Cuban Hospital opened its patient recovery hostel, caring for inpatients that have received treatment and no longer require acute medical intervention. Throughout 2016 this facility was regularly utilized and enabled approximately 10 percent of acute inpatient beds to be freed up for alternate use. The recovery hostel admits patients – largely self-caring residents – who require time to fully recover in order to reintegrate back into their normal lives.

Bariatric partnership established

The Cuban Hospital bariatric service commenced a partnership with the Hamad corporate bariatric service in October 2016. Bariatric teams at The Cuban Hospital performed more than 10 cases each month in the remainder of the year, a number that is expected to more than double in 2017. The bariatric service is complemented by The Cuban Hospital's plastic and cosmetic surgery services.



JCI ACCREDITED IN 2014
REACCREDITED IN 2016



المستشفى الكوبي
The Cuban Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



The Cuban Hospital bariatric service commenced a partnership with the Hamad corporate bariatric service in October 2016. The bariatric service is complemented by the hospital's plastic and cosmetic surgery services.

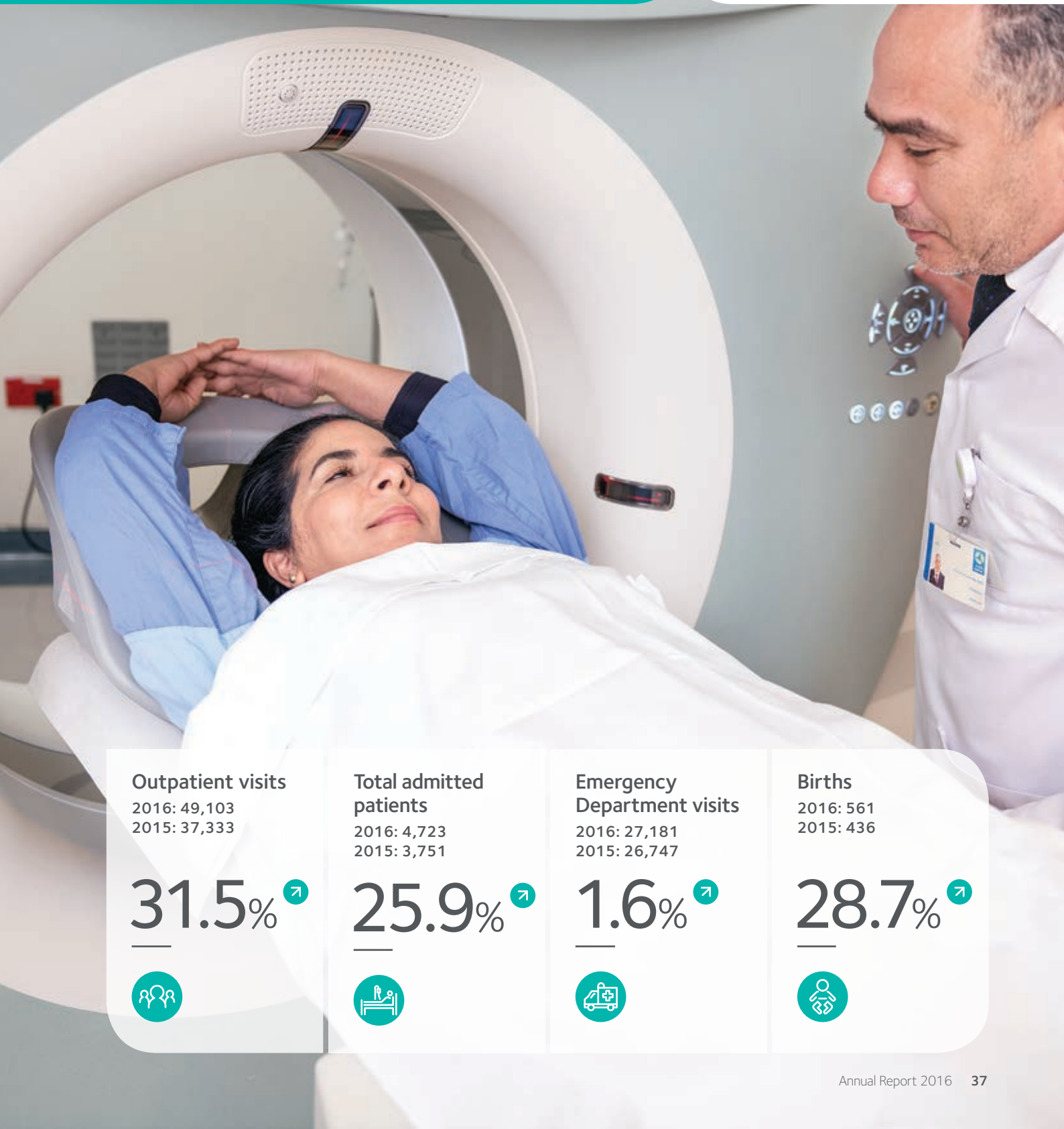
-  Date of opening: 2012

-  Location: Dukhan

-  Bed capacity: 75

-  Areas of specialty include: General Medicine, General Surgery, Emergency Medicine, Ophthalmology, Orthopedics, Rehabilitation, Plastic and Cosmetic Surgery, Urology, Dental Surgery, Pediatrics and Obstetrics

-  General Hospitals Group



Outpatient visits

2016: 49,103
2015: 37,333

31.5% 



Total admitted patients

2016: 4,723
2015: 3,751

25.9% 



Emergency Department visits

2016: 27,181
2015: 26,747

1.6% 



Births

2016: 561
2015: 436

28.7% 



Rumailah Hospital

Delivering healthcare services for both acute and long-term rehabilitation patients



Same day admission for inpatient ENT surgical patients

In early 2016, the Ear, Nose and Throat team at Rumailah Hospital identified the opportunity to improve the patient experience in anticipation of the move in 2017 to the new Ambulatory Care Center and the new models of care that will be deployed there. A key change to the previous processes was to reduce the length of stay for elective inpatients by admitting patients on the day of surgery rather than the day before.

Improved follow-up process for surgical patients

