



مؤسسة حمد الطبية
Hamad Medical Corporation

صحة • تعليم • بحوث
HEALTH • EDUCATION • RESEARCH



Annual Report 2012 / 2013

Changing lives for the better



His Highness The Emir
Sheikh Tamim Bin Hamad Al-Thani



His Highness The Emir Father
Sheikh Hamad Bin Khalifa Al-Thani



Managing Director's Foreword

We thank our Emir, His Highness Sheikh Tamim Bin Hamad Al-Thani, for his vision for the State of Qatar, and for his leadership and belief which inspires all its citizens. We are immensely grateful to His Highness The Emir Father Sheikh Hamad Bin Khalifa Al-Thani and to Her Highness Sheikha Moza Bint Nasser, Vice Chairperson of the Supreme Council of Health, for their vision, leadership and support. We would also like to express our gratitude to His Excellency Abdulla bin Khalid Al-Qahtani, Secretary General of the Supreme Council of Health and Minister of Health.

Hamad Medical Corporation makes a unique contribution to improving the health of the people of Qatar. Our network provides the whole population with a comprehensive range of hospital services, in line with Qatar's vision of "Health for All". As the pages of this annual report show, it is our privilege and our responsibility to care for patients and the population from birth to old age. Whether for day-to-day care or in times of emergency, we are here to serve our patients.

The challenges we face are formidable. Thanks to our national prosperity, the population is growing at an unprecedented rate and this is placing a growing burden on our health services. Our population is aging, and with the onset of modern lifestyles, we are seeing a growing burden of chronic diseases, such as diabetes, heart disease and cancer. Our patients are discerning and, understandably, they expect the finest healthcare to be available to them within this country. All of these trends are common to hospital providers around the world, but many of them are more pronounced here in Qatar.

Whilst the challenges may be considerable, so too are our opportunities. We are fortunate to have strong backing from our enlightened Government. We have an engaged and knowledgeable community and patient population. We have strong and supportive partner organizations, including those

in Qatar's Academic Health System, and others internationally. Perhaps most importantly, we have a wealth of talent and a commitment to serve our patients amongst our staff.

Quality

As the main hospital network for Qatar, our core purpose is to provide high quality care to the population. That is what our patients want from us and it is what binds us together as healthcare professionals. We have focused all our efforts this year on our unifying goal to be the provider of the safest, most effective and most compassionate healthcare in the region. That is how we will prove our success as an emerging Academic Health System.

We were delighted this year to receive accreditation again from the Joint Commission International for all of our hospitals that were assessed. This excellent achievement confirms our position as one of the highest quality healthcare organizations in our region.

But the journey of improvement is continuous. To take the next steps, we have partnered with the Institute for Healthcare Improvement, a world-leading, not-for-profit organization, to learn from their experiences as we tailor their improvement methods to our unique circumstances. There is real energy and enthusiasm amongst our many talented staff to become the highest quality network of hospitals in the region.

It was a testament to their dedication that our survey results showed impressively high rates of satisfaction from our patients: 86 percent were satisfied overall and 95 percent would recommend our hospitals to their friends and family. The patients who visited Al Khor had some of the highest satisfaction rates, which does great credit to the staff at that hospital. We also know that patients have been impressed with



the newly renovated entrances to the Women's Hospital and Hamad General Hospital, which offer a more welcoming and comfortable environment when they arrive.

Accessibility

Despite that gratifying feedback from our patients, we will not rest there. The survey results showed that we can set our sights even higher, particularly by minimizing the time that patients need to wait for care. In an emergency, our ambulances will reach the scene rapidly, whether by road, air or across sands. This year, ambulance response times were the fastest on record: 82 percent of our potentially life-threatening patients in urban areas are now reached in less than 10 minutes.

Similarly, when patients need to attend the Emergency Department, they are seen and treated quickly when compared with international benchmarks. In March 2013, the average time spent in the Emergency Department at Hamad General Hospital was only 76 minutes and 90 percent were discharged within four and a half hours, which compares favorably with current international standards.

