



# Annual Report

## 2009-2010





**His Highness**  
**Sheikh Tamim Bin Hamad Al-Thani**  
Heir Apparent



**His Highness**  
**Sheikh Hamad Bin Khalifa Al-Thani**  
Emir of the State of Qatar

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# Managing Director's Foreword



**We are privileged to work in an industry where our efforts are oriented toward helping others and supporting our community. We are even more privileged to be working in a country where the leadership is committed to the provision of the highest quality healthcare to the people of Qatar as outlined in the 2030 Vision for Qatar - a vision that was formulated by our Emir, His Highness Sheikh Hamad Bin Khalifa Al-Thani.**

Our country continues to grow and develop at an exceptional rate and this rapid change brings its own set of challenges that we, as healthcare providers, constantly work to address.

This report is an update on some of the major initiatives and developments of the fiscal year 2009-2010. This budget year has been marked by changes, successes, growth, and re-positioning and development of our delivery system.

A core change occurred this year in our context and reporting structure. The Supreme Council of Health was created in April 2009 to plan and regulate the health sector and Hamad Medical Corporation now reports directly to the Supreme Council. Under the leadership of His Highness Sheikh Tamim bin Hamad bin Khalifa Al-Thani, Heir Apparent of the State of Qatar and Chair of the Supreme Council; Her Highness Sheikha Moza bint Nasser Al-Misned, Consort of the Emir, Vice Chair of the Supreme Council, and His Excellency Abdulla Khalid Al-Qahtani, Minister of Health and Secretary General of the Supreme Council of Health, we are already seeing positive developments in the healthcare sector. We are immensely

grateful for their vision, leadership, and support which allows us to be optimistic about the future of healthcare in Qatar

The change in our logo and brand identity reflects the embracing of a new era of healthcare delivery in Hamad. It reflects the changes in our delivery system that we have been implementing over the last few years and points to our vision and values. This new era is symbolized by a culture of patient-centered care and teamwork and the relentless pursuit of excellence in three pillars – health, education and research, upon which Hamad's development is based. The new logo also further supports our decentralization efforts by conferring a unique identity to each hospital which reflects the type of services they offer. The positive reception and adoption of this new logo reflects Hamad employees' commitment to excellence and to realizing the values of our new identity.

Many initiatives culminating successfully this year were targeted to addressing a wide variety of areas – such as improving patient access, quality of care and the range of services we deliver. All our initiatives were conceived with the objective of raising performance, providing the highest quality of care to our patients and making their stay with us safe and comfortable.

The re-accreditation of all our five hospitals and our newly launched home care services received much local and international recognition. Our successful seal of approval on the quality of our services came from the highest overall hospital international accreditation body, the Joint Commission International (JCI) accreditation. With this accreditation, Qatar becomes the only country outside the United States with every one of its public hospitals Joint Commission accredited. Hamad also received the Quality Award from the Arab Hospital Federation for its successes.

Other successes include the numerous system re-engineering initiatives across the different hospitals and services to make patient access, waiting time and environment more pleasant. Examples of these include the re-design of the Women's Hospital outpatient department appointment system so patients see their doctor at a fixed time compared to the previous wait time that could take up to three hours. The Hamad General Hospital male walk-in emergency 'see and treat' zone initiative that enables walk in patients getting immediate attention while allowing emergency staff to focus on emergencies. The reduction in cancellation rates for elective

surgery in Rumailah Hospital is another successful initiative; as is the improved discharge process in AlKhor Hospital with the creation of a discharge lounge. The new stroke pathways program resulted in the reduction of length of stay for stroke patients from an average of 82 days in January 2009 to an average of 44 days in February 2010. We have also been able to reduce the length of stay in obstetrics and gynecology to an average of 48 hours in 2010 from more than 56 hours previously.

In addition, the new visitor help desks created in Hamad General Hospital, the introduction of SMS reminder services for patients and the provision of wireless internet facilities for inpatients and outpatients have all been positive developments that have been appreciated by our patients and staff.

These are only some examples of the successful improvements across the system and reflect our success in bringing about a positive change management culture. This started with the 'We Can Change' initiative and culminated in awards being given last year during Quality Day celebrations. This year, recognizing successful performance improvements, we presented 'Stars of Excellence' awards to teams that have demonstrated discernible improvements.

Other successful initiatives were targeted to ensuring our patients get the right care in the right location so that acute hospitals can focus on tertiary care. This also enables the provision of appropriate interim and continuing care. The recent launch of the homecare program has been highly successful and at least 9,000 home visits were conducted in 2009. The new 16 bed long term residential psychiatry care and the 12 interim care rehabilitation beds in Hamad Medical City all support this successful new program of interim care and have helped in freeing space in our busy hospitals for patients who need acute services.

This year there was an increase of 69% in the number of day care surgeries performed in Hamad, bringing us closer to international benchmarks of day surgery and freeing up the hospital beds for more inpatient surgeries. New programs have also been successful, such as the Robotics Surgery Program, with Hamad gradually becoming the robotics center in the Middle East for having the highest number of robotic surgeries performed in the region. The Trauma Surgery program, which will shortly undergo accreditation from the American College of Surgeons, has been identified by WHO (World Health Organisation) as a model for other countries to follow.

With more focus on promoting organ transplant services this year, transplants have successfully picked up after a late start with a record high number of five liver transplants performed in April 2010 alone, compared to only five transplants throughout 2008. With the creation of the dedicated transplant unit and the donor coordination unit in Hamad General Hospital, as well as the adoption of the Doha Donation Accord (designed to encourage organ donation), we aspire to further boost transplant services in Qatar.

This year, our activities as a system continued to grow to meet the demands of the population. Total surgeries increased by 25.5% and emergency attendances increased by 28%. To cope with this increase in demand, some services and procedures have opened weekend and afternoon shifts. Occupancy rates in all the hospitals have increased, reaching an average of 96% in Hamad General Hospital adult and pediatric wards. Strategies for further decongestion have been put in place and the opening of the Heart Hospital followed by Al-Wakra hospital in 2011 should further relieve current burdens placed on existing hospitals.

This year we also opened the new Fahad Bin Jassim Kidney Centre. The building was donated by Qatar Telecommunications, and provides a comprehensive service to patients with kidney diseases. We also opened a new 26-bed Pediatric Emergency Center in Al-Rayyan and enhanced the Saad and Airport Pediatric Emergency Centers. In preparation for and response to the H1N1 pandemic and in support of the State's Plan we made dedicated isolations units and facilities available and set up a new Virology Laboratory. As part of our plan to provide the most advanced imaging capabilities we have introduced a new sophisticated Computerized Tomography (CT) Scan in Rumailah Hospital.

Hamad has made huge strides in improving its second pillar, Education. In collaboration with our medical education affiliate, Weill-Cornell Medical College in Qatar, we have improved our residency program to meet the American College of Graduate Education standards. More than 170 Hamad consultants and specialists hold WCMC-Q clinical faculty appointments. Also 54 Hamad doctors were certified in their respective Arab Boards, 18 of which were Qatari doctors. In 2009 our Continuing Medical Education Program (CME) was recognized by the Royal College of Physicians and Surgeons of Canada allowing Canadian Fellows to maintain certification by attending Hamad CME programs.

The most important CME activity organized by Hamad this year was the Qatar Health Medical Congress, Qatar's first multi-track medical conference and exhibition. We held 13 specialist tracks with more than 200 international, regional and local speakers providing their expertise. This event succeeded in placing Hamad and Qatar on the regional medical education map and served to create more interest in health matters in Qatar.

As a system we place emphasis on training our staff and the general public in basic life support skills as well as resuscitation and disaster management. In 2009 21,542 employees and members of the public were given such training in the Hamad International Training Center.

To ensure we have a strong nursing workforce, we have been investing in the education of our nurses. We sponsored 29 nurses holding diplomas to continue their bachelor degrees in Calgary University in Qatar and also sponsored 30 nurses in achieving critical care nursing qualifications in affiliation with Deakin University in Australia. In addition, 18 Qataris completed the Executive Diploma in Management awarded by the Chartered Management Institute in the UK.

The third pillar of our system is Research. In the past, Hamad focused more on the provision of care and education. The introduction of research as a core pillar of Hamad hospitals has now enabled the organization to bring focus and attention to research. A new research strategy will be developed that is in line with the country's research agenda.

Some prominent research currently underway in the hospitals includes a multi-institute pediatrics cancer research, research on gene and type 2 diabetes amongst the Qatari population, as well as a stroke awareness study. More research is planned to start later in 2010.

Over the coming years, we will continue to focus equally on delivering excellence in health, education and research and improving the way in which we organize ourselves as a system through continuously reviewing our models of care, decentralization and performance management. We will be working very closely with the Supreme Council of Health to plan for the delivery of services and to ensure that the needs of the population are met.



Dr. Hanan Mohamed Al-Kuwari, PhD







# Hamad Medical Corporation

“We congratulate Hamad Medical Corporation on being the first, and so far the only, Public Health System outside the USA to have obtained JCI accreditation for all its hospitals simultaneously.”

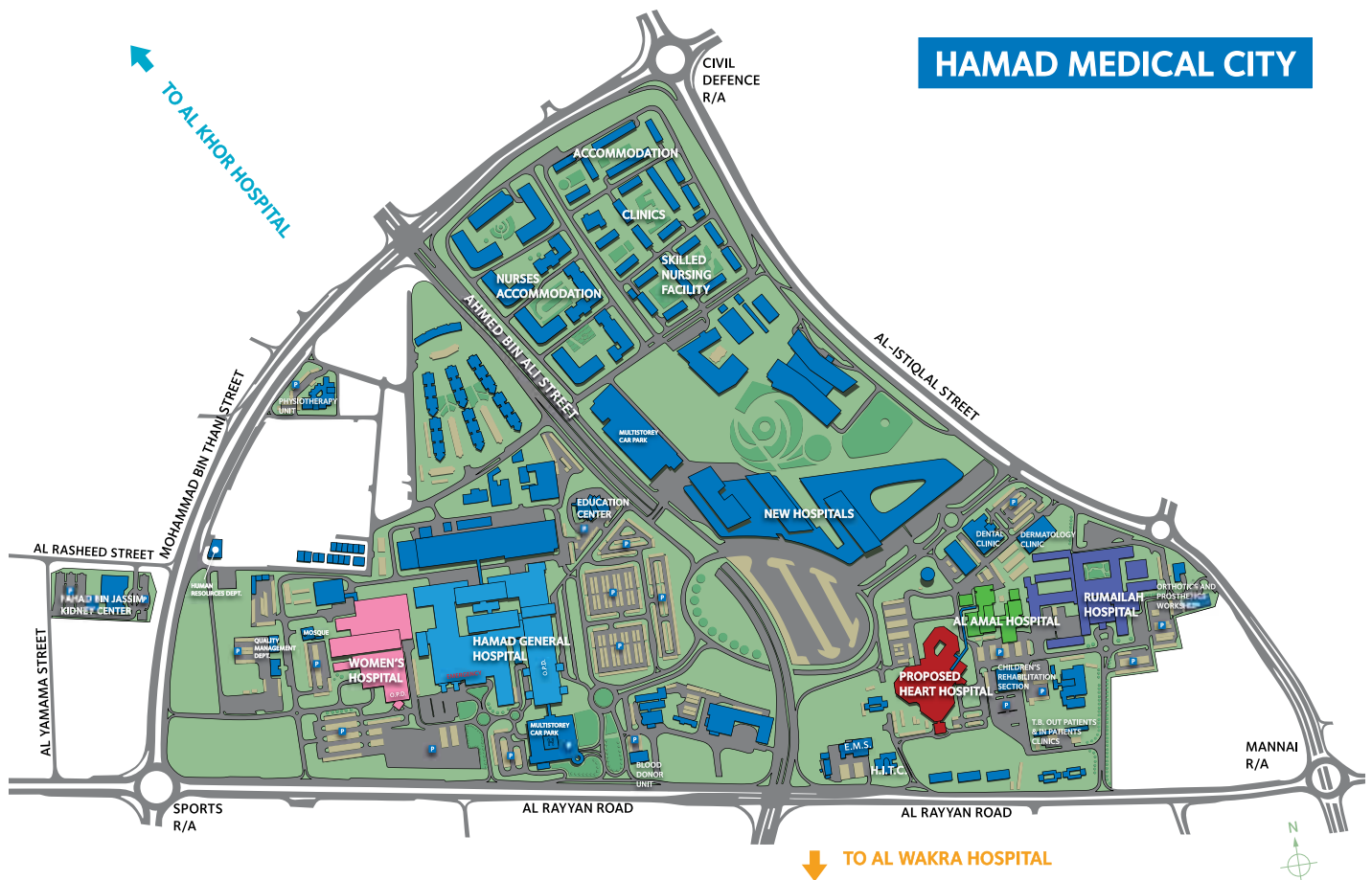
**Ashraf Ismail MD, MPH**  
**Managing Director, JCI Middle East**



## Introduction to Hamad Medical Corporation

Hamad Medical Corporation is the premier non-profit healthcare provider in Qatar. It was established by Emiri decree in 1979 and reports to the Supreme Council of Health. At the current time, its portfolio includes Five hospitals and a comprehensive ambulance service. Its well-known hospitals that are an integral part of the community they serve are: Rumailah Hospital, Hamad General Hospital, Women's Hospital, Al Amal Hospital and Al Khor Hospital. Since its establishment, Hamad Medical Corporation has rapidly developed medical facilities capable of providing state-of-the-art diagnosis and treatment of diseases that previously could only be managed in overseas medical institutions. Hamad Medical Corporation continues to develop services to meet patient's needs such the recently established Home Care and Residential Care Services.

Hamad Medical Corporation aspires to realize its ambitious vision of being an internationally recognized center of excellence in the provision of healthcare. It prides itself in providing quality and cost efficient healthcare for all patients regardless of nationality, in line with the State of Qatar's pledge of "Health for All". To that end, the Corporation has implemented an aggressive policy of continuous improvement of all management systems and patient care protocols. Hamad Medical Corporation's ethos is based on three key pillars, Health, Education and Research, which is reflected in its new logo. Hamad Medical Corporation is committed to providing high quality healthcare which is safe, reliable and accessible. It is committed to the training and education of its healthcare professionals and to clinical research that develops evidence-based medicine.