In addition to shortening the length of stay of ENT surgical patients, Rumailah Hospital introduced follow-up phone calls to all day-case patients at home on the first day following surgery. This improvement was intended to identify and subsequently manage early complications, and used an internationally validated quality of recovery questionnaire to assess the patient experience.

Repurposing of long-term care ward

Demand for long-term care beds for patients with tracheostomies continued to rise in 2016. To meet this demand, Rumailah Hospital converted one of its general long-term care units into a specialty tracheostomy unit in August 2016. The newly configured unit is staffed by nurses and therapists who are specially trained to provide focused care for these patients, under the direction of the geriatric and long-term care physicians. Since the repurposing of this unit, utilization rates have been at 100 percent. By cohorting patients with specialty needs, the multidisciplinary team is more efficient and better able to provide high quality of care to patients.

Transfer of clinics to the new Doha hospitals

Following the opening of the Communicable Disease Center in the final quarter of 2016 and the commencement of outpatient services at the Qatar Rehabilitation Institute in December 2016, Rumailah Hospital began transferring a number of services to the new hospitals. This included the transition of rehabilitation clinics to the Qatar Rehabilitation Institute, and patients with tuberculosis to the new Communicable Disease Center for outpatient and inpatient care.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012, 2015 AND 2016

مستشفى الرميلة
Rumailah Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Rumailah Hospital implemented a number of improvements for patients within the Ear, Nose and Throat Department. These included reduced length of stay and an enhanced follow-up process for patients requiring surgery.

-  Date of opening: 1957

-  Location: Doha

-  Bed capacity: 364

-  Areas of specialty include: Ear, Nose and Throat, Adult Rehabilitation, Children's Rehabilitation, Ophthalmic Surgery, Psychiatry, Acute Surgical Services, Dentistry, Medical Care for the Elderly, Residential Care and Child Development

-  Continuing Care Group



Outpatient visits

2016: 163,527
2015: 191,413

14.6% 



Total admitted patients

2016: 11,758
2015: 13,683

14.1% 



Continuing care



Establishing the Mental Health Service

In early 2016 the Mental Health Service was established as its own entity within Hamad. The service governs specialized services including acute care offered in the psychiatry hospital, non-acute care offered in other hospitals, and residential care in the community provided in the Enaya Continuing Care Center.