Our main focus now is to make similar improvements in access for planned care, especially for the most prevalent conditions. One of our greatest health challenges in Qatar is diabetes. At over 16 percent, prevalence in the adult Qatari population is amongst the highest in the world. We are helping to meet this rising demand by introducing a range of new services, such as a one-stop diabetes center in Hamad General Hospital to provide for all of a patient's needs in a convenient and accessible location. Further ambulatory services for diabetes will open soon in other sites across our network.

Expansion

As this report demonstrates, our network of hospitals and our out of hospital services continue to grow apace. In the previous year, we opened three new hospitals: the Heart Hospital in Doha, The Cuban Hospital in Dukhan and Al Wakra Hospital. In December 2012, we were deeply honored by the presence of His Highness The Emir Father Sheikh Hamad Bin Khalifa Al-Thani to formally inaugurate our newest hospital at Al Wakra.

This year, those three hospitals have started to make a real difference to their communities. The new hospitals outside Doha now mean that patients in the South and West of Qatar can access high quality, acute healthcare much closer to home than ever before.

The National Center for Cancer Care and Research was honored this year when The Minister His Excellency Abdullah Bin Khalid Al Qahtani opened our state-of-the-art Positron Emission Tomography-Computed Tomography (PET-CT) and cyclotron facility. This is one of the most advanced facilities of its kind in the region and supports the best possible diagnosis and research of cancer, which previously would often have been sought overseas.

Innovation

As we develop with our partners to become a dynamic Academic Health System, we aim to harness the latest technologies, treatments and innovations to deliver the best, evidence-based healthcare.

Our talented surgeons have successfully introduced some of the most up-to-date technologies to carry out operations that until recently had not been possible in Qatar. This year has seen the introduction of robotic surgery in the Women's Hospital for the first time. It has also seen more extensive use of minimally



invasive heart surgery in Hamad General and the Heart Hospital, which helps patients to heal faster and live longer.

We are building a vibrant culture of research focusing on those diseases that place the greatest burden on our population. In time, new discoveries will translate into innovative clinical practice, which is central to the Academic Health System concept. Thanks to our award-winning researchers, this year we became the largest beneficiary of biomedical grant funding from the Qatar National Research Fund as either a lead or key collaborating organization.

And we are starting programs to introduce best practice information technology for both clinical and support services. Over the coming years, our clinicians will have the most sophisticated IT to support optimal clinical decision-making.

Education

At Hamad our most valuable resource is our people. We have an exceptionally gifted and dedicated workforce, but we aim continuously to improve and nurture our staff.

We were delighted this year to receive institutional accreditation from the Accreditation Council of Graduate Medical Education – International (ACGME-I), which demonstrates that Hamad meets the highest standards for physicians’ specialty training. This means Qatar is the first country in the Middle East and only the second country outside the United States to receive this prestigious accreditation.

We continue to train the clinicians and healthcare professionals of the future with our partners in the education sector, including Qatar University, Weill Cornell Medical College – Qatar and the University of Calgary – Qatar (UCQ). This year we sponsored new postgraduate nursing qualifications with UCQ to foster the future nursing leadership of the country.

As well as educating our staff, we are working with other key organizations in the health sector, including the Supreme Council of Health and Primary Health Care Corporation, on health education for our population. We have been active in promoting healthy lifestyles and road safety and in campaigning against health risks, such as smoking and poor diet. During Ramadan in 2012, we ran an extensive organ donation awareness campaign. The campaign was given a wonderful boost when Her Highness Sheikha Moza Bint Nasser offered her full support to Qatar’s organ donation campaign by registering as an organ donor herself. As a forward-thinking organization, we recognize that our role is not just to provide expert treatment for patients when they are sick. It is also to promote good health and to prevent illness where possible.

The year ahead

We take satisfaction from the many achievements of this year, especially the positive feedback from our patients. But the demand and expectations on our services are rising inexorably. We have learned from what our patients have told us and we are more determined than ever to accelerate on our journey of quality improvement in those areas that matter to them most. In the year ahead we aim to set ever more stretching goals towards our mission to provide the safest, most effective and most compassionate healthcare possible.