## Hamad Medical Corporation Portfolio and Activities

Hamad Medical Corporation has under its portfolio five specialized teaching hospitals, the national ambulance service, home healthcare services and the developing residential services.

### • Five Specialize Teaching Hospitals and Home Healthcare Services are accredited by JCI

Hospital	Services	Beds	Specialty	Occupancy
<b>Hamad General Hospital</b>	Trauma Emergency Medicine Pediatrics Critical Care Specialized Surgery Specialized medicine Laboratory Medicine Radiology	443 102 58	Adult Pediatrics Critical care	96% 96% 84%
<b>Rumailah Hospital</b>	Adult Rehabilitation Children's Rehabilitation Burns & Plastics Dental General Surgery General Medicine Psychiatry Residential Care	*427 30 60 28 58	Adult Pediatrics Mental Health Residential Care Long-term Elderly Care	87% 84% 90% 85% 85%
<b>Women's Hospital</b>	Obstetrics Gynecology Neonatal Care Emergency Care Newborn Screening	248 71	Adult NICU	68% 80%
<b>Al Amal Hospital</b>	Medical Oncology Radiotherapy Chemotherapy Pain Management Specialist Laboratory Services	46	Adult	88%
<b>Al Khor Hospital</b>	General Medicine General Surgery Emergency Medicine Pediatrics Obstetrics	115 22 12	Adult Pediatrics Critical Care	79% 53% 69%

\* Of a total of 487, beds 60 beds are currently closed for ward refurbishments.

## • Home Healthcare

This new service was formally launched in June 2009 and provides support and multi-disciplinary care to patients in the community, after discharge from hospital. Home Healthcare undertook over 9,000 home visits in 2009.

## • Ambulance Services

Ambulance services are provided through the Emergency Medical Services (EMS) and cover both emergency and non emergency transportation of patients. In addition to ambulances they provide rapid response vehicles and the Lifeflight helicopter service, which operates under the auspices of the Supreme Council of Health.

In 2009, EMS vehicles responded to over 85,000 incidents and the Lifeflight helicopter responded to 660 calls requiring critical care paramedic capability, transporting 289 patients by air. In addition EMS staff members provided 34,000 man hours of emergency cover for 555 special events across Qatar.

EMS made significant strides in its pursuit of quality in 2009. The Clinical Guidelines in use across the service were revised to ensure they remain evidence-based, and staff were kept updated on the changes through in-service training. Hamad Medical Corporation's comprehensive quality assurance system was further developed, allowing for continuous assessment of the quality of care delivered to all life-threatened patients.

## • Residential Care

As part of the drive to ensure patients are cared for in the most appropriate setting, Hamad Medical Corporation has embarked on a program to support the philosophy of interim care. Currently there are 16 beds available for long term psychiatric care, running at 75- 80% occupancy. There are 12 interim care rehabilitation beds at Hamad Medical City at 90% occupancy 58 patients residing at Qatar Foundation for the elderly, who have been identified to transfer to the interim skilled nursing facility when opened later this year. These services are managed through Rumailah Hospital and are incorporated into the bed numbers.

### HMC Ambulance



## • Activity at Hamad Medical Corporation Hospitals 2009

	Inpatient Sugery	Day Case	Emergency Department Attendances	Deliveries	*Our Patient Visits
Hamad General Hospital	14,223	4,572	50,1537		382,084
Rumailah Hospital	3,194	3,741			210,255
Women's Hospital	5,149	2,42	47,741	15,532	126,710
Al Khor Hospital	2,755	1,397	122,843	443	59,499
Al Amal Hospital		5,350			14,211
Total	25,318	15,302	672,121	15,975	792759

\* Patients attending the physician in OPD with a booked appointment. These figures do not include "walk in" patients, clinics run by allied health professionals or any nurse led services

## • Total Activity at Hamad Medical Corporation Hospitals 2009

	**2009
Total Beds	***1,623
Physicians	2,155
Nurses	5,527
Total OP Visits	792,759

Increasing the percentage of surgical work undertaken as a day case has allowed more inpatient surgery to occur, as beds previously occupied overnight were released into the system. Emergency attendances at Hamad General Hospital, Al Khor Hospital and the Women's Hospital have seen a 28% increase over a 2 year period.

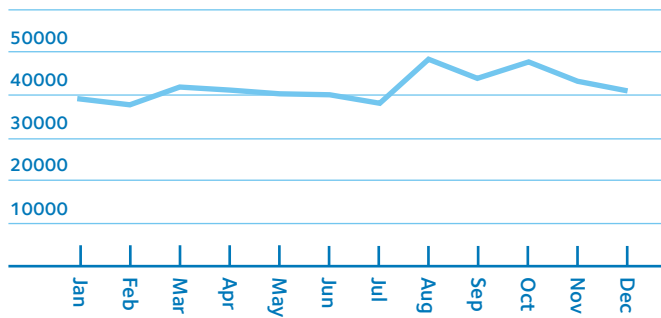
The number of emergency attendances at Hamad General Hospital reached a peak in August with 47,805 attendances to the department. The opening of the new Walk-In Center should have a major impact in reducing crowding within the Emergency Department.

	**2009	**2008	Increase %
Total Surgery	40,620	32,341	25.5
Inpatients	25,318	23,312	8.6
Day Case	15,302	9,029	69.4
Total ED attendances	672,121	525,485	27.9
Total deliveries	15,975	15,588	2.4

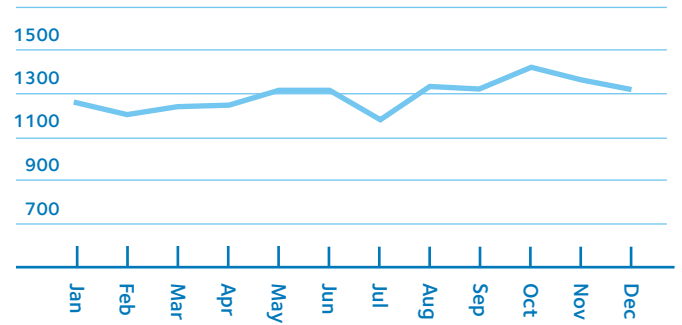
\*\*Calendar year January to December

\*\*\* excludes NICU

Emergency Department Attendances 2009



Women's Hospital Number of Deliveries



The Emergency Department was not the only area to record maximum activity. The Women's Hospital recorded their highest number of deliveries per month in Hamad Medical Corporation history with 1,434 births resulting in a 2.4% increase over the same period.



## International Recognition

### • Joint Commission International



HMC staff receiving their JCI certificates

In 2006 all Hamad Medical Corporation hospital facilities achieved accreditation from the Joint Commission International (JCI), the highest and most respected overall hospital accreditation system in the world. A precursor to this required the implementation of numerous programs and procedures to ensure that Hamad Medical

Corporation was compliant with a stringent set of standards and guidelines stipulated by the JCI. A team of external surveyors spent several weeks visiting different parts of our hospitals to observe that our standards of care were meeting international standards.

In 2009 Hamad Medical Corporation was required to demonstrate that standards and systems had continued to improve since the last accreditation by going through a formal reaccreditation process; we were required to show not only improvement to the systems we had in place in 2006 but also show compliance with a range of much tougher standards and requirements. We were delighted to be able to announce successful reaccreditation of all our hospitals and first time accreditation for Homecare Services. Hamad Medical Corporation is the first and only hospital corporation in the world to simultaneously accredit and then reaccredit all its facilities according to the JCI, and Qatar is the only country outside of the US with all its public hospitals JCI accredited. This is indeed a great achievement for Hamad Medical Corporation and Qatar.

In November 2010, Hamad will host a JCI practicum, aimed at training international surveyors and health practitioners on JCI surveying. This will position Hamad as a leader in quality standards and education.

### • Quality Award from Arab Hospitals Federation



Quality Award Certificate

At the recent Medhealth Cairo 2010 conference, Hamad Medical Corporation was awarded the prestigious Quality Award for Governmental Healthcare Institutions by the Arab Hospitals Federation. This award is highly prized as it reflects the recognition that HMC has received by peers in the Arab world.

Hamad Medical Corporation was the Platinum Sponsor of this conference, which included the Eighth Annual Forum of the Arab Hospitals, held under the patronage of the Secretary General of the Arab League. Hamad Medical Corporation's attendance at this important event is in accordance with the organization's objective to introduce its services and standards to the Arab World.

This also benefits the exchange of knowledge and expertise in the healthcare field to help raise overall healthcare standards in Qatar and the region.



## • Trauma Surgeons Accreditation

In our ambition to provide the best trauma services in Qatar we have committed to accredit Hamad General Hospital as a Level 1 trauma center. The Emergency Department is the first international site ever reviewed by the American College of Surgeons for verification as a Level 1 Trauma Center. The implementation of the action plan arising from this consultation visit will ultimately lead to Hamad General Hospitals formal verification as the only accredited Level 1 Trauma Center outside the continental United States.

## • WHO Tuberculosis Laboratory

The TB Laboratory, located in the microbiology section at Hamad General Hospital, is the only TB laboratory in Qatar and provides services for the whole country (public and private sectors). It carries out approximately 30,000 tests per year.

The TB team follows Clinical Laboratory Standard Institute (CLSI) and World Health Organization (WHO) laboratory testing guidelines. The proficiency testing is done by external quality assessment for all procedures, involving quality control samples from the WHO supra-national laboratory in Italy and in accordance with procedures followed by College of the American Pathology (CAP).

The laboratory is contributing to the Global Project on Anti-Tuberculosis Drug Resistance Surveillance, managed by the World Health Organization and the Integrated Union of Tuberculosis and Lung Disease (WHO/IUTLD). The clinical lead for the laboratory plays an active role in the ongoing development of TB diagnostics, including membership the GCC WHO Tropical Disease Research (TDR) of HIV/TB research priority group which sets goals and objectives for TB research in the region.

The laboratory is a contributing member of the WHO working group on Anti-Tuberculosis Drug Resistance Surveillance. Currently, the laboratory is working towards implementing Electronic Nominal Recording Reporting System (ENRS) as recommended by the WHO.



Member of HMC's TB team doing clinical research

- **Breastfeeding**



Al Khor Hospital Breastfeeding Resource Center is Qatar's first integrated multidisciplinary center working in partnership with obstetricians, physicians, nurses, mothers and the families. The center is committed to optimizing breastfeeding and to promote, protect and support breastfeeding in line with international guidelines.

The Lactation Management Clinic aims at assisting and educating mothers with their ante natal pre-breast screening program, and post natal management of breastfeeding. This dedicated clinic is consultant led, and is recognized for breastfeeding training via the US International Board of Certified Lactation Consultant Exam.

Work is ongoing with the American Academy of Pediatrics & Center of Breastfeeding Medicine to ensure breastfeeding is part of the Residency Curriculum for Obstetrics, Pediatrics, Family Medicine and Community Medicine.

International recognition for this service continues with the lead clinician being awarded a scholarship to attend the "Women Deliver" 2010 Conference held in Washington DC June 2010.



## Hamad Medical Corporation's New Image

We wanted to recognize and honor the millions of patients that have been cared for by our doctors, nurses and allied health professionals working together over the past three decades, paving the way for a new era in a healthier Qatar. This new era warranted the creation of a unique and contemporary identity that incorporates the best characteristics of the past and the recent dramatic improvements in Hamad Medical Corporation with the rich promise for the future. An iconic symbol that is recognizable and perceived by all that know us as a sign of trusted care, professionalism, kindness and wellness for all.

We selected specific colors that were imbued with meaning. Green is the color of peace, renewal, love, growth and life. Blue is the color of health, knowledge and communication. White is the color of hygiene, purity and medicine. This emphasizes our shared commitment to the health of our patients as well as to continued learning, education and research to support the doctors and clinicians we have proudly developed.

The three medicinal leaves in the logo are inspired by Qatar's rich local history and the importance of the relationship between nature and medicine. They also represent the core disciplines of Health, Education and Research. The positioning of the leaves denotes the professional quality of unified care that Hamad Medical Corporation provides.

The flowing leaves associated with the brand constitute part of the visual language we use to express ourselves. They bring to life the gentle, fresh and organic vision of Hamad Medical Corporation and reveal the momentum of change that is essential for progress. The momentum reflects our perpetual pursuit of excellence and commitment to improve the healthcare service levels.

Medicinal leaves have traditionally been used in Qatar for many generations and are regarded as an integral part of our daily life and important to our survival. Medicinal leaves, which are found in the



desert, have contributed to the health of generations. They provide shelter and shade, food and medicine for both man and animal and are a strong symbol of Arab heritage.

As part of the ongoing decentralization process, individual logos were given to each of the hospitals under Hamad Medical Corporation's corporate umbrella. The new branding is color-themed, and each color symbolizes the type of healthcare given within the hospital and is designed to provide a more patient-friendly face. All hospitals also carry the same values and colors reflected in the three pillars to underline the fact that they are part of a healthcare system committed to excellence in health, education and research.

Hamad Medical Corporation's new image underlines the effort to provide a new future in healthcare delivery for Qatar's citizens.





## New Hamad Medical Corporation Facilities



Hamad Medical Corporation has embarked on a number of important projects designed to provide more comprehensive and extensive healthcare facilities throughout the country.

Some of these facilities have been opened in 2009/2010; other facilities will open within the coming years. The planned hospitals are the Heart Hospital (scheduled to open in late 2010), and the Al Wakra Hospital (scheduled to open in early 2011).

The new Medical City Hospitals in planning include the Children's Hospital, the new Women's Hospital, the Skilled Nursing Facility and Physical Medicine and Rehabilitation. Most of the new facilities are based within Hamad Medical City to service the needs of a rapidly growing population in and around Doha.

## Facilities Planned for Opening in 2010

- Heart Hospital



The new Heart Hospital (formerly referred to as the Cardiology hospital), located in Hamad Medical City, is part of Hamad Medical Corporation's continuing efforts to provide tertiary care hospitals in a number of medical specializations. The two-story hospital building is adjacent to Rumailah Hospital and connects to Al Amal Hospital through a suspension bridge.

The building was handed over to the hospital management team in February 2010. The QR171 million Heart Hospital will have an initial capacity of 116 beds and initial staff of 350 employees, to be increased upon completion of the hospital's various facilities.

Work is progressing on the commissioning of the hospital in time for a 'soft opening' of the outpatient department in the Autumn

of 2010. The necessary equipment has been ordered, of which approximately 50% has been delivered.