Enaya Continuing Care Center officially opened

His Excellency Sheikh Abdullah Bin Nasser Khalifa Al-Thani, the Prime Minister and Minister of the Interior, officially opened the Enaya Continuing Care Center in March 2016. The center is a community-based mental health facility offering care in a home-like environment. Specialist services provided at the facility include the Child and Adolescent Mental Health Service, a multidisciplinary outpatient service catering to children and adolescents up to the age of 18, and a female adult day-care program specifically designed for women over the age of 18 who are experiencing long-term mental health issues. The facility works alongside our existing hospital-based services in order to deliver a complete spectrum of care, collectively providing services that cater to varying stages of diagnosis, treatment, rehabilitation and recovery.

Improving patients' physical and mental health

Key improvement initiatives included the implementation of a full-time dietetic service to encourage better eating habits for inpatients and outpatients within the psychiatry hospital. A new oral health screening service has been established in the psychiatry hospital to support better oral health. The Mobile Healthcare Service now provides physical health checks for long-stay patients in residential compounds. In an effort to assist patients quit smoking, smoking cessation audits have been completed and work on creating a smoking cessation service has commenced.

Mental health partnership with Primary Health Care Corporation

In collaboration with Primary Health Care Corporation (PHCC), Hamad has engaged in a series of targeted collaborative projects, called the 'Better Together' program, designed to enable greater integration along key patient pathways. As part of this program, a memorandum of understanding was signed with PHCC in December 2016 that has seen the establishment of joint working protocols for improved integration in the care of people with mental health problems. The agreement includes more clearly defined roles and responsibilities for primary and secondary service providers. The strategic aim is for PHCC to manage most of the mild to moderate cases of anxiety and depression in a more family-friendly environment, which will free up more of Hamad's specialist capacity to provide acute care as needed.

Al Khor office for Home Healthcare Services

Home Healthcare Services opened new offices in Al Khor to provide administrative support to patients and families in Al Khor and the surrounding region. The office serves as a base from where the healthcare teams conduct their home visits. The Al Khor office allows the Home Healthcare Services team to be more accessible to patients and families who live north of Doha, and also means our teams can provide more timely responses to patients' needs.

Home care exhibition

Our Home Healthcare Services conducted a home care exhibition in March 2016 with the theme: 'Your health is our primary concern'. The event highlighted the importance of home healthcare in the community, and celebrated the work of the multidisciplinary teams. Specialized services provided by Home Healthcare Services were showcased on the day and home healthcare staff provided advice and information to those in attendance.

The Mental Health Service has been established as its own entity within Hamad. The service governs specialized services including acute care offered in the psychiatry hospital, non-acute care offered in other hospitals, and residential care in the community provided in the Enaya Continuing Care Center.



**Mental Health
Outpatient visits**

38,684



**Home Healthcare
Service visits**

2016: 48,302
2015: 37,022

30.5% 



Clinical transformation across Hamad



JCI Academic Medical Center accreditation

At the start of 2016, Hamad became the first healthcare system across the globe to have all of its hospitals accredited by the Joint Commission International (JCI) under its Academic Medical Center program. We also became the first hospital system outside of the United States to achieve JCI Academic Medical Center accreditation for all its hospitals simultaneously. The successful accreditation followed almost two months of rigorous on-site surveys by the internationally renowned independent JCI, which identifies, measures and shares leading practices in healthcare quality and patient safety across the world. The JCI team of surveyors closely examined over 300 standards and 1400 measurable elements across all our hospitals – all of which now hold the official Gold Seal of Approval® for accreditation under the Academic Medical Center Hospital standards. Our hospitals were evaluated against JCI's 5th edition standards – the most challenging standards to date.

Outpatient Services Improvement Program

A corporate-wide Outpatient Services Improvement Program has been established to not only improve patient access to outpatient care, but to also significantly enhance the patient experience through the delivery of a more efficient and cost-effective outpatient service. The Outpatient Services Improvement Program supports the sharing of best practice, creating systems and processes to reduce the number of canceled appointments, shorten waiting times, and make operational processes more efficient over time.

Operational Performance System

The Operational Performance System has been launched with the key objective of maximizing the efficiency of bed management across our hospital network. A key focus of the system is strengthening communication between teams from each of the hospitals – with conference calls twice daily, seven days a week – to look closely at how many patients are coming into the various hospitals, how many patients are medically fit to be discharged, and how beds can be better managed to accommodate more patients who need our care. Facilities share information on their operational positions using situation reports that contain accurate, up-to-date data, as close to real time as is possible. In just a few months since launch, the system had already delivered improvements with reduced capacity pressures.