Hanan Al Kuwari PhD
Managing Director
Hamad Medical Corporation

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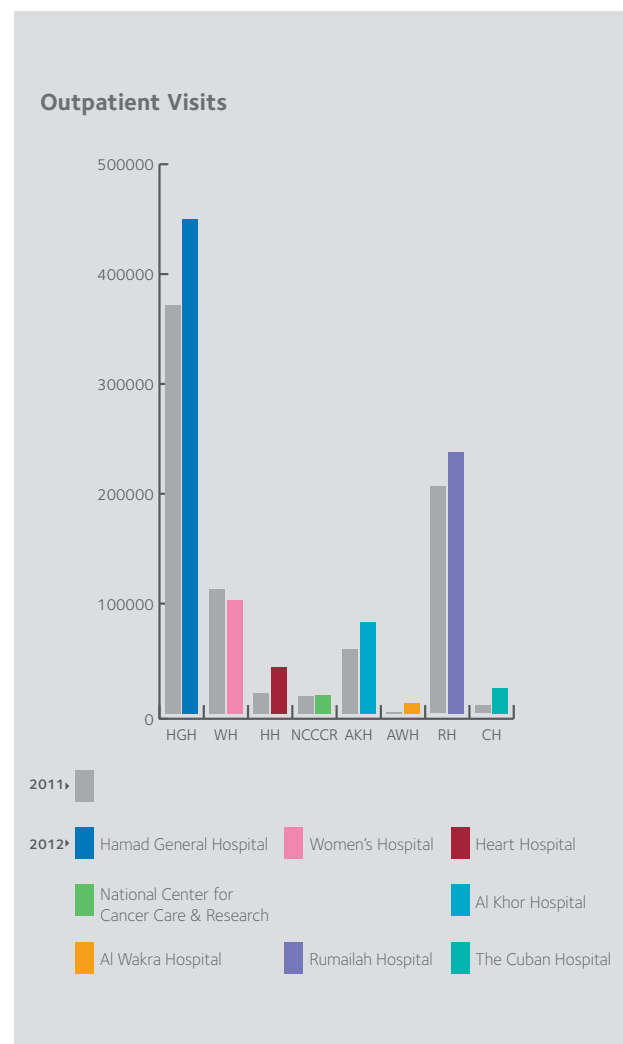


About Hamad Medical Corporation

Hamad Medical Corporation is the largest non-profit healthcare provider in Qatar, providing around 90 percent of acute services in the country. Managing eight hospitals and operating the national ambulance service and a home healthcare service, Hamad is building a legacy of healthcare expertise through excellence in clinical care, medical education and research.

Since its establishment, Hamad has prided itself on providing safe, effective, high quality healthcare for its patients, based on clinical need rather than their ability to pay. Hamad takes the lead on many key areas of Qatar's National Health Strategy, such as diabetes, cancer, organ transplantation and mental health.

To meet the changing needs of a rapidly growing population, Qatar is making significant investments in the country's healthcare infrastructure and Hamad is at the forefront of this vital work. Focusing on both preventative and curative care, the Corporation is guided by the principle that a healthy population, served by a world-class, well-managed healthcare system, is essential to the country's development. In addition, Hamad is evolving into a thriving academic health system that links health, education and research by joining globally recognized healthcare facilities, medical education institutions and research programs.