The new Heart Hospital will open in two phases. The first phase will involve the opening of the Outpatient Department (OPD) and support services, while the second phase will include admission, catheter, operations and emergency services.

All technical and administrative staff currently working at cardiology units will be transferred to the new hospital by 2010 when the provision of beds and other equipment is finished. New employees have already been recruited and arrangements are underway to recruit additional staff.



- **Interim Skilled Nursing Facility**



Although there is a standalone Skilled Nursing Facility planned in Hamad Medical City, this is not due to be completed until 2013/14. Therefore, Hamad Medical Corporation made the decision to open an Interim Skilled Nursing Facility within a current residential building in Hamad Medical City. Renovations to the building started in October 2009, and are scheduled for completion in 2010.

Approximately 170 staff have already been recruited, with an emphasis on nursing and therapy staff as this specialized facility is for partially dependent patients who need rehabilitation and long-term care. Equipment has been ordered and is being installed in time for patients to move in May 2010.

The facility will enable patients to be cared for in a more appropriate setting and will support and encourage their independence. It will also assist in freeing up beds within Rumailah and Hamad General Hospitals where there have been particular pressures over the past years. Elderly patients who need medical attendance are currently placed in beds at Qatar Foundation for Elderly Care and may be transferred into the new facility.

The new facilities for Skilled Nursing and Physical Medicine and Rehabilitation are also in their planning stages, and will be developed at the same time as other Hamad Medical City new facilities.

## Facilities Planned For 2011 and Beyond

- **Al Wakra Hospital**



An artist's drawing of Al Wakra Hospital

The Al Wakra Hospital project was started as construction works in May 2007. It is anticipated that the building will be handed over from contractors this summer with a phased handover as the major parts of the building are completed. Patients are expected to be received in the 2nd quarter of 2011.

The hospital is situated about a kilometer from the town center and has a distinctive circular "hub" with buildings attached in a pattern like spokes on a wheel. The hospital building occupies less than 20% of the landsite it is located within so there is a spacious feel when entering the site.

Al Wakra Hospital was planned as a general hospital for the community in the first phase. This would include outpatients, trauma

and inpatient services such as general surgery, internal medical, pediatrics and women's services and some intensive care beds. The initial number of beds available upon opening is currently planned at 150. When other stages of the hospital open, there will be scope to develop more specialist services that fit into the overall provision of health services available from Hamad Medical Corporation.

The hospital will serve the immediate areas of the towns of Al Wakra and Mesaieed. With the closeness of the airport area in Doha, it is likely that part of the patient population living in those locations may choose to use services at Al Wakra Hospital as the excellent new road network means access is swift and easy.

The hospital services at Al Wakra will offer state-of-the-art care and relieve pressure at other hospitals within Hamad Medical Corporation.

- Children's Hospital



An artistic rendering of the new Children's Hospital

Hamad Medical Corporation has established a vision for enhancing the quality of healthcare delivered to the children, young people and families of the State of Qatar.

The Children's Hospital is scheduled to open during 2012/13 and will be the first stand-alone tertiary Children's Hospital in Qatar. Located in Hamad Medical City, this new 10-storey facility will provide 217 single rooms with ensuite bathrooms, and will be connected to the new Women's Hospital in order to maximize the use of shared services.

- **New Women's Hospital**



A replacement facility has been planned for the current Women's Hospital, scheduled to open in 2013. Physically located in the Medical City Campus, adjacent to the Children's Hospital, the replacement facility will be nine stories high with 189 adult single rooms and 97 bassinets in the Neonatal Intensive Care Unit.

The Women's Hospital will be connected with the Children's Hospital on some levels so that ancillary services like Radiology and Pharmacy can be shared.

All services at the present Women's Hospital will be offered in the new facility. Outpatient clinics will be on the second floor.

The Emergency Department will be on the first floor and will have its own operating room and labor and delivery suite. This will enhance medical care to patients who need immediate and urgent care. The new facility will offer state of the art patient rooms, operating and labor suites. The 24% reduction in adult beds reflects the anticipated distribution of new births to other maternity units like Sidra Hospital and Al Wakra.

## New Services and Facilities Opened in 2009 / 2010

### • Residential Care Facilities

Residential services for adults have continued to be developed during 2009, with the new facilities for assisted living and mental health being fully utilized.

### • Mental Health

In 2009 Rumailah Hospital opened a facility to provide long-term care for patients with mental illness. The villa, which was donated by Qatar Foundation, has reduced the pressure on inpatient beds, which had an occupancy rate of over 90%, and improved the quality of life for residents.

The villa has 16 beds, is based in the community and has proved very successful. There have been many positive changes for the residents as a result of moving into a community setting from a locked inpatient unit.

The atmosphere is calming and there are large grounds and gardens for the residents to walk around and meet family and friends.

The move has dramatically improved the residents' quality of life by providing much greater independence within a domestic environment. Previously, all of the residents were living in institutional care and were totally dependent on nursing and therapy care for daily living activities, including eating, bathing and grooming. Their new 'home' has changed their outlook and for many has given them a new lease of life.

The services provides holistic care that focuses on strengthening independence combined with a social calendar that includes sporting activities, gardening, shopping, and visits to family and other community recreational facilities.

The residents' enhanced social independence has been a significant factor in assisting with relationships. Many residents now have frequent visits from family and friends and increased community connection. Mental Health Residential Care has helped to reduce the stigma associated with mental illness and people requiring long term care.

To further enhance mental health services a collaborative Two year partnership with Asia Australia Mental Health has been developed. This partnership will focus on identifying and implementing a model of care covering the whole of life and the continuum of care for people with mental health disorders treated in Hamad Medical Corporation facilities. There will be a focus on a holistic approach and strengthening multi-disciplinary team work.

## • Assisted Living



Patient receiving life skills training

The Hostel was established in recognition that rehabilitation beds in Rumailah Hospital were being blocked by patients who had completed their active rehabilitation but were waiting on the finalization of compensation before repatriation. The 12 bed facility has run on full capacity throughout the year and has had a notable impact on releasing beds.

The Hostel provides time-limited, community-based accommodation and activity-oriented support and has shown to contribute to community integration and early repatriation. The Hostel team also provides support to assist with the compensation process, and where possible, liaises with disability groups in the resident's home country.

The Hostel has an active volunteer program, which helps residents to learn or relearn skills and to come to terms with living with a disability.

## • Pediatric Emergency Centers (PEC)



In 2009 the service in the PECs in Al Sadd and at the Airport Health Center were enhanced through the opening of dedicated triage and isolation facilities. These new facilities ensured that patients were treated more rapidly and more appropriately and that those with potentially infectious or contagious conditions could be treated in purpose-built isolation rooms.

In addition, the PEC at Al Rayyan was fully opened during 2009, providing a much-needed facility for families living in the West of Doha. This 26-bed facility has consolidated its services so that it now treats over 500 patients a day. In total, the pediatric emergency centers treated nearly 209,000 patients in 2009.

- **Fahad Bin Jassim Kidney Center**



A corridor in the Fahd Bin Jassim Kidney Center

The Fahad Bin Jassim Kidney Center building was donated by Qtel and was formally opened in March 2010. It has been designed to offer some of the most advanced treatment standards in the region, and has been named the “Fahad Bin Jassim Kidney Center” to honor the memory of Sheikh Fahad Bin Jassim Al-Thani.

The Center provides treatment facilities for people suffering from acute and chronic kidney diseases, such as renal failure, requiring frequent haemodialysis treatment. A great deal of care has gone into the layout of the different treatment areas, so patients feel as comfortable as possible during the process.

The first floor of the new Kidney Center is for male patients, while the second will be dedicated to the treatment of female patients. The Fahad Bin Jassim Kidney Center is equipped with state-of-the-art dialysis stations, a number of educational and training facilities to instruct and prepare patients and their families before the dialysis process, an outpatient service, and a dedicated pharmacy. It provides a modern and spacious area for the 170 patients currently on the dialysis program, with 80 stations and 20 private rooms.

## • H1N1 Interim Care

Hamad Medical Corporation played a significant role in the State of Qatar's preparation and response to the H1N1 pandemic, and many of its experts in infectious diseases and emergency planning provided advice to the National Pandemic Committee of the Supreme Council of Health. Additional hospital capacity was prepared and put on standby should this have been needed and we were able to rapidly meet the requirements for isolation and quarantine of several hundred cases as that became necessary during the various stages of the pandemic.

18,000 adults were seen and treated for suspected H1N1 infection. With the support of the Supreme Council of Health, Hamad Medical

Corporation invested in technology and personnel to ensure our capacity to manage the pandemic met the highest international standards. Thankfully the clinical impact of the H1N1 virus was not as great as was initially feared; however we successfully tested our plans and systems to ensure we could respond to meet the health needs of the population in what could have been very serious circumstances.

A new virology laboratory, with state-of-the-art testing equipment, was set up to help in managing the pandemic. The dedicated laboratory, which has enhanced Hamad Medical Corporation's capability to manage viral diseases overall, is in the process of receiving WHO accreditation.



## • Radiology in Rumailah Hospital



Patient in the CT scanner

The new Computed Tomography (CT) scanner commissioned at Rumailah Radiology in June 2009 is the most sophisticated system of its type currently in operation at Hamad Medical Corporation. It provides advanced functionality, supplementing the basic X-Ray imaging, and the full range of CT services for Rumailah Hospital.

It offers enhanced access for patients from all Hamad Medical Corporation facilities and facilitates faster access to CT procedures for both inpatients and outpatients from Al Amal Hospital, and selected CT procedures for Hamad General Hospital outpatients.

The advanced nature of the technology allows sophisticated cardiac CT imaging and other selected procedures to be performed exclusively on the Rumailah CT scanner, providing such detailed pictures that many patients avoid having to undergo more invasive procedures to reach a diagnosis.

The high-tech machine provides the additional benefits of faster and more detailed scans, high quality pictures, and additional post-processing functions to create 3D images and complex reconstructions of selected anatomy, including the structure and condition of organs and blood vessels.

The Rumailah CT system is a huge advance in the medical imaging capability of Hamad Medical Corporation and complements the other leading edge imaging technologies already in operation or being planned for installation over the coming months across the Corporation. It supports a more preventative approach to medicine through facilitating an advanced screening option.

## • Hamad General Hospitals Emergency Walk-In Center

The Emergency Department (ED) Walk-In Clinic, which opened early March 2010, operates a 'see and treat' model of care for those patients who do not require the highly specialized services of the full Emergency Department, which accounts for two-thirds of Hamad General Hospital emergency attendances.

By creating a dedicated unit designed to radically streamline the way patients are treated, the ED team has dramatically reduced the amount of time patients spend in the department and enhanced their experience by reducing congestion and providing new state-of-the-art facilities. This new facility enables the main department to focus on treating more serious cases who require urgent attention.

Prior to the opening of the Walk-In Clinic the average time a patient requiring minor treatment spent in the ED was 360 minutes. Within two weeks of opening, this average time had been reduced to less than 90 minutes. Streamlining the less critical patients enables the main department to focus on treating more serious cases who require urgent attention and possible admission.





## Clinical Services and Programs Development in 2009/2010

### • Home Healthcare Services

Launched in June 2009, this service has brought care closer to our patients' homes and aided in proper discharge and rehabilitation follow-up. In 2009, homecare achieved accreditation by JCI using the Care Continuum standards. JCI accreditation demonstrates a commitment to implementing a quality governance framework and organization management standards in daily work activities to support patient care at home.

The JCI accreditation is a milestone event for all staff and Hamad Medical Corporation as it is the first home care program in the Middle East region to be accredited.

Hamad Medical Corporation is constantly looking at alternative, more flexible ways of providing medical care, such as home care, to better treat a growing number of patients. Equally important is the standard of care provided to patients on a daily basis, and this is the purpose of the service – to support patients at home. Home care allows patients to remain within the comfort of their own homes and communities, offering an alternative to daily hospital attendance. Home care gives a superior service to patients and their caregivers, while also assisting in relieving overcrowding in hospitals and reducing costs.

The total number of home visits conducted by multi-disciplinary team members in 2009 was over 9,000 visits – a considerable

number of care consultations in patients' own homes. In addition to the home visits conducted by staff, an essential component of the home healthcare service is the issue of medical equipment and devices to patients. These items range from feeding equipment, "hospital" beds for use at home, respiratory support devices and general items necessary for activities of daily living, such as wheelchairs and commodes – all items required for patients in need of medical assistance but who prefer to continue to live at home.

Quality management and improvement indicators were developed specifically for the home care service. These are monitored on a monthly basis to track performance and identify areas for improvement.

A significant number of patients on the active caseload have diabetes mellitus, so an example of a patient care improvement project focused on the self-administration of insulin at home. Hamad Medical Corporation achieved a success rate of 90% and this practice has been routinely incorporated for all new admissions to the caseload, thus the project remains active and ongoing.

Patient education and teaching is fundamental to what Hamad Medical Corporation does in the home care program and to effectively support patients at home. All patients are issued with a "Patient Handbook / Folder" which contains unique healthcare information

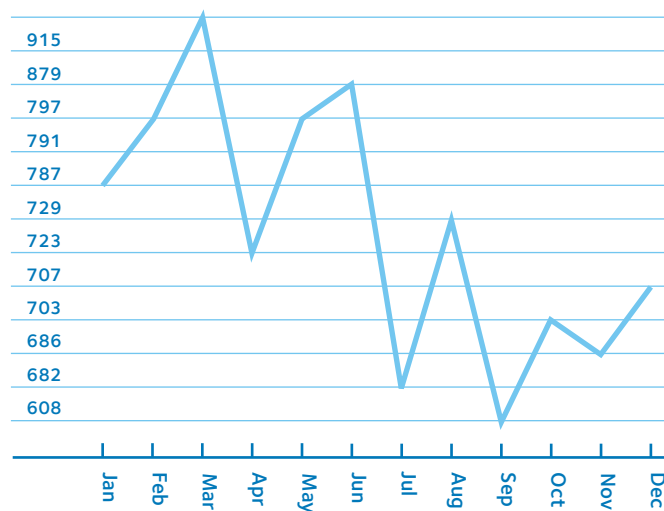


relating to them. In order to improve communication with other healthcare professionals in other settings, patients are advised to present the patient folder at outpatient clinics, attendance at the Emergency Department and other areas to facilitate continuity of care. To enhance and supplement the ongoing patient education given by staff members, several information leaflets have been produced, both in Arabic and English.