Cashless payment system

As part of initiatives to streamline and enhance the overall patient experience across the organization, a cashless payment system has been introduced at a number of additional facilities in 2016, including Women's Hospital, the Bone and Joint Center, Pediatric Emergency Center Al Sadd and the Internal Medicine Clinic. Patients at these facilities now need to pay by credit, debit or e-cash card at the counter they register at, instead of visiting the cashier. The cashless system also allows any subsequent payments for services to be taken at the registration counter. By eliminating a step in the payment process, the system saves valuable time for patients during their visits.

Hamad Dental Center established

The transformation of dental services across Hamad took a significant step forward in 2016 with the establishment of the Hamad Dental Center. Previously, this facility operated within Rumailah Hospital's portfolio of services, but with this development the Center is now its own separate entity. Hamad Dental Center manages the specialized dental services provided within the Center but also governs the Dental Service Network, which is responsible for the strategic delivery of dentistry services throughout the organization. Hamad Dental Center's leadership works closely with Hamad's general hospitals to ensure strategic dental services are operating in Al Khor, Al Wakra and The Cuban hospitals.



Hamad became the first healthcare system across the globe to have all of its hospitals accredited by the Joint Commission International under its Academic Medical Center program.

Research



Immuno-oncology research platform established

Cancer immunotherapy has recently become a major promising treatment option for patients with malignant diseases. A Translational Cancer Immunotherapy Research Program has been initiated, linking the clinical facilities with the research laboratories. State-of-the-art core facilities such as an Immune Monitoring Platform, a Cellular Therapy Laboratory and a Clinical Cancer Trials Unit have been established to facilitate and monitor novel cancer therapies with a focus on immunotherapies. The immune platform consists of a functional cancer research laboratory featuring molecular biology and tissue culture facilities, including innovative technologies such as a digital cell imaging system, a multi-color cell analyzer with cell sorting capability, a multiplex profiling system, two-photon microscopy and a modular FDA-approved expansion system for T-cell and modified effector cell populations to treat cancer. The research team is conducting basic and translational research projects in collaboration with multiple national and international research institutions. The main focus of the current projects is on cancer immunology, immunotherapy and cancer genomics.

Research collaboration

The Hamad Dental Center entered into a research collaboration with the Forsyth Dental Institute from Boston, US, one of the world's leading dental institutes. The establishment of this research partnership enables Hamad's dentistry to support Hamad's academic health vision. Membership of the Forsyth Corporate Partnership Program provides an important element in developing robust clinical, research and educational programs, which will work towards transforming oral health services in Qatar to meet the needs of the local population.

Annual Research Day 2016

More than 400 researchers and senior leaders from across Hamad attended Annual Research Day 2016 in December. Organized by our Medical Research Center, the theme for this year's event was 'Bridging the Gap between Research and Innovation in Patient Care'. Annual Research Day 2016 featured many new awards, recognizing the outstanding contributions of our researchers. The nominations for the prestigious Distinction in Research awards were scientifically and strategically assessed by international reviewers. Applications in other categories were assessed by reviewers in Qatar.

Qatar National Research Fund

During 2016, Hamad's Medical Research Center put forward a number of research proposals to the Qatar National Research Fund, the research funding agency for Qatar Foundation. The Qatar National Research Fund aims to foster original, competitively selected research in a wide range of areas including engineering and technology, physical and life sciences, medicine and humanities. In 2016, Hamad's research investigators received six grant awards through the Qatar National Research Fund, totaling around \$3,500,000.



A Translational Cancer Immunotherapy Research Program has been initiated, linking the clinical facilities with the research laboratories.

Education and training



Prestigious accreditation for five fellowship programs

Five fellowship programs achieved accreditation by the ACGME-I, the international arm of the Accreditation Council for Graduate Medical Education (ACGME). The newly accredited fellowship programs are Cardiology, Endocrinology, Infectious Disease, Nephrology and Oncology. To achieve this prestigious accreditation, we were required to demonstrate that our fellowship programs met the stringent ACGME-I standards in six areas of medical competency: medical knowledge, clinical skills, interpersonal and communication skills, practice-based learning and improvement, system-based practice, and professionalism. The achievement sees Hamad become the first healthcare system outside the US and Singapore to gain accreditation for these fellowship programs.