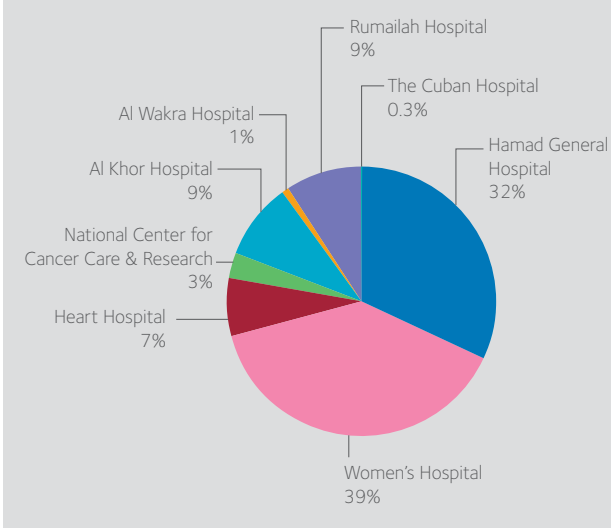


Outpatients

Outpatient attendances rose by 22 percent during the year. A number of hospitals increased outpatient capacity in 2012, with almost half of the overall increase coming from Hamad General Hospital (HGH) where substantial capacity was added through the introduction of evening clinics in January 2012. Increases in capacity at Rumailah Hospital (RH) - in Communicable Diseases, Diabetic Dermatology and Geriatrics clinics - also drove growth. Similarly, Heart Hospital (HH) added Heart Failure and Wound Care clinics in May. Both Al Wakra Hospital (AWH) and The Cuban Hospital (CH) sustained continued growth in attendances in 2012 as services expanded.



Inpatient Admissions



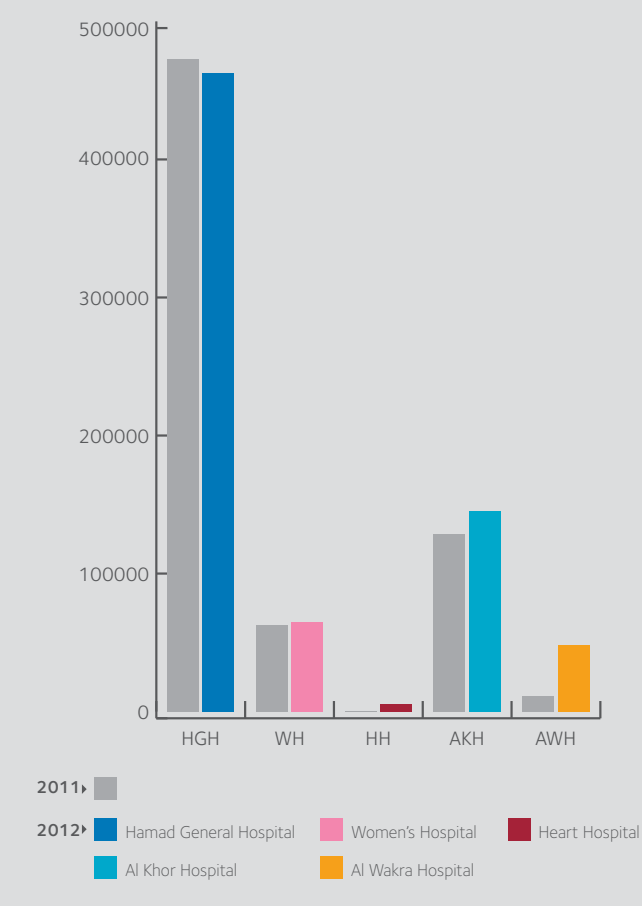
Inpatients

Inpatient admissions rose in all hospitals with the exception of HGH which declined due to the transfer of cardiac services to HH in October 2011. Overall, non-cardiac inpatient admissions increased at HGH. Inpatient capacity was added in both HH and the National Center for Cancer Care and Research (NCCCR) at the beginning of 2012. NCCCR in particular experienced significant growth - 27 percent - compared to 2011. Volumes at AWH increased in December as obstetrics and gynecology and surgical admissions were added to the existing pediatric and general medicine services. Women's Hospital, Al Khor Hospital and RH all saw demand driven growth.

Therapy Services

Therapy services increased by eight percent in 2012. RH initiated an Audiology School Screening Program at the beginning of the year while CH has doubled its monthly visit volume by adding staff and reorganizing its services. Growth in walk-ins throughout the year at RH and increased use of evening clinics towards the end of the year further increased visit numbers.