For staff members who are working independently and autonomously in the community setting, teamwork and communication are essential. The clinical infrastructure and backup office support must be firmly embedded to achieve a quality service for the patients. JCI is the seal of quality approval for the service and, along with patient satisfaction, is Hamad Medical Corporation's motivator to continuously improve all services provided.

Another significant project undertaken and completed in 2009 was the homecare medical records project, which means all patients have a unique identifier and Home Healthcare record for their continuum of care.

Home Healthcare Services - number of visits by representatives per month



The gradual reduction in visits over the year demonstrated a marked improvement in healthcare management by the team, especially related to H1N1 related visits.

## • Children's Rehabilitation



During 2009, Hamad Medical Corporation has concentrated on expanding its services to allow increasing patient independence through a number of new and exciting initiatives.

The Children's Rehabilitation Department pre-integration program is a highly successful daycare service offered by the Children's Rehabilitation Department. The program aims to facilitate integration of disabled / challenged children to schools or community centers by enhancing the skills of children with physical disabilities and / or cognitive delays.

The program focuses on providing children with comprehensive, effective and appropriate rehabilitation services; preparing children with disabilities for transitional phase towards the appropriate education / community setting; facilitating and enhancing the child's behavioral, social, emotional, cognitive, perceptual, motor, sensory, pre-academic and self-care skills development in a safe and structured environment.

This helps families to meet their child's needs, to follow through with home programs and liaise with educational institutes or their community to facilitate the child's integration. There is also a garden adjacent to the unit, and the children enjoy playing and eating outside when the weather is mild. This access provides them with fresh air, an interesting vista (such as birds and trees), and the opportunity to soak up some Vitamin D.

## • Organ Transplantation Program



The Organ Transplant team briefing a visitor

Since Hamad Medical Corporation's first renal transplantation in 1986, it has struggled to find enough donors to introduce new transplant programs.

Hamad Medical Corporation's Organ Transplant team has worked closely with the international Transplant Society to advance Qatar's organ transplant program. In its bid to promote a culture of organ donation in Qatar, Hamad Medical Corporation, in conjunction

with the Transplant Society, held a symposium in November 2009 to discuss the challenges and needs concerning organ donation in Qatar – this was accompanied by an event honoring organ donors in Qatar.

Qatar, like most of the countries in the world, has a great deficiency in organ donors. This inspired Hamad Medical Corporation staff to work closely with the Transplant Society and the World Health Organisation to formulate a framework of measures to both promote organ donation and to honor the heroic act of live and deceased donors. In recognition of the innovative nature of this exemplary framework the international transplant community named it the Doha Donation Accord.

Within Hamad Medical Corporation an Organ Transplant taskforce has been established to accelerate the implementation of the plan to establish a National Organ Donation and Transplantation Center, which will enable Hamad Medical Corporation to introduce liver and pancreas transplant services in addition to the development of the well-established renal transplant program. Its mandate is to provide safe high-quality organ transplantation services for all patients in Qatar.

This new program is already showing its rewards as the number of live donors has increased in the first month of implementation from 6 cases per year in 2009 to 6 cases already in the first month of 2010.

## • Robotic Surgery

In 2008 we reported on the newly emerging Robotics Surgery Program. As with all new advanced technologies it is important to phase work in carefully, nevertheless this program has progressed significantly in 2009. A wide range of surgical procedures are now being carried out, especially in the field of urology, where radical prostatectomy, pyeloplasty, radical nephrectomy, nephrectomy of pelvic ectopic kidney and retroperitoneal lymphadenectomy have been performed using this technology. In addition, a number of cardiac bypass surgeries and some general surgical interventions, such as gastrectomy for tumors of the stomach, have been undertaken robotically.

From its inception, over 45 surgical cases were performed robotically. The real benefit to patients of these advanced techniques is the minimization of post-operative stress, which aids early patient recovery and thereby leads to early discharge from hospital.

A good working relationship has been established with Qatar Science and Technology Park (QSTP) and a joint program has led to the

establishment of a new medical robotics facility to further develop robot-assisted surgery. QSTP are partnering with Imperial College, London, to set up the Qatar Robotic Surgery Center at the Science Park, and several senior doctors from Hamad Medical Corporation have been trained to teach at QSTP and perform specialized robotics surgery at Hamad Medical Corporation. Additional medical staff, including nurses and OR technicians, will also be trained to carry out robotics procedures.

Hamad Medical Corporation contributes extensively to the quality of the training programs delivered by QRSC, by jointly operating the animal laboratory, organizing live clinical observation and by sharing experience and staff.

Hamad Medical Corporation aims to help transform Qatar into a regional hub of excellence in training, development and clinical practice in robotic surgery to improve patient care in Qatar. Our plans for the future include taking robotics into the field of pediatric surgery and to involve a team of pediatric surgical staff in this advance skill.

Hamad's robotics surgeons in action



## • Lithotripsy



Lithotripter machine at HMC

With over 950 patients treated in the Lithotripsy Unit, this busy department saw the commissioning of a second lithotripter in March 2010. This development, when it is fully opened in May, will double the capacity of the unit to treat patients with kidney stones, and dramatically reduce the time patients wait for this procedure. This development has been generously sponsored by Commercial Bank.

## • Pediatric Care

Children and young people currently cared for in Hamad General Hospital and Rumailah Hospital will be transferred to the new Children's Hospital, which will provide state of the art facilities and a comprehensive pediatric service that will rival any in the world. There will be provision for an Emergency Center, which will compliment the current Pediatric Emergency Centers (PEC) currently in use

within the community. Also included are diagnostic and daycare facilities, a Family Education Center, Sleep Laboratory, 10 Operating suits, Cardiac Catheter Laboratory, Image Guided Therapy suite and Pediatric Intensive Care. These will be supported by inpatient beds and a full range of outpatient's services.

The Children's Hospital will enable Hamad Medical Corporation to build excellence in pediatric care and adopt best practices that are linked to evidence-based standards. To deliver this vision, Hamad Medical Corporation has entered into a five-year partnership with The Sick Children's Hospital (SickKids) in Toronto, Canada and will cover education, training and research. The partnership will enable the transfer of expertise and skills from the SickKids Team to the staff here in Qatar to ensure future sustainability of excellent healthcare.

## • Trauma Services

Over the past three years Hamad General Hospital has worked in partnership with the University of Pittsburgh Medical Center (UPMC) to create a dedicated team of trauma specialists to deliver care to the most seriously injured patients in our Emergency Department. The service that now exists ensures seriously injured patients receive prompt high-quality care inline with international clinical best practice. A forthcoming WHO publication 'Caring for the Injured Globally – Success Stories and Lessons Learned' will celebrate the success of the transformation of Hamad General Hospital's trauma services over the past few years quoting it as an example for others to follow.



## • Managing Increasing Patient Levels

With the increase in attendances at Hamad Medical Corporation, the Clinical Support Services had to consider new initiatives to assist with meeting the demand.

### Radiology



A Hamad doctor analyzing brain X-ray image

The Radiology Department had experienced pressures in meeting their turnaround times for ultrasound with the increase in requests from Hamad General Hospital.

As a result, ultrasound outpatient sessions commenced on Saturdays; they also extended afternoon hours for outpatients by an additional three afternoons per week. And in support of extending patient choice, in conjunction with the Hamad General Hospital outpatients department, evening ultrasound clinics for attending patients were offered.

The Radiology Department continues to look at extending its hours to provide improved services to patients, and during 2010 will consider having permanent extended afternoon hours for outpatient ultrasound sessions

### Laboratory Medicine



The Laboratory Department undertook a number of changes in 2009 to enhance the facilities the pathology service provides. A new extension to the Laboratory was completed in September 2009, creating a dedicated space for all the laboratories refrigerated storage, as well as providing much needed staff changing facilities. In addition, virology and molecular biology services were relocated to a dedicated facility in Hamad Medical City. The overall effect has been to create a less congested clinical environment in Hamad General itself.

A major introduction to clinical services this year has been their significant contribution to the national Premarital Screening Program, which was launched in late 2009. Over the next year the service will continue the program of refurbishing its clinical environment as well as continuing its journey to achieve the internationally recognized CAP accreditation.

## Pharmacy

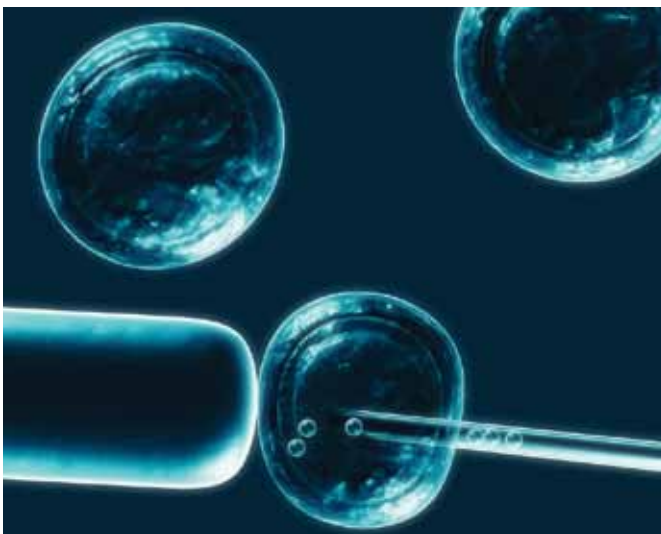


During 2009, Al Khor Hospital saw an increase in Emergency Department attendances, which put pressure on the hospital pharmacy services. To counteract this the hospital pharmacy opened a satellite unit within the Emergency Department which opened in April.

In 2009 the pharmacy extended its hours from early morning to late in the evening, seven days a week, to better serve the needs of patients. It serves around 7,000 patients per month, dispensing on average between 500 to 600 prescription items per day.

The benefit of having a pharmacy service within the Emergency Department ensures that patients can be served immediately after their consultation without having to walk to the main Outpatient Pharmacy. This in turn allows the main pharmacy to focus on the pharmaceutical requirements of the patients with complex medical problems e.g. cardiology and diabetes patients.

### • Private Cord Blood Banking (from Stem Cells)



Hamad Medical Corporation aims to expand the services for private cord blood banking to allow interested families to collect and store their babies' stem-cell-rich umbilical cord for the families' future medical use. Hamad Medical Corporation has entered a partnership with Virgin Health Bank (VHB) to provide high quality, Shariah-compliant cord blood stem cell banking services. The Hamad Medical Corporation VHB program is different from other commercial cord blood banks in that it is designed to create comprehensive processes and protocols that educate clinicians, midwives and nurses and informs families regarding the benefits of stem cell banking services.

After an intense training program for Hamad Medical Corporation staff and an educational program for families, cord blood banking services were launched in early 2010 at the Women's Hospital. The training involved both theoretical and practical elements. Ultimately, the goal is to enable parents to make informed decisions about cord blood banking and have trained Hamad Medical Corporation staff help them all through the process.

## • Improvements

### Discharge Process

As mentioned in the previous annual report, the high number of delayed discharges at Al Khor was a cause for concern as it had an adverse effect on bed availability, and in particular the number of surgeries cancelled due to non availability of beds.

To improve bed utilization a 'Discharge Lounge' for male patients was planned and commissioned during 2009, with a soft opening organised in January. The lounge is open 6 days per week and the objectives of the Discharge Lounge are to:

- Increase the number of early discharges, thereby freeing up beds
- Provide a suitable environment for their needs whilst waiting to be collected.

The Discharge Lounge is managed by a team of registered nurses and aids who oversee the comfort of the patient; however patients admitted to the Discharge Lounge remain under the care of the medical team until they are officially discharge from the hospital. Patients using the Discharge Lounge are accompanied by a member of the nursing staff from the patient's wards who remain with them until the transfer procedure is complete. During their stay, patients are provided with meals and snacks, and medications are given.

The Discharge Lounge is proving successful in that staff are already seeing a reduction in the time patients wait in the Emergency Department for admission, and use of the Discharge Lounge is increasing each month. The average stay of patients in the lounge is 2.4 hours.

This initiative will be monitored closely during 2010 and will be rolled out to other Hamad Medical Corporation Hospitals during the year.

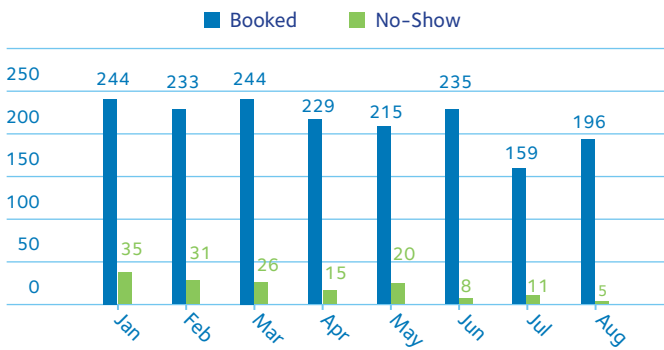
A patient being assisted during her discharge from hospital



• Improvements in Elective Surgery Rates

One of the key objectives for 2008/09 was the reduction in cancellations of operations for planned surgery for elective patients. Rumailah Hospital made this a priority and after reviewing the reasons for cancelled elective surgery, recommended the provision of the Pre-Assessment Surgical Screening Clinic (PASS) as part of its strategy to improve capacity and the patient experience. The success of this initiative was noted in the first six months when the number of patient ‘no-shows’ for elective surgery dropped from 14% - 3%.

Booked Elective Surgeries and No Show Rates

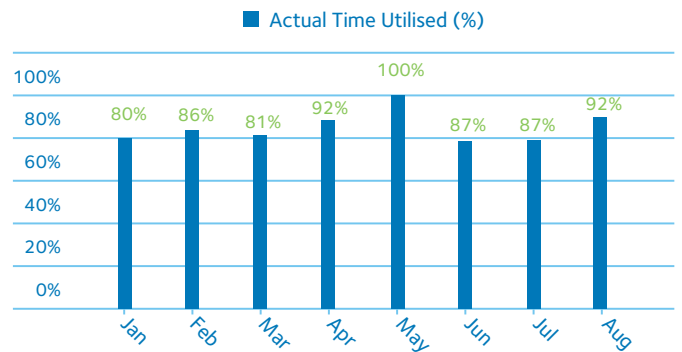


The PASS Clinic provided patient education and information and nursing assessments, and ensured that all laboratory and medical tests required were completed and available for the day of surgery; As the Clinic was conducted two weeks prior to the date of surgery, it also acted as a reminder to patients.