National Development Program

The joint Hamad and Ministry of Administrative Development National Development Program has been designed to enable Qatari nationals to start their careers with Hamad, and in so doing, support a national priority under the nationalization strategy. Throughout 2016, hundreds of National Development Program candidates joined Hamad and are now working in a variety of administrative roles. They are supported by a bespoke training program, which includes business English, IT and essential core customer service skills. The recently formed National Development Program Outreach Team also provides support for both candidates and line managers.

Leadership for Change Program

21 Qatari nurses were part of the second class of graduates from the Leadership for Change program in May 2016. The program, developed by the International Council of Nurses, was launched in Qatar in 2014 and is a partnership between the World Health Organization, Ministry of Health, Hamad and Primary Health Care Corporation. The program is the only one of its kind in Qatar and is designed to assist nursing and healthcare leaders in the effective management and implementation of strategic and tactical plans. The Leadership for Change program supports Qatari nurses in developing the knowledge and skills needed to meet the current, and future, healthcare challenges facing Qatar.

Pediatric Dentistry Fellowship Specialty Program

Our Hamad Dental Center achieved a significant milestone that saw a group of young clinical associates – all Qatari dentists – successfully complete the requirement to be enrolled in the Post Graduate Dental Education fellowship specialty program developed in collaboration with the Faculty of Dentistry of the Royal College of Surgeons in Ireland. The program, the first of its kind in Qatar, saw the 21 Qatari dentists take the Membership of the College (MFD Part 1 and 2) as an entrance exam in October 2016.

Information technology training

The Health Information and Communications Technology Department, in collaboration with Cerner's Managed Learning Services, delivered extensive training to staff working with the new Clinical Information System. In the past few years, more than 20,000 end users have received training to support the implementation of the new system and enable staff to effectively utilize the technology. Additionally, the Health Information and Communications Technology department has delivered IT training programs in collaboration with the Human Resources Department and the Ministry of Administrative Development for Qatari nationals within the National Development Program. The training includes basic IT skills courses and enables them to integrate smoothly into Hamad's workforce.

International nursing education reaccreditation

Hamad earned reaccreditation, with distinction, as a provider for Continuing Professional Development from the American Nursing Credentialing Center (ANCC). ANCC accreditation distinguishes organizations that demonstrate quality and excellence in the design and delivery of continuing nursing education. The reaccreditation places Hamad among an elite class of healthcare organizations and demonstrates the importance placed on supporting clinical staff through providing high-quality professional development opportunities. In February 2014, Hamad became the first organization in the GCC, and only the third in the Middle East, to be accredited as a provider of continuing nursing education by the ANCC. The reaccreditation, with distinction, places Hamad in the top 10 percent of organizations worldwide to receive the honor.



Throughout 2016, hundreds of Qatari National Development Program candidates joined Hamad and are now working in a variety of administrative roles.

Community health promotion



World Kidney Day activities

Our Nephrology and Corporate Communications Departments jointly organized a series of events throughout March to mark international World Kidney Day. The global theme for 2016 was 'Kidney Disease and Children' and for this reason special focus was placed on raising awareness of kidney issues related to children. Awareness activities included visits to local schools, screening in our hospitals and a community day at Aspire Park. People attending these events were educated about the risk factors and signs and symptoms of kidney disease, as well as healthy living tips to prevent kidney disease.

World Diabetes Day recognized

In partnership with the Ministry of Public Health and Primary Health Care Corporation, our teams hosted a series of events during November 2016 in recognition of World Diabetes Day. Thousands of people were screened across the country and activities raised awareness about the importance of early diagnosis and treatment of type 2 diabetes. Activities included a workshop for children with diabetes, and information booths and screenings at our hospitals, as well as malls and local businesses. Our teams also ran the annual independent schools campaign with our clinicians speaking to students, school nurses and administrators about healthy food choices and managing the care of students with diabetes.