Emergency Department Visits



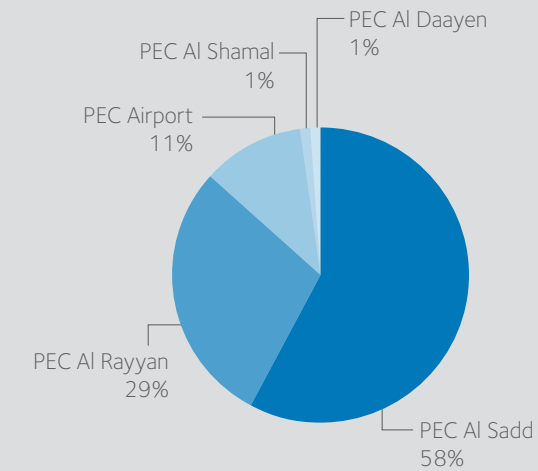
Emergency Departments

All hospitals offering Emergency Department (ED) services saw increased visit volumes, with the exception of HGH which declined slightly. Visits to AWH ED, which offered only Pediatric ED services until December 2012, rose significantly from August onwards. The hospital now has fully operational Adult and Obstetrics EDs as well. HH ED also saw significant increases in visit volumes as existing patients increasingly used the hospital's ED ahead of presenting at the HGH ED. AKH and WH exhibited demand growth as well.

Pediatric Emergency Center Visits

Overall attendances recorded at Pediatric Emergency Centers (PECs) fell in 2012, primarily due to the closure of the center at AWH when the hospital opened. Visits to the Airport PEC also fell. The majority of PEC attendances still occur at Al Sadd and Al Rayyan centers. Most centers showed unusually high visit numbers in the last quarter of 2012 but monthly volumes have since fallen in the New Year.

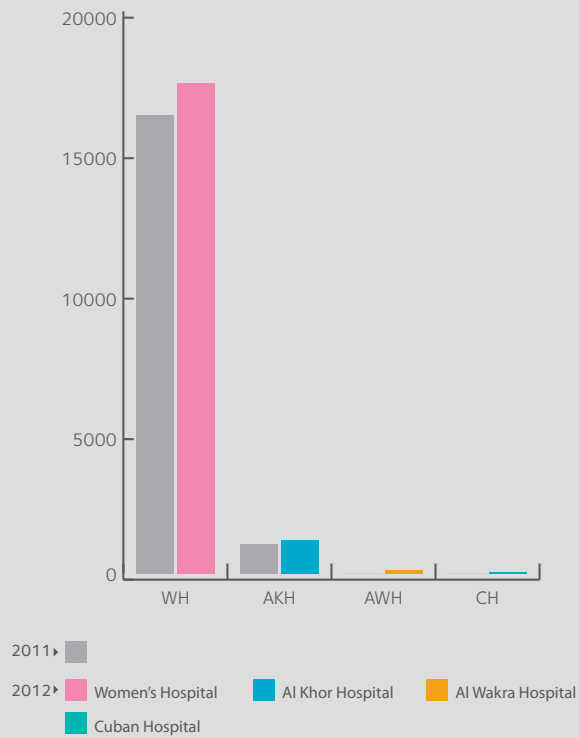
Pediatric Emergency Center Visits



Day Case Surgery

Day Case Surgery volumes rose only slightly in 2012. Small increases in volumes at RH and AKH were offset by decreases at HGH and WH. Further growth came from the commencement of services at CH in July this year, followed by Day Case Surgeries beginning at AWH in December.

Deliveries 2012

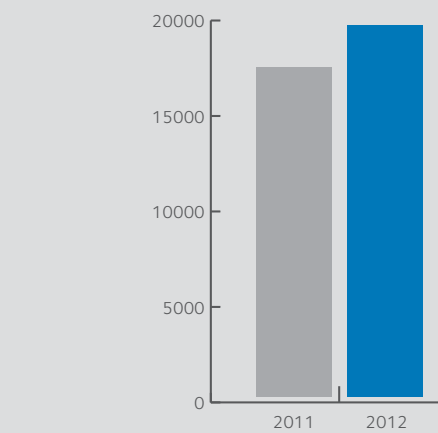


Births

Births increased by seven percent across all Hamad hospitals during 2012, with a six percent increase at WH and 16 percent at AKH. Maternity services opened at CH in September and deliveries began at AWH in the final quarter of the year.



Home Healthcare Visits



Home Healthcare

While patient caseload rose only four percent in 2012, the continued increase in the number of diabetic, insulin-dependent and ventilated patients meant the caseload became more complex, driving visit volumes up 13 percent, from 17,560 in 2011 to 19,767 in 2012.