The Rumailah Hospital Task Force focused on three areas for improvement, these were:

- Operating Room Utilization
- Patient and Family Education Program
- Establishment of a program (PASS) for pre-operative medical and non-medical clearance (ENT)

Operating Theatre Utilization - ENT



The charts show a significant improvement in cancellations for hospital reasons and other categories, although the establishment of the clinic did not impact on the acute medical reasons for cancellation (e.g., colds and flu like symptoms).

The provision of PASS at Rumailah Hospital enabled improvements in many areas, both for the organization in terms of increased theatre capacity and better use of beds, and also for the patients in terms of an improved admission experience. With the increase in education and teaching, patients are also better informed and more empowered, which helps with their recovery period.

## Stroke Rehabilitation



A doctor assisting a stroke patient

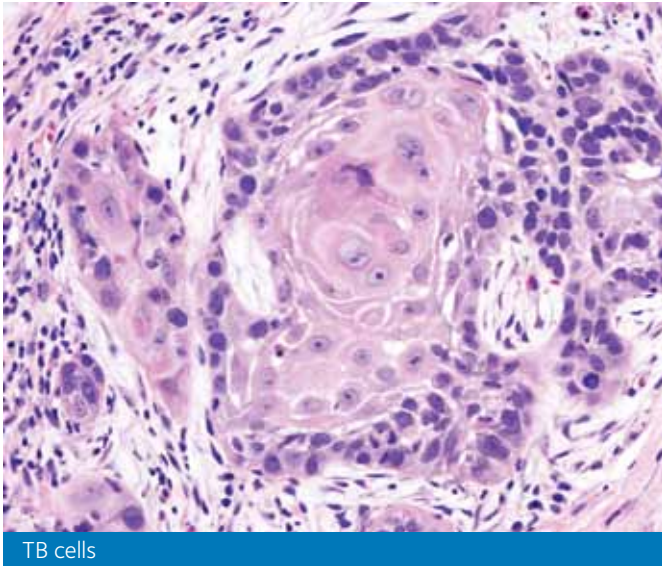
In 2009 Rumailah Hospital formed a multi-disciplinary team to review the rehabilitation element of the Stroke Clinical Pathway. The team approved the criteria for monitoring the clinical input and, as the clinical teams became more conversant with their roles within the pathway, the length of stay and clinical outcomes improved.

The monitoring tool for specialized stroke rehabilitation patients ensures that strict timeframes for referral were adhered to and the patient was assessed by the multi-disciplinary team within 72 hours, with outcome and goals and first-case conference set within one week. Family or significant others were involved in the early stages with the ultimate goal of achieving maximum independence. The use of the clinical pathway has proved so successful that the length of stay for stroke rehabilitation patients has decreased from 82 days in January 2009 to 44 days in February 2010.

The rehabilitation Stroke Pathway links directly into the 'Right Place, Right Care' objective in which Rumailah Hospital have established a 'step down' program for the patients when it is established that the hospital environment is no longer appropriate.

An Interim Care Hostel provides a domestic environment for 'residents' who will be re-integrated into the community or repatriated with new skills.

## Tuberculosis Infection Risks



TB cells

Booming conditions in Qatar have resulted in a large influx of expatriate workers – many of whom are laborers coming from countries with high prevalence of tuberculosis (TB) including Multi-drug Resistant Strains (MDRs).

Hamad Medical Corporation hospitals have treated many TB cases over the last few years and the need to minimize risks of infection to staff and other patients is becoming increasingly important.

Comprehensive guidelines were established for all healthcare workers to help prevent the transmission of *Mycobacterium tuberculosis* in hospitals. Based on relevant JCI standards, Hamad Medical Corporation introduced a suspected active pulmonary tuberculosis patient pathway to better manage the infection risks. This covers the earliest possible time that a suspected TB patient is seen by a medical professional – such as the Emergency Medical Services staff-in their home or in the Emergency Department, through their treatment within the hospital and finally as an outpatient following their discharge.

The aim with these pathways is to standardize the care and management given to TB patients in all Hamad Medical Corporation facilities. Improved clinical care systems will help eliminate the ongoing TB transmission. In addition, the program is designed to update healthcare providers with the latest evidence based practice in the management of suspected or confirmed tuberculosis patient. The pathway was mainly implemented in Al Khor hospital and is to be rolled out more extensively throughout other hospitals.







## Qatar Health 2009



Qatar's Minister of Health with Dr Al Kuwari and guests, opening Qatar Health 2009 Medical Congress & Exhibition

Hamad Medical Corporation held a multi-track international medical congress and exhibition to showcase the quality and professionalism of medicine and healthcare in Qatar. The congress held 13 separate tracks and ran over four days. Disciplines presented were Emergency Medicine; Internal Medicine; Obstetrics & Gynecology; Surgery; Pediatrics; Pharmacy; Dental; Rehabilitation & Physical Medicine; Trauma; Laboratory; Disaster; Psychiatry and Radiology.

More than 200 international, regional and local speakers presented at the congress. Over 2,000 delegates attended with some taking advantage of the choice on offer to participate in more than one specialty.

In view of the attendees and the media interest garnered by the event, Hamad Medical Corporation took an historic decision to make this event an annual occurrence under the title of Qatar Health. The next Qatar Health is already scheduled for December 2010 and, in addition to a sizeable contribution from the State of Qatar, there will also be significant international contributions.

Inviting doctors and experts from the medical field to discuss and debate various topics, the conference aims to highlight the current developments in the industry. Hamad Medical Corporation is committed to strengthening its regional and global market awareness and that of its partner brands. Qatar Health will reflect this commitment by targeting various healthcare professionals including professional and allied healthcare staff, surgeons, physicians, nurses, paramedics, rehabilitation specialists and laboratory staff, as well as medical students.



**EXHIBITION CENTER.**

**QATAR HEALTH 2010**  
**DOHA, QATAR FROM 12-16 DEC**

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HAMAD MEDICAL CORPORATION  
**MEDIA**



## Medical Education

The mission of the Medical Education Department is to ensure that Hamad Medical Corporation provides the highest quality medical education and training for physicians and dentists. The objective is to create and maintain a high quality learning environment that enables the delivery of high quality Internship, Residency and Fellowship training programs that support all physicians and dentists.

The Medical Education Department also upgraded the residency training programs to meet Accreditation Council for Graduate Medical Education (ACGME) standards and to align its Continuing Medical Education (CME) with the Council for Continuing Medical Education (ACCME) standards.

In addition to establishing links with recognized regional and international educational institutions to promote the training of doctors and dentists, the Medical Education Department also encourages and assists in organizing local, regional and international conferences, symposia and workshops held in Qatar. It supports physicians to attend regional and international courses, symposia and conferences, and support doctors to be enrolled in the highest quality scholarship and fellowship opportunities in the USA, Canada and Europe in all specialties, whilst continuing to monitor the

progress of all Hamad Medical Corporation doctors and dentists on scholarships abroad.

The Medical Education Department maintains a state-of-the-art medical library that includes standard references (textbooks, peer-reviewed journals, systematic reviews and evidence-based medicine reviews), in both hard copies and electronic format, which provides medical students, trainees, physicians, dentists and pharmacists with online references and educational resources that enable them to practice evidence-based medicine.

The Medical Education Department implements the clinical portion of Weill-Cornell Medical College in Qatar (WCMC-Q) courses. This includes Medicine, Patients and Society I & II and III courses. WCMC-Q offers a 4-year medical program that combines a strong foundation in medical sciences with extensive clinical training in patient care at Hamad Medical Corporation hospitals and clinics, in which more than 170 Hamad Medical Corporation consultants and specialists, who hold WCMC-Q Clinical Faculty appointments, participate in teaching the medical students.

The WCMC-Q curriculum exposes students to clinical care at



Hamad Medical Corporation from the first year of the program. Entitled Medicine, Patients and Society I, students attend outpatient clinics at Hamad General Hospital, Women's Hospital and Primary Care Centers, where they learn to appreciate the nature of the doctor-patient relationship, understand patient interviews, apply communication skills to elicit and record medical histories as well as take the vital signs of pediatric and adult patients in a practical setting.

2009 has seen further steps in Hamad Medical Corporation Residency Programs' alignment with the ACGME requirements.

The Resident Council was formed and its officers elected, fulfilling the ACGME requirements of providing residents a forum to communicate and exchange information on their educational and work environment, their training programs and their concerns in a confidential and protected manner. The Graduate Medical Education Committee (GMEC) met in 2009 to approved several Graduate Medical Education (GME) policies.

2009 saw a number of Qatari and non-Qatari doctors and dentists in internship programs hospitals as part of Hamad Medical Corporation's commitment to providing valuable practical training.

A total of 51 examinations for 234 candidates were held in the Hamad Medical Corporation Education Center. Doctors who passed the Arab Board of Medical Specialization Examinations were certified as Specialists in a variety of specializations. A total of 54 doctors were certified, 18 of which were Qatari doctors.

In 2009, the Hamad Medical Corporation Continuing Medical Education (CME) program was recognized to be substantively equivalent by the Royal College of Physicians and Surgeons of Canada Maintenance of Certification (MOC) program. This allows graduates of the Canadian Fellowships to obtain their maintenance of certification by attending Hamad Medical Corporation accredited CME programs.

Hamad Medical Corporation sponsors its medical staff to attend regional and international conferences. In 2009, 668 members of the Hamad Medical Corporation medical staff attended international conferences and 236 attended regional conferences. The most important CME activity organized by Hamad Medical Corporation was Qatar Health 2009, while other excellent conferences, symposia and workshops were also held during the year.

## Sharing Knowledge

Hamad Medical Corporation has a strong commitment in developing partnerships with international best practice healthcare providers, believing that sharing experience and knowledge with leading-edge hospitals will improve their skills and practices for the benefit of improved patient care. Exchange of ideas and opportunities for Hamad Medical Corporation clinicians to work in their partners' environments has been very effective and beneficial in raising their sights and standards.

Hamad Medical Corporation's key partnerships have been with Heidelberg University Medical Center (oncology and newborn metabolic screening), the University of Pittsburgh Medical Center (Emergency Department Services) and the Canada-based Hospital SickKids, (pediatrics).

These partnerships have provided Hamad Medical Corporation's staff with education and training in these fields, and such international bridges keep them well connected with the modern world of healthcare. In many instances these partnerships have also assisted

Hamad Medical Corporation with the development of their medical technologies and facilities.

Qatar's first medical simulation center is also being planned by Hamad Medical Corporation in collaboration with Sidra Medical and Research Center. The center, which will allow clinicians and educators to practice their skills and techniques on the latest equipment in a simulated medical setting, will be one of the most advanced in the Middle East. Simulation centers can help Qatar achieve best practice in clinical education and will assist Sidra in providing the best healthcare, as well as provide a significant boost to medical training in Qatar. It is envisaged that the center will be operational in late 2011.

A growing number of Weill Cornell Medical Collage-Qatar clinical faculties see patients as part of their teaching activities in Hamad Medical Corporation; there is also cooperation between Weill Cornell in New York and Qatar, and Hamad Medical Corporation, in biomedical research activities.



## Al Khor Surgical Training Unit

Al Khor Hospital opened a state-of-the-art surgical training unit in early April 2010, which is designed to help doctors train in various surgical techniques, including laproscopic techniques, using high-end simulation equipment.

A life-size reproduction of a human torso forms a part of the hands-on experience for qualifying surgeons. A special animal lab where tissue samples can be collected has been implemented to aid in further training and for surgeons to hone their skills. The unit also houses a library featuring an e-library with a database of over 1,000 online reference books.



A surgeon in training

## Nursing Department Education and Training



Nursing education in progress

The Department of Nursing Education and Research at Hamad Medical Corporation provides training and ensures ongoing clinical competency for 5,000 registered nurses across all Hamad Medical Corporation hospitals. The Department of Nursing Education is comprised of 25 Nurse Educators who cover all hospitals. There is also a Continuing Education Committee who provide Continuing Nursing Education (CNE) opportunities for internal and external staff.

Educational activities include General Nursing orientation of staff, leadership and management development, continuing

nursing education, in-service training, nurse internship programs and preceptorship programs. Ensuring and maintaining cultural competency remains a major focus and is embedded in a variety of educational offerings. Eight nurses recently joined the Department of Nursing Education and Research, and successfully completed a comprehensive Instructor Development program, where they are currently under a mentorship program.

General Nursing Orientation is mandated for all staff. It includes Age-Specific Care, Medication Administration, Basic Life Support, Code Management and Defibrillation, Charting and Clinical Documentation, Discharge Planning, Fall Prevention, Nursing Process and Transcultural Nursing. This program has been conducted 10 times, and 220 nurses attended.

All nurses are mandated to be certified / re-certified yearly in Fire and Safety, Infection Control, Hazardous Materials and Waste Management. The need for a specific continuing education program may be determined through a perceived deficit in staff performance or proactively in order to meet current needs for education / training. In-service education is mandated for all nursing staff in order to enhance their job performance in their assigned area.

There are 29 students sponsored by Hamad Medical Corporation for the Continuation BSN program at Calgary University in Qatar, started in January 2008. Hamad Medical Corporation also has an affiliation with Deakin University in Australia. 30 nurses were sponsored by Hamad Medical Corporation and completed the Three Critical Care modules in Cardiac Disease and ECG Interpretation, Shock and Fluid Balance and Cardiac Surgical Nursing.

## Laboratory Services



A laboratory technician

The highlight of the Department of Laboratory Medicine and Pathology's learning year was the Laboratory track held during Qatar Health in December. By closely managing the event and making arrangements within the laboratories, over 100 staff were able to attend this unique forum, and a similar day is envisaged for 2010.

While staff continue to attend mandatory training and develop their skills, other highlights in 2009 included two staff completing their PhDs and returning to Hamad Medical Corporation, bringing their newly acquired expertise to the organisation. Other staff returned from their training in Europe during 2009. A new initiative that came to fruition in 2009 was the partnership with Qatar University whereby BSc-qualified technologists can complete required modules to demonstrate that their skills match US requirements, thus confirming their skills internationally.