Organ and blood donation campaigns

In collaboration with the Al Faisal Without Borders (ALF) Foundation, we ran two very important campaigns in June and July 2016 – the Ramadan Voluntary Blood Donation campaign and the National Organ Donation campaign. For the voluntary blood donation campaign, mobile blood donor units were dispatched to locations around Qatar to encourage blood donation, while the main Blood Donor Center was open throughout Ramadan to donors. National Organ Donation campaign booths were set up in shopping malls and other prominent locations around the country, with Qatar Organ Donation Center's (Hiba) specially trained employees on hand to speak to the public about the importance of organ donation and answer any questions. More than 44,000 new organ donors signed up to Qatar's pioneering Organ Donor Registry during Ramadan. This brought the total number of people on the Organ Donor Register to around 150,000.

Child passenger safety course for families

Our Hamad International Training Center conducted a number of car seat safety training courses throughout 2016. The courses included a collaboration with the Child Development Center to help families of children with special needs find safe and practical solutions to keep their children safe in cars. Technicians were on hand at the course to check that car seats were properly installed. The course is part of HITC's Child Passenger Safety Training initiative launched in 2013 in partnership with Safe Kids Worldwide and under the umbrella of the Kulluna health and safety campaign, with support from ConocoPhillips.

Kulluna health and safety campaign

Working with ConocoPhillips, the Kulluna campaign has been run since 2012 with the aim of raising levels of awareness amongst the public about important health and safety issues. Throughout 2016, the Kulluna campaign organized many high-profile events, focusing on a wide range of health and safety topics including water safety, child passenger safety, heart health, and heat-related health concerns. Kulluna staff attended key public events, including the Qatar International Boat Show and the Awareness and Supported Elements Exhibition.

Breast Cancer Awareness Month

Building on the previous success of education and awareness initiatives, our teams ran a nationwide 'Early Detection Saves Lives' campaign as part of Breast Cancer Awareness Month in October 2016. The initiative aimed to educate women at risk of breast cancer, increasing their knowledge of the signs and symptoms and empowering them to take charge of their own breast health.

Qatar National Sport Day events

Hamad's staff, families, patients and visitors participated in a range of healthy activities across our hospitals and facilities to mark Qatar National Sport Day 2016. A range of sporting activities were organized at several hospitals including mini football, basketball and table tennis. A walkathon and health screening were also organized on the main Doha campus for staff and their families, while Hamad joined the Ministry of Public Health and Primary Health Care Corporation in Qatar National Sport Day events at Aspire Park.



Our Hamad International Training Center conducted a series of car seat safety training courses, including a course to help families of children with special needs keep their children safe in cars.

Support systems and services



CIS implementation

In May 2016, patient records at Hamad General Hospital moved to our new state-of-the-art electronic system – the Clinical Information System (CIS). The implementation at Hamad General Hospital meant that electronic patient records were available in all of Hamad's hospitals. CIS is a groundbreaking project to digitize Qatar's entire public health system and provide each patient with a personal electronic health record. Together with the Primary Health Care Corporation (PHCC), we have been working to implement CIS into all our hospitals as well as PHCC's primary health centers. CIS enables all patient records to be stored and accessed electronically across the two organizations.

New customer service program

In June 2016, a new customer service program was launched to better engage with our patients and the public. The launch was part of a Hamad-wide initiative to improve the patient experience under a single customer service brand – Nesma'ak – which means 'We are listening'. The program has a new five-digit telephone number – 16060 – which is now used for all appointment-related queries and answering comments and questions from patients and the public. As well as managing calls, all enquiries received through our website are now directed to the Nesma'ak customer service team for follow-up. Additionally, all Patient Visitor Centers across our hospitals have been moved under the Nesma'ak program.

Corporate-wide imaging solution

The roll-out of a corporate-wide imaging solution, which enables staff to remotely view images, submit reports, archive images and transport them if necessary via portable media, made significant progress throughout 2016. Images are archived for the Dental, Endoscopy, Ophthalmology and Cardiology Departments as well as cancer screening. The imaging system improves quality of care for patients by providing highly advanced images to aid accurate diagnoses. It also facilitates quick and easy access to patient images and reports. Tests can be performed anywhere and results are shared electronically between all facilities including Primary Health Care Corporation.