Ambulance Calls

	2011	2012	Growth
Priority 1	21,531	32,167	49.4%
Priority 2	36,962	40,976	10.9%

Ambulance Service

There was a significant increase in Ambulance Service volumes during the year, driven by a combination of improved call handling and increased public awareness and regard for the service. For example, Priority 1 calls rose 49 percent when compared to 2011.

LifeFlight activations rose significantly as well, partly due to increased night flight operations. However, LifeFlight transfers fell as a result of improved procedures.

Changing Lives **for the Better**



Hamad Medical Corporation

Hamad Medical Corporation groups its front line care services into three groups: Tertiary Hospitals, General Hospitals and Continuing Care. The groups are based around patient pathways in order to concentrate specialist expertise.

Tertiary Hospitals Group

Hamad General Hospital, Women's Hospital, Heart Hospital, National Center for Cancer Care and Research and the Ambulance Service.

The Tertiary Hospitals Group incorporates clinical services providing highly specialist acute care to the people of Qatar. These services fall into three areas. Firstly, Doha-based tertiary services: Hamad General Hospital, Women's Hospital, Heart Hospital, National Center for Cancer Care and Research and the Ambulance Service. Secondly, the Clinical Support Services Group which includes radiology, laboratory services, anesthetics, sterile services, pharmacy, dietetics and social work. Thirdly, the Group comprises a range of corporate teams responsible for driving improvement in areas across HMC such as Nursing, Cancer Care and Emergency Care.

General Hospitals Group

Al Wakra Hospital, Al Khor Hospital and The Cuban Hospital.

The General Hospitals Group is comprised of three community based hospitals providing a full range of routine hospital services and some specialist services. The hospitals are located outside of Doha in the towns of Al Wakra, Al Khor and Dukhan. The establishment of these general hospitals has meant the people living in these areas can access high quality healthcare services close to home, negating the need to travel to Doha for much of their care. All three hospitals provide a full range of community based services covering General Medicine, General Surgery, Emergency Services, Pediatrics and Obstetrics.

Continuing Care Group

Rumailah Hospital, Home Health Care, Residential Care, Skilled Nursing and Mental Health.

The Continuing Care Group provides services for patients in the post-acute and on-going aspects of healthcare. Services including rehabilitation, care for the elderly, long-term care and homecare services are provided. Qatar's demographics, the increase in chronic diseases, disabilities, road traffic accidents and an aging population all require comprehensive continuing care services, and as such HMC is leading a national strategy on behalf of the Supreme Council to design a national model of care and configuration of services to ensure best practice provision is in place.





خدمة الإسعاف
Ambulance Service



Ambulance Service

Hamad's Ambulance Service responds to more than 90,000 calls each year, to which 167 ambulances, 20 rapid response vehicles and a helicopter provide support. Great progress has been made recently by the Ambulance Service in a number of key areas to develop and improve this important service.

Ambulance Service

Response time targets successfully met by the Ambulance Service

Hamad's Ambulance Service met all four of its National Health Strategy 2011–2016 response time targets for the first time at the start of January 2013. Two of these targets successfully met were for priority 1 calls inside Doha, where 81 percent (target 75 percent) of calls were responded to in less than 10 minutes and 97 percent (target 95 percent) in less than 15 minutes. This is a major milestone and represents the culmination of three years of improvement activity by everyone in the service. A formal, independent Measurement System Analysis ensured the service's reported improvement in performance represented real change at patient level.

Automated external chest compression devices

During 2012 Hamad's Ambulance Service introduced external chest compression devices as standard for all ambulances across the country. In addition to being the first such roll out in the world, this has allowed for over 95 percent of suitable candidates to be provided with automated external chest compression. Benefits of this service include improved quality of chest compressions as well as ensuring staff are safer during transport of patients in cardiac arrest.

Lusail ambulance standby station opens

Lusail City's ambulance standby station was officially opened in May, 2012. The new station is a collaborative effort between Hamad and Lusail. The fully equipped station is one of 22 ambulance standby stations now located around Qatar. The purpose of these stations is to help the service reduce its response time to incidents by redistributing standby stations so that a greater area of Doha is covered in a minimal time span.