There have also been many 'in house' events with doctors, clinical scientists and senior technical staff passing on their knowledge and skills to the team and ensuring an environment of continuous learning.

## Pharmacy Services

Continuing professional development is a key part of the professions' growth in Qatar, and all pharmacy education activities are accredited to provide continuing education credit hours. In addition to the routine Clinical Evaluation (CE) activities within Hamad Medical Corporation, 2009 was a very active year for Pharmaceutical education and training with several landmark events.

In February 2009, Pharmacy Service participated in the Al Amal Hospital First Cancer Conference. In addition to pharmacists contributing to the Breast Cancer Awareness Public Information session, there were also three parallel pharmacy workshops on intravenous services in association with a visiting expert.

In May, the Qatar First Pharmaceutical Symposium was organized by Hamad General Hospital, the theme of which was "A new pharmacy era: where excellent communication and true knowledge advocate first-rate practice". It was held over the course of one day, and expert speakers were invited from around the Middle East region.

In December, as part of Qatar Health, Pharmacy Services was represented by a two-day symposium. The topics included many aspects of modern pharmacy practice and speakers included several

highly respected pharmacy experts from North America, UK and the Middle East region, as well as from Qatar.

2009 also saw the launch of Rumailah Hospital's in-house clinical education program for pharmacists and clinical colleagues. A series of lectures were given by pharmacists focusing on anticonvulsant medication and on ensuring that staff and patients had access to information leaflets for the most common anticonvulsant drugs used in Rumailah Hospital.

Undergraduate pharmacy education is well established in Qatar and at the end of 2008, Qatar University and Hamad Medical Corporation signed a clinical training agreement. As a result, during 2009, Hamad Medical Corporation pharmacy departments have hosted the Structured Practical Experiences for Pharmacists (Qatar University College of Pharmacy). This has involved Hamad Medical Corporation pharmacists undertaking training to become accredited preceptors, which helps to ensure that student clerkships provide them with structured training in an authentic clinical setting under the close supervision of experienced professionals. A similar arrangement is also in place for pharmacy technician undergraduates from the College of the North Atlantic – Qatar.



## Radiology



A radiographer using specialist equipment

The 2nd Qatar Radiology Symposium for Emergency and Trauma Radiology was held in June 2009. Dedicated sessions for presentations by technologists included MRI Safety and Effects; the role of technologies on the productivity of trauma and emergency radiology; management of polytrauma – an optimized radiographic view; and new advanced imaging options in MRI.

In October the Sonography Symposium-Medical Ultrasound Awareness Month-provided lectures and workshops attended by Hamad Medical Corporation Radiology Department ultrasonographers, while comprehensive in-house training and educational programs were also held across all Hamad Medical Corporation radiology departments for technologists. Around 45 in-house training and education sessions were also conducted across the Hamad Medical Corporation radiology departments throughout 2009.

Hamad General Hospital Radiology Department continues to be a keen supporter of the clinical placement and training program for technologists enrolled in the CNA-Q program for medical radiography.

## Rehabilitation

The rehabilitation services include Physiotherapy, Occupational Therapy, Speech Therapy, Prosthetic and Orthotics, Children Rehabilitation (Special Education) and Community-Based Rehabilitation. Rehabilitation Services has developed and implemented a 'Developee' program for new graduates with a focus on Qatari staff that sets measurable competency and skill development.

Numerous external courses were undertaken to further develop the knowledge and skill of therapist in their respective specialty areas. Continuous education programs are planned by all departments of rehabilitation for their respective specialized areas which include; in-services, journal reviews, training in the use of standardized and non-standardized assessments, development of protocols and outcome measures and case discussions on a weekly basis.



Hamad occupational therapist providing assistance to a patient

## Human Resources Training

The Human Resources (HR) Training Department registered five Qatari staff from different departments and hospitals across Hamad Medical Corporation for a Diploma in First Line Management at the College of the North Atlantic, a program which is branded by the Institute of Leadership & Management UK.

The Department also carried out the Executive Diploma in Management (Level 7 UK qualifications) for 18 Qatari staff. These were awarded by the Chartered Management Institute UK. In addition, in-house training programs were provided. "Two Skills of Dealing with the Public" workshops for 49 Qatari clerks were held, as well as Five Time Management workshops for other departments, with a total of 86 participants attending.

All programs arranged are renowned and recognized locally, regionally and globally. HR Training Department has followed a strategy to educate staff at different levels, with their main target being middle management.

The department also provided support for Qataris to develop and enhance their qualifications for them to be able to progress professionally. (Motivation has been boosted for all Hamad Medical Corporation staff who joined a training program). Some staff attended a training program for the first time in their pro life at Hamad Medical Corporation. Hamad Medical Corporation is the first organization in Qatar to arrange for several of its staff to attain the 'Executive Diploma in Management'.



## Hamad International Training Center (HITC)



Courses as well as other courses and workshops. The Center is now affiliated with The American College of Surgeons / committee on trauma, BTLS International USA, UK Resuscitation Council, European Resuscitation Council, Advanced Life Support Group (UK) and the American Academy of Family Physicians.

HITC produced a large group of full internationally trained and certified top instructors and program directors, and thousands of public men and women, as well as most of HMC staff, were also trained and certified in Cardiopulmonary Resuscitation / First Aid.

HITC's training portfolio now encompasses 38 different short courses, which cater for a wide range of healthcare staff within and allside Hamad Medical Corporation. It helps Hamad Medical Corporation and private institutions to ensure that local and government guidelines for healthcare professionals are met and plays a vital role in the re-licensing procedure for private health practitioners.

A new addition to Hamad Medical Corporation's scientific and academic activities, HITC started with a vision of improving the overall healthcare through providing quality training in trauma management, disaster management and resuscitation, as well as public training and awareness programs.

HITC provides opportunities for physicians, nurses and paramedics to continue their professional and personal development and learning whilst improving their competence and skills in order to provide high standards of patient care, using the latest knowledge, theories and technology. It also provides opportunities for Institutions and members of the public to participate in courses and events which will raise public awareness.

HITC encompasses basic and advanced levels of professional medical and public training. It's sphere of activity can be divided into the specific areas of Trauma Training, Resuscitation Training, ALSO (Advanced Life Support in Obstetrics) Program, NRP (Neonatal Resuscitation Program), Disaster Management Training, Basic Life Support & First Aid Program, Public Education Program and Instructor

During 2009, HITC showcased its skills at Arab Health for the first time. Its presence there was successful in raising both regional and international awareness of its activities, and has resulted in several international organisations expressing an interest in forming cooperative arrangements for the exchange of expertise. Also during 2009, HITC assisted Hamad Medical Corporation in a massive drive to ensure that all staff had completed relevant training courses to meet JCI requirements in time for the re-accreditation procedure. The normally quiet month of Ramadan proved to be the busiest ever with more than 3,000 staff trained in that month alone.

Statistics for 2009 show that a total of 750 separate training courses were planned and held during the year, which resulted in a staggering 21,542 people trained.

Other activities that HITC was involved in included the planning and running of the Gulf Vascular Society Conference in February. HITC was also very involved in the preparations for the first Qatar Health Conference which took place in December.

Current challenges include the need for more training venues, so that HITC can meet Hamad Medical Corporation's ongoing and developing training needs, as well as staff, storage and office facilities.

## Information Technology Training

The Education and Training Department established strategic partnership relationships with key departments in Hamad Medical Corporation and agreed IT training needs to support corporate and department strategic objectives.

They also successfully completed a pilot project sponsored by ictQATAR, the Supreme Council of Information and Communication

Technology, for e-learning with a number of departments at Hamad Medical Corporation, with encouraging statistics on the number of participants and course completions registered by a government entity. In addition, the Education and Training Department cemented relations with ictQATAR on further collaborations with promoting e-learning training to Hamad Medical Corporation employees in year 2010.

## Community Health Education Initiative



The World Kidney Day awareness walk in Doha

- The Communicable Diseases Unit has continued a very active program of tuberculosis (TB) health promotion and health education within the community throughout 2009. Activities have included visits to Ras Laffan, Asian Schools and Qatar Foundation's Virginia Commonwealth University. The department, in collaboration with WHO-Qatar, also took part in World TB Day during March, providing another opportunity to spread the word about TB.
- The GCC health sector has declared March 13 as the GCC Nursing Day to commemorate the establishment of the first nursing facility in the region. In honor of this day, Hamad Medical Corporation hosted a celebration of the first GCC Nursing Day in Qatar in recognition of the importance of the nursing profession and thereby raise the public's value and appreciation of nurses.
- Hamad Medical Corporation has arranged numerous education and training programs to promote therapeutic and preventive services for all healthcare professionals in Qatar. A key focus of a conference arranged in 2009 was the global concern regarding the H1N1 virus – the first such meeting to be hosted in Qatar under the auspices of the Supreme Council of Health . The conference was organized by Hamad Medical Corporation with the objective to review global experiences in tacking the disease
- In March 2010, coinciding with World Kidney Day, Hamad Medical Corporation organized a week of specialist training and community awareness initiatives to inform and educate the public. The education included related topics such as the importance of organ donation and maintaining a healthier lifestyle to reduce the occurrence of renal failure. Numerous international and local guest lecturers were invited to share their experience.
- This is the first year that Qatar participated in the Gulf Disability Week that has been conducted annually in GCC countries for the past five years. The Gulf Disability Week aims to promote an understanding of disability and mobilize support and understanding of the rights and well-being of people with disabilities. It also seeks to increase awareness of the benefits of integrating people with disabilities in every aspect of political, social, economic and cultural life within local communities.
- The theme for the 2010 week was "Assistive Technology for People with Disabilities – Pathway to the Future". A series of events, coordinated by the Ministry of Social Affairs, Mada Center for Assistive Technology and Rumailah Hospital, were organized in early April in support of this campaign. Events throughout the week included workshops for people with visual, hearing, physical and intellectual disabilities and their families, as well as a seminar on the latest assistive technologies for health and rehabilitation professionals.









## Medical Research Center, Hamad Medical Corporation



A Hamad doctor conducting research

Established in 1998, Hamad Medical Corporation's Medical Research Center has grown in importance and has been initiating research projects. The center's objective is to promote research within Hamad Medical Corporation, developing it into a more fully-fledged system. With Qatar investing 2.8% of its GDP into research, Hamad Medical Corporation is now in a better position to support both internal and external research projects.

The center's main work, using Hamad Medical Corporation funds, is to encourage research by Hamad Medical Corporation staff as well as giving support to outside researchers, particularly from

universities in the country. This comes alongside provision for grant management as well as providing the ethical framework on which medical research is conducted.

Research at Hamad Medical Corporation has previously been predominantly evidence-based following on using clinical trials and the observation and retrospective studies of patients, which has been self-initiated by doctors. Larger-scale research has been lacking.

The introduction of university medical education programs in the country, through the establishment of campuses of Weill Cornell Medical College (WCMC), University of Calgary (UC) and College of the North Atlantic (CNA), all of whom have formal training partnerships with Hamad Medical Corporation, has heightened the need for coordinating research at Hamad Medical Corporation and building research capacity.

It is hoped that in turn, in-depth studies of illnesses observed and treated at each of Hamad Medical Corporation's five hospitals will become more common. With the establishment of the Medical Research Center, research has become more systematic and forms an integral part of Hamad Medical Corporation's commitment to patient care.

Other prominent researches currently underway are gene and type 2 diabetes studies amongst the Qatari population; a stroke awareness study on the level of awareness of stroke risk factors and symptoms in the GCC countries; and various pediatric trials.

## Middle East Childhood Cancer Alliance

The Middle East Childhood Cancer Alliance (MECCA), is a multi-institution international collaborative, non-profit organization. Established in November 2000 with the mission of promoting the quality of life of children with cancer in its member countries, it aims to improve clinical care through measures such as standardization of diagnosis, utilization of newly available biological tools and adoption of uniform protocols. It is also dedicated to improving education and training at the public, parent and patient levels.

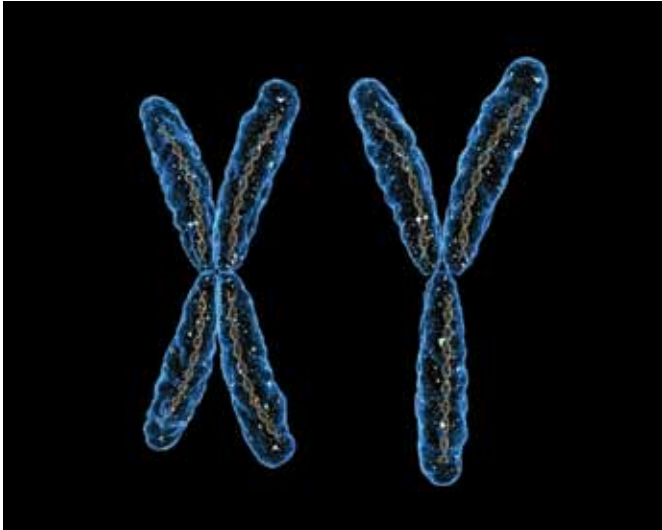
The MECCA main office is located at King Faisal Specialist Hospital and Research Hospital (KFSH&RC) in Riyadh, KSA. Bahrain, Egypt, Iran, Jordan, Kuwait, Lebanon, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, Turkey, United Arab Emirates and Yemen are involved in this project, with each country having its own project director and staff responsible for data management, reporting and consultation.

Qatar is an active founding member of MECCA. Qatar has already hosted an annual meeting of the organization, and have a coordinating MECCA office housed at Hamad Medical Corporation. The first MECCA clinical research study, sponsored by the Qatar National Research Fund (QNRF), has already accrued about 400 patients and receives full administrative and logistics support from the MECCA office at Hamad Medical Corporation.

Education and research are disseminated through workshops and conferences to all levels of personnel involved in this project to enhance their capacity to provide quality care for children with cancer. MECCA is in the process of establishing a telemedicine unit at its Qatar office, which will be beneficial for clinical, educational, research and collaborative activities.