Healthcare Information and Management Systems Accreditation

The Healthcare Information and Management Systems Society (HIMSS) Analytics accredited the Heart Hospital and National Center for Cancer Care and Research under its Analytics Electronic Medical Record Adoption ModelSM (EMRAM) with Stage 6 distinction. The accreditation is an international benchmark for the use of advanced IT to improve patient care. The achievement demonstrates that electronic physician documentation has been installed throughout the entire hospital with structured documentation templates – allowing physicians to 'point-and-click' from a standardized selection of options that facilitate future reporting and data analysis. This first HIMSS Analytics Stage 6 achievement in Qatar reflects years of hard work and dedication to improving patient care and business processes, made possible by our system-wide adoption of Cerner Millennium's® electronic health record.

Accreditation for laboratory network

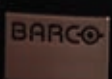
Our Department of Laboratory Medicine and Pathology (DLMP) successfully obtained accreditation from the College of American Pathologists (CAP) Laboratory Accreditation Program for the entire DLMP for the first time. CAP certification demonstrates adherence to a high standard of quality assurance and control as well as staff qualifications, facilities, safety programs and overall management. Our Department of Laboratory Medicine and Pathology is the first integrated laboratory network in Qatar to have its laboratories accredited and now reaccredited by CAP. The prestigious body accredits clinical laboratories based on compliance with a rigorous set of over 3,000 standards.



The implementation of the Clinical Information System at Hamad General Hospital means that electronic patient records are available in all of Hamad's hospitals.

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Awards and events



2016 Middle East Forum on Quality and Safety in Healthcare

Over 3,700 doctors, nurses and allied health professionals from around the region attended our three-day conference on patient safety and quality improvement in healthcare, held at the Qatar National Convention Centre in May 2016.

Organized in collaboration with the Institute for Healthcare Improvement (IHI), the Middle East Forum on Quality and Safety in Healthcare (ME Forum) featured four keynote addresses from world-renowned experts, and included over 55 interactive workshops and lectures. An exhibition area featured stands from the Hamad Healthcare Quality Institute, Ambulance Service, Academic Health System and a Social Media Hub. The Ministry of Public Health also participated with information submitted by the Qatar Council for Healthcare Practitioners (QCHP) and the Accreditation and Licensing division. HMC's strategic partners, including teams from Primary Health Care Corporation, Qatar University, Sidra Medical and Research Center, Weill Cornell Medicine – Qatar, and the World Innovation Summit for Health (WISH), added to the rich diversity of information available for delegates.

First Neuroscience Conference

Over 500 delegates attended Hamad's first Neuroscience Conference in February 2016. Local and international experts in the neuroscience subspecialties of neuroradiology, neurosurgery and neurology presented lectures on stroke, epilepsy and brain tumors. The presentations highlighted advances in imaging methods, new treatments and techniques, and quality improvements in patient care and service enhancements to achieve better patient outcomes. The three-day conference was the first organized by Hamad to combine the three neuroscience specialties into one program.

Stars of Excellence Awards

Top honors were awarded to 29 winning projects at the seventh annual Stars of Excellence staff award ceremony in November 2016. The winning projects were selected from a total of 303 submissions, one of the highest numbers of submissions received in recent years. Each year, winners are chosen based on their performance against key criteria such as the application of international best practices, evidence of direct improvements resulting from the project, and how the project has impacted patient care and the overall patient experience. The prestigious 2016 Managing Director's Award was given to Hamad's Clinical Information System for their collaborative achievement in clinical transformation.

Prestigious international nursing awards

In April 2016, Hamad's nurses and midwives participated in the National Database of Nursing Quality Indicators (NDNQI®) RN Satisfaction Survey for the second time. More than 2,000 US hospitals participate in the program to measure nursing quality, improve nurse satisfaction, strengthen the nursing work environment, assess staffing levels, and improve reimbursement and performance policies. In May 2016 the NDNQI® RN survey results were released and both the Mental Health Service and Rumailah Hospital were named among the winners of the 2016 NDNQI Awards for Outstanding Nursing Quality. Selected from over 1,900 hospitals affiliated with the NDNQI, Hamad was the only award recipient located outside of the US and is among an elite group of six hospitals that received the national award.



The Mental Health Service and Rumailah Hospital were both named among the winners of the 2016 NDNQI Awards for Outstanding Nursing Quality.