## Pediatric Genetics

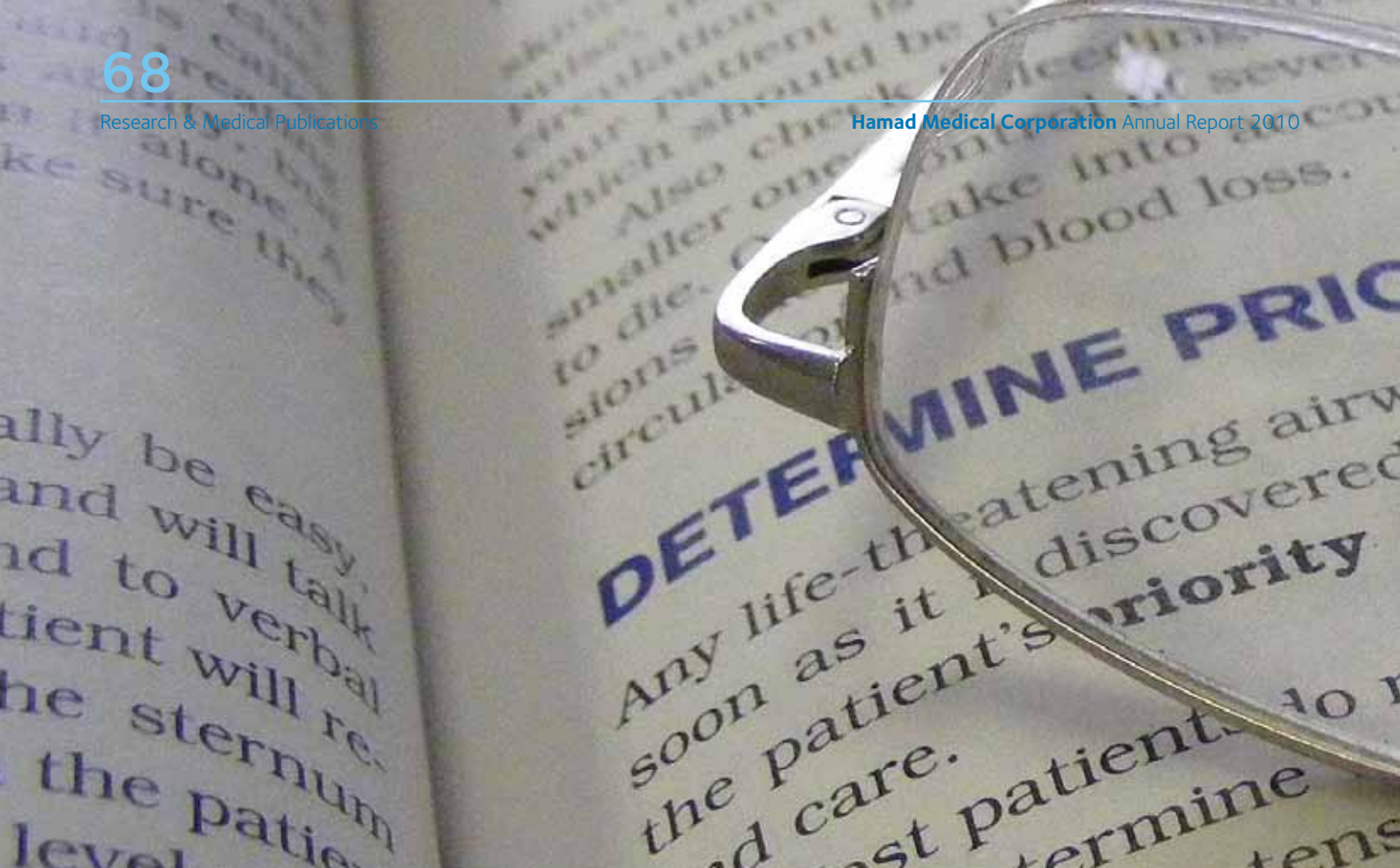


Hamad General Hospital's new Center for Genetics includes a staff of highly-trained geneticists who engage in research of common ailments found in the region. For example, the program of neonatal screening for metabolic disorders, and visual and hearing impairments, is among the most extensive in the world.

The center has extensive laboratory and testing facilities that are important for the identification and treatment of genetic disorders. The center has contributed to advances in cytogenetics, the study of the structure and function of the cell and its chromosomes, in detecting genomic anomalies.

The prevalence of genetic diseases in the Middle East, and strategies for their treatment and prevention, were among the topics of the 2nd Qatar Genetics Symposium sponsored by Hamad Medical Corporation and Weill Cornell Medical College in Qatar in 2009.





## Journals & Medical Publications

Hamad Medical Corporation's Medical Research Center has published 46 articles of clinical and non-clinical implications in peer-reviewed journals over the last year, and the article titled "Varicocelectomy for Male Infertility: A comparative study of open, laparoscopic and microsurgical approaches" was awarded best publication for the year. The research was conducted in the Urology department of Hamad Medical Corporation. This is the first kind of research in this area in Gulf Cooperation Council (GCC) countries, and the benefits are immeasurable to both the public of Qatar and the world in general.

- **Qatar Medical Journal (QMJ)**

Established in 1984, QMJ was the first medical periodical journal to be published in Qatar and is a high-quality peer-reviewed international journal for the medicine community in Qatar, and worldwide. QMJ is published twice a year and distributed to medical institutions, medical libraries, individual doctors, nurses and hospitals in the Middle East and Europe. Currently, more than 8,000 QMJ journals are distributed worldwide free of cost, and they have a number of continuous subscribers.

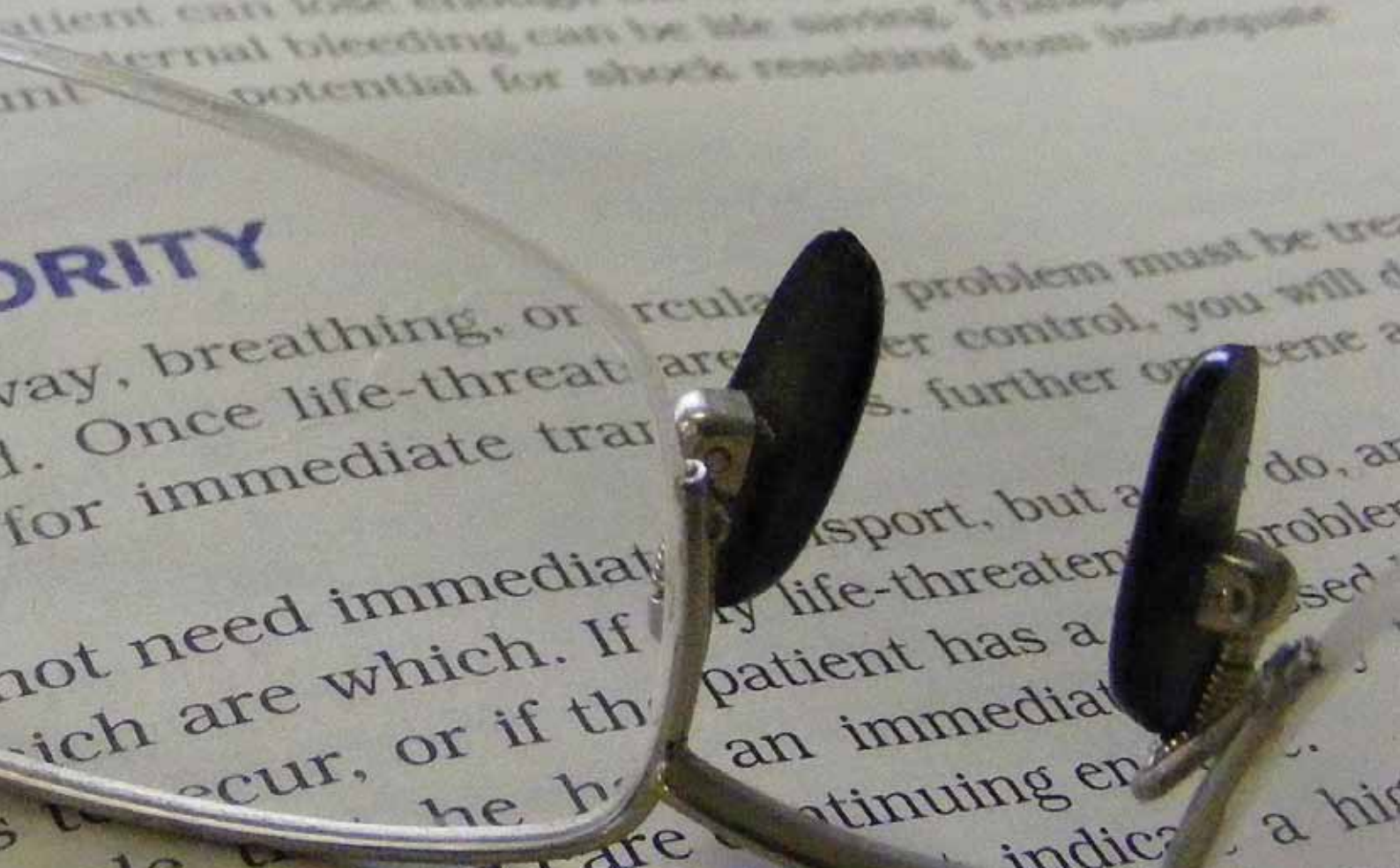
QMJ has also been indexed by Excerpta Medica and the WHO. They are in the process of getting approval for listing within the National Library of Medicine (NLM), and are planning to publish Three issues in a year – an important step.

- **The Journal of Emergency Medicine, Trauma & Acute Care (JEMTAC)**

The JEMTAC was first published in January 2001 under the title "The Middle East Journal of Emergency Medicine". It was produced under the direction of the Chairman of the Emergency Department, Dr Abdulwahab Al Musleh, and was seen as a way of disseminating information and as an educational tool to all those working in Emergency Medicine and related fields.

The journal is now over eight years old and the editorial board is actively promoting it with a view to gaining full international recognition and, ultimately, indexing by the National Library of Medicine (NLM). Indexing by the NLM means that it will be included on MedLine – one of the most popular and powerful academic search engines available to health professionals and academic institutions.

As the journal raises its profile and achieves its objective of being internationally noticed, the supporting role of Hamad Medical Corporation will be fully appreciated by a wider audience



- **Heart Views Journal**

The aim of Heart Views is to provide clinical information and understanding of the scientific foundations of cardiovascular medicine to physicians. It summarizes topics published in international journals covering all aspects of cardiovascular medicine and focuses on basic principles as applied to clinical problem-solving. The scope of cardiovascular medicine is vast, thus each issue focuses on a few areas. The sections on art and history of medicine provide fresh perspective on the practice of modern medicine, as well as insights on how medical theory and practice evolved through time.

- **Al Saha Magazine**

Hamad Medical Corporation's flagship magazine, which has been published for more than 10 years, has received a facelift reflecting the organization's new brand identity. The refreshed look and feel of the magazine was designed to make it more attractive and readable to better suit different audiences in Qatar.

Based on reader feedback, the magazine content and structure has been strategically developed to provide relevant information about clinical education and research and new healthcare initiatives organized by Hamad Medical Corporation.









## Decentralization

The main objective of decentralization is to support clinicians and administrators to respond promptly to local needs regarding patient care and management of available resources. In 2005, Hamad Medical Corporation commenced the process of strengthening the hospitals' responsibilities and accountabilities for decision-making, within a corporate framework of policies and guidelines to ensure consistency across the organization.

This process involves a delegation of various authorities from centralized corporate departments. It will enhance the focus on performance management and improvements in quality of care, communications and patient satisfaction. Since 2005, Hamad Medical Corporation has made organizational structure realignments and key personnel appointments to strengthen the decentralization process.

In 2010 Hamad Medical Corporation has also entered into a partnership with Partners Healthcare from Boston for support and advice on the implementation of processes, systems and skills development needed in a decentralized, multi-campus health service ,which operates within an integrated governance model. (Partners Healthcare is a large and very successful health service system which operates in this decentralized and integrated way).

## Corporate Quality Management

The Quality Management Department (QM) has five main programs of activity, each one led by an Assistant Executive Director who is responsible for developing the program strategy and a consistent, systematic implementation plan for the Hamad Medical Corporation facilities.

The programs are Quality Improvement, Accreditation, Utilization Management, Risk Management and Infection Control. Each hospital facility has dedicated resources in each of these programs to guide, support and assists in the operational delivery of QM.

In order to ensure that Hamad Medical Corporation is working to provide the best quality of care for patients, it is important to be able to compare our services with other hospitals internationally. Part of Hamad Medical Corporation; mission and vision is to be comparable with the best hospitals in the world, and one way to measure this is to work to the same standards, guidelines and regulations.

Hamad surgeons in consultation



## • Hamad Medical Corporation Quality Day

In order to demonstrate the amount of Quality Improvement activity happening across Hamad Medical Corporation we held our first annual Quality Day in 2009 with the theme “We can change”, with over 500 attendees.

The Quality Day allowed each hospital to submit completed improvement projects for presentation to support sharing best practice.

Projects were facilitated through the QM department using educational workshops, project support, and through assisting with data analysis and presentation. A wide range of projects were submitted, showing real improvements in patient satisfaction, patient safety, and patient waiting times for treatment and reducing infections.

## • Staff and Patient Satisfaction Surveys



During 2009, the QM department introduced new survey approaches to consider the views and feedback of patients and staff.

A new online system was devised for staff, offering anonymity and remote access to encourage as many staff members to participate openly and honestly with no fear of reprisal. 10,000 Hamad Medical Corporation staff members completed the survey in 2009 and received feedback on the main findings through the organization’s intranet, as opposed to only 1,200 members of staff in the previous survey.

The new patient satisfaction survey allowed for more analysis of the areas of concern for patients by offering more questions and categories to provide feedback. This allowed the QM department to give more detailed feedback to individual hospitals about the nature of patients concerns, as well as the areas patients feel are working very well.

In addition, the QM department supported the implementation of many hospital-based quality improvement projects to improve services for patients, providing education and analyzing results.

## • JCI Accreditation

The QM Department played a large role in supporting this process, through the management of internal checks and reviews to identify sub standard work and processes, while bringing these to the attention of senior management for action. The Accreditation Program coordinates the Hamad Medical Corporation accreditation activities. These include:

- Accreditation and Compliance
- Preparation of Policies and Procedures
- Medical Data Analysis
- Educational Programs

The Accreditation Section conducts periodic reviews to assess the level of compliance of the Hamad Medical Corporation services / departments with the accreditation standards. For this purpose, the actual performance of Hamad Medical Corporation staff is reviewed to assess the degree of compliance with the Hamad Medical Corporation policies and procedures. The findings are reported to the hospital leadership and governance through the established organization structure. Compliance reviews are conducted according to an annual schedule, which is amended as the need arises.



## Center for Healthcare Improvement

The Center for Healthcare Improvement (CHI) is a new department within Hamad Medical Corporation, which was officially launched in November 2009. It was created to be a catalyst for improvement within Hamad Medical Corporation to help the organization achieve its goal of world-renowned excellence in patient care. Through a network of collaborative partnerships, the aim of CHI is to build, improve, and sustain the finest clinical and business practice and systems, while facilitating national self-sufficiency and embedding a culture of change within Hamad Medical Corporation. CHI is committed to finding enduring solutions through innovation, patient-centered practice, evidenced-based decision-making and collaborative partnerships.

The mandate of the CHI team is to inspire, mentor, guide, educate, structure and lead improvements across Hamad Medical Corporation's organization. The CHI is also a learning and resource center that

supports staff as they independently undertake system efficiency and re-engineering work in their own departments. Hamad Medical Corporation's success has started with the Women's Outpatient Department where the CHI has re-engineered the appointment system, significantly reducing waiting times for patients.

The CHI project was inspired by Hamad Medical Corporation's vision to achieve world-renowned excellence in patient care. (It is a crucial part of Hamad Medical City, Qatar's developing hub of medical innovation).

Over the course of 2009, CHI has led, or been involved in, a number of high-profile, change-focused initiatives designed to drive excellence and advance the patient, family and staff experience.

### • Women's Hospital Outpatient Department (OPD) System Re-engineering



A female patient at the OPD

A significant achievement was undertaken by CHI in the highly successful Women's Hospital Outpatient Department (OPD) System Re-engineering. With an overall aim to reduce patient wait time and congestion, CHI worked closely with Women's Hospital staff and administrators to design, develop and deploy a fixed time appointment system and dedicated Booking Center to act as a single point of contact for patients.

Launched in November 2009, the results have been highly positive, with improvements seen across a number of areas including decreased wait times, reduced department congestion and increased clinic capacity.

Wait times have experienced significant and sustained reductions, decreasing from an average of 77 minutes to 31 minutes, (nearly 60%). Department congestion has been greatly eased, with an average of only 26 patients waiting at any given time, as compared to 160 patients waiting at any given time under the previous system.

Additional capacity has also been created through the addition of another 35 clinics in the Outpatient Department, an increase from the previous 105 clinics per week.

The changes have improved care delivery for patients, allowing for greater time spent with consultants. Patient and visitor satisfaction with the new system, a key motivator for the initiative, has been overwhelmingly positive, making the Women's Hospital Outpatient Department a care provider of choice. The second phase of the project, to include the full redesign and construction of the area including the installation of new furniture, new phlebotomy units, new main reception and an increased number of treatment rooms. This is, scheduled to be completed in the summer of 2010.

## • Patient and Visitor Service Center



Hamad visitor center staff

Launched in May 2009, the Patient and Visitor Service Center initiative entailed the development of a new customer service system in order to enhance patient and visitor experiences in Hamad Medical Corporation.

The cornerstone of the initiative was the creation of a two-pronged contact system – Welcome and Greeting Service and Call Center – to redefine the way patient and family needs are met and improve performance in assisting patients and families through the system.

With dedicated customer service agents positioned at 10 key locations within Hamad General Hospital and the Women's Hospital, The Welcome and Greeting Service offers a friendly and helpful first point of contact for all visitors, and a means to proactively identify and address questions and issues. The Call Center provides a central call number to receive inquiries, with staff trained to resolve non-care issues and triage issues that cannot be resolved on the spot.

The Patient and Visitor Service Center has created a responsive and proactive system which assists in delivering excellent patient and customer services at some of Hamad Medical Corporation's most frequently visited sites. Since August 2009, customer service and call center agents have provided assistance to over 170,000 visitors, helping an average of 1,300 visitors per day.

## • Patient Care Environments

The Patient Care Environment initiative was launched in 2008 with a focus upon reducing congestion in public places, creating therapeutic and healing environments, and projecting an enhanced professional image of Hamad Medical Corporation.

Beginning in 2008 and continuing through 2010, the CHI team has partnered with an international team of healthcare design consultants to develop a comprehensive interior and exterior design scheme for three of Hamad Medical Corporation's hospitals – Hamad General Hospital, Women's Hospital, and Rumailah Hospital – in order

to improve the patient and visitor's environment and experience. This includes the development of a Master Standards Program, generating consistent finish and furnishings standards across all sites while ensuring safety, comfort and convenience.

The new design schemes will create hospitality-oriented and healing environments that relieve stress, promote patient and family satisfaction, and optimize utilization of space in consideration of future growth. The initiative is well underway, with an operational plan currently under development with all sites.

## • My Family



Improving and promoting patient and family-centered care at Hamad Medical Corporation is a central goal of all CHI projects and partnerships. The My Family initiative, launched in June 2008, recognizes and encourages the vital role families play in the recuperation and support of loved ones, and the importance of empowering families to be involved in their loved one's medical care and choices.

My Family is an overarching and ongoing philosophy, which seeks to articulate and communicate a vision of family-centered care throughout the organization as a whole. CHI has taken a lead role in challenging departments, teams, leaders and practitioners to embrace the vision and interpret it and integrate it within their own areas of practice.

## • Stars of Excellence



HMC's Stars of Excellence icon

Launched in March 2010, the Stars of Excellence Program is a comprehensive employee recognition program which will encourage and motivate Hamad Medical Corporation staff to undertake meaningful improvement initiatives, which benefit patients, staff, and the organization, while rewarding the highest level of achievement in clinical and business practice.

At the core of the program is a merit-based award program which recognizes individual and team excellence across five areas: performance, service, professional/clinical practice, technology, and management.

The program also identifies the Characteristics of Excellence in Healthcare, defined by a diverse set of leaders from various Hamad Medical Corporation departments and care sites, helping to build a consistent understanding of excellence across the organization.

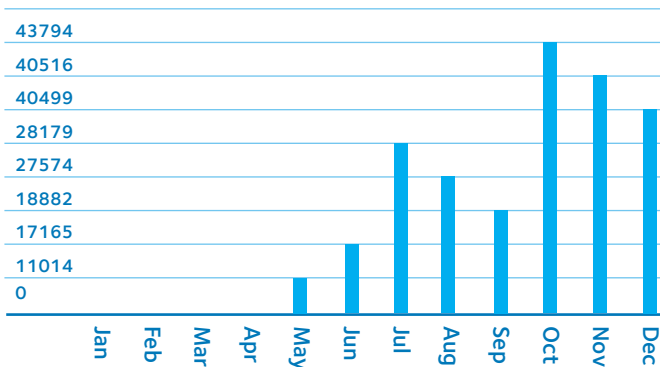
## Service Culture

### • Introducing Hospitality Concepts

Hamad Medical Corporation has implemented improvements in many of its non-clinical sectors, such as hospitality, which provides valuable services and support to other professional teams that impact on the patient care provided.

Hamad Medical Corporation's Hospitality Department established a successful pilot project in Hamad General Hospital with the first 'Patient Visitor Service Center'. This specialized help desk is manned by a dedicated representative whose aim is to provide help for all visitors and patients who are new to the hospital. The concept is now being rolled out to other hospitals.

Patient and visitor service center - no of desk contacts per month

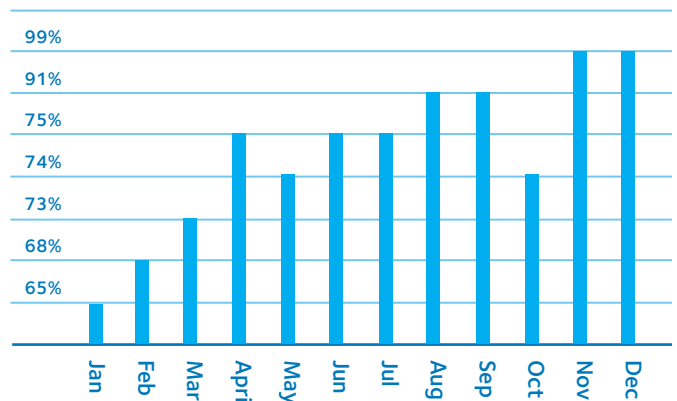


New pilot service, which started in April in Hamad General Hospital, shows a marked increase of usage of this service of over 300% in only Eight months and reflects the success of this project.

The department is also responsible for providing most of the meals for Hamad Medical Corporation hospitals. Improving the quality of meals provided to patients is a primary goal, and in 2009 a major renovation of the kitchen facilities was started to achieve this goal. Hamad Medical Corporation has invested in new kitchen equipment and catering programs, and has hired an executive chef to oversee the improvements. The results are evident in a recent patient satisfaction survey concerning the hospital food, which indicated more than 90% satisfaction rate amongst patients.

Hospitality is also engaging in training programs to facilitate improved guest services practices, such as communications skills, conflict response capabilities and general public interaction standards, there has been very positive feedback from patients and visitors as result.

Patient food satisfaction results from a patient survey conducted in 2009



- **Communication Skills Workshop for Resident Doctors**



Realizing the importance of good doctor-patient communication, the Medical Education Department at Hamad Medical Corporation conducted the first doctor-patient communication skills workshop for resident doctors in May 2009, at the Hamad Medical Corporation Education Center. Six senior consultants delivered the workshop from Hamad Medical Corporation in collaboration with Weill Cornell Medical College- Qatar. The consultants had previously completed a specialized training program at one of the leading hospitals in New York, USA – the Memorial Sloan-Kettering Cancer Center, NY Department of Psychiatry and Behavioral Sciences, Communication skill training and research laboratory.

A total of 87 resident doctors attended the workshop during 2009, during which they learned the necessary skills for dealing with patients and their families in different situations. These included breaking bad news to patients and families, shared treatment decision-making, responding to patient anger, discussion of death and dying, and cultural sensitivity and communication via interpreters. Good communication skills are linked with higher patient satisfaction, greater adherence to treatment, better health outcomes, fewer physician malpractice claims, reduced patient anxiety, increased recall and improved understanding, as well as better patient-doctor relationships.



## Maximizing Information Technology

Hamad Medical Corporation's Health Information Systems (HIS) Department strives to support all clinical and non-clinical activities through enabling the delivery of world-class health information, business information, and information technology.

The IT Strategic Plan to deliver their "digital healthcare vision" has included focus on defining how Hamad Medical Corporation will leverage technology to implement best practices, standardize operations, and further their efforts towards being a data-driven organization.

The HIS Department has also concentrated on ensuring that it has the appropriate capability to meet future challenges and the successful delivery of the IT Strategy Program. This has included the establishment of a Program Management Office (PMO), improving staff skills and restructuring processes.

- Wireless Services have continued to be upgraded to new locations including the Women's Hospital OPD. This provides patients with more facilities while enjoying Hamad Medical Corporation's care and attention and also enables physicians to use modern devices and equipment such as laptops, PDA's etc.
- SMS Services have been extended to the Women's Hospital, Hamad General Hospital and Rumailah Hospital OPD operations to provide follow-up reminders to patients and ensure a reduction in no-show rates.
- A Medical Archive Solution (MAS) has been implemented to provide a secure, reliable, and high-performance solution for managing high volumes of medical images. This will assist regulatory compliance (e.g. safekeeping of patient data, radiology films), prior comparison, reduce retakes and improve utilization of resources.
- Over the next two years, as Hamad Medical Corporation implements its integrated health information systems, PACs system and ERP system, emphasis will be placed on readiness and training for high adoption.



## Committing to Staff



Human Resources (HR) focused this year on supporting the organization's efforts toward decentralization, developing its people, and modernizing its business operations. Additionally, Human Resources helped all facilities successfully achieve JCI reaccreditation. This year's highlights include:

- Implementing HR Hospital Managers to further support the organization's desire for decentralization and improved workflow processes. The role of the HR Hospital Manager is to improve communications between the hospital executive teams and HR.
- Recruiting staff for the new facilities coming online. In the last year major recruitment campaigns were undertaken for the Center for Healthcare Improvement, Hospitality Services, and the Heart Hospital. Additionally, a recruitment drive occurred for the new Skilled Nursing Facility, which will provide enhanced services to patients needing care beyond the acute care setting.
- Continued to work with the Ministry of Labor to support the workforce nationalization initiative and increase the number of Qataris employed at Hamad Medical Corporation. The Corporation has partnered with the Ministry of Labor to create a unique 90-day program for Qataris to take administrative and clerical positions within the organization. The program helps facilitate competency development and provides a specialized-entry method for Qataris to contribute their skills and talents to Hamad Medical Corporation. To date, over 120 Qataris have participated in the program.
- Migration of over 1,000 administrative and clerical staff to the Human Resources Management Law (8)/2009. With this migration, employee benefits, entitlements, and conditions of employment were updated to align with the HR vision for Qatar.
- Hosting the annual long-serving employee recognition awards in early 2010 to honor 60 loyal and committed employees who reached the 25 year milestone during the year .
- Commencing the process to construct a large-scale survey covering selected GCC hospitals. The survey will be the first ever healthcare salary survey for the GCC region.

### • Modernizing

HR began implementing technology in the Housing Department to better manage employee accommodation inventory and assignments. The Medical City accommodation was opened for nursing staff as well as staff in grades 112 and above. Over 2,000 nurses were transferred into the new Medical City accommodation, providing these employees with modern living condition. Additionally, Medical City accommodation support was provided to Qatari females who are divorced, widowed, or married to non-Qatari men. The response from women who have received the accommodation has been very positive.

In an effort to further improve employee-focused processes, Immigration began utilizing the SMS service to remind new employees of their immigration appointments. Immigration also began to process applications for the Medical Commission procedure online, as part of the Supreme Council of Health's vision for continuous development of the Medical Commission's services.

### • Joint Commission Accreditation

Resources from across HR contributed to hospital teams, ensuring the staff personnel files were current and contained evidence of the JCI Staff Qualifications and Education (SQE) standards compliance. Additionally, the Licensing and Credentialing Department worked hard to meet the new Allied Health Standards by verifying all license and education qualifications for over 8,000 Allied Health and Nursing Staff.

Staff at HMC stand at the Careers Fair in Doha