New 4x4s begin desert operations

Since the start of the 2012/2013 winter camping season, the service has been operating four new Toyota LandCruiser GX vehicles specifically for operational use in the desert. The 4x4s, which are stationed at the Ambulance Service's bases in Sealine and Al Udeid, are primarily used to transport injured patients from sand dunes to the nearest tarmac road, where they will be met by one of the Mercedes Sprint ambulances. The rapid responders are all equipped to provide essential emergency care. In cases of serious injury, the 4x4 unit can also prepare a landing site for LifeFlight, the Ambulance Service's helicopter wings.



Awareness campaign draws a great response

A campaign to raise awareness of how the public can support Hamad's Ambulance Service was launched to great success in January 2013. The campaign utilised school visits, mall stands, billboards, radio and internal promotion across Hamad to reinforce its messages. The campaign's central message was "Know the 5 to save a life" and was aimed at providing practical, life saving tips for the public.

The campaign's five key messages are:

- Dial 999 immediately
- Know your location
- Answer all questions
- Follow all instructions
- Give way to ambulances

It was designed to generate a better understanding of how the Ambulance Service works and the key role it plays in supporting the population of Qatar.

Three new helicopters set to join Hamad's LifeFlight fleet by the end of 2013

The introduction of three new helicopters will enable Hamad's LifeFlight service to provide 24-hour air ambulance operations throughout Qatar by the end of 2013. The new helicopters, and increased service hours, represent yet more growth in the service that was launched in 2007.





مستشفى حمد العام
Hamad General Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Hamad General Hospital

Hamad General Hospital opened in 1982 and is Hamad Medical Corporation's largest hospital, with 600 beds.

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



Hamad General Hospital

Transforming our emergency services

Over the past year, Hamad has placed a rigorous and consistent focus on driving improvements in the emergency care we provide. From increases in the number of experienced doctors and nurses, and intensive care beds, to significant reductions in patient treatment times, the Emergency Department (ED) has made significant progress in 2012/13.

Hamad General Hospital (HGH) has one of the busiest emergency departments in the world, treating between 1,200 and 1,500 patients on an average day. A comprehensive review of ED practices led to improvement recommendations based on international best practice.

Those recommendations are now being implemented by a new multi-disciplinary team of local and international experts which has been tasked with transforming emergency services across all Hamad hospitals. Their objective is to transform the ED into a world leading emergency center, ensuring improved patient care and satisfaction.

Early improvements include:

- 90 percent of patients arriving at the ED were discharged in fewer than four hours (as at March 2013)
- The average time spent in the ED was just 76 minutes per patient

Improvements in diabetes care

Over the last three years, Hamad has seen a 40 percent increase in demand for its diabetes services, the majority of which is managed by HGH. The hospital receives about 120 referrals per week and currently counts 16,000 diabetes patients under its care.

To keep up with demand, clinics are now running morning, afternoon and evening and are operating at full capacity. Plans are in place to further increase capacity of the clinics to further speed up patient referrals and treatment.

A dedicated, one-stop, multidisciplinary diabetes center opened in the summer of 2013 in HGH. The clinic will be

staffed by physicians, dieticians, patient educators and podiatrists, and will offer a variety of services including an eye clinic and insulin pump clinic.

Anticipated benefits arising from the center include:

- Providing a one-stop clinic aimed at streamlining treatment so that all clinical services can be accessed on one visit
- Improved patient experience
- Providing access to highly individualized care by co-location of disciplines and services including vascular clinics, eye and foot clinics alongside diabetes educators and nutritionists, with dedicated pharmacy and equipment supply

Hamad has obtained funding from the Qatar National Research Fund to undertake cutting edge research and program development for diabetes. This will include research into areas such as metabolic changes in diabetes and diabetes treatment options.

Advances in organ donation and transplantation

Hamad has made great progress in the fields of organ donation and transplantation in recent years. In 2011, Hamad opened the Qatar Center for Organ Transplantation which has since received accreditation by America's United Network for Organ Sharing. The Center is responsible for the surgical management of end stage organ failure patients.

Qatar's National Health Strategy highlights organ donation and transplantation as areas of priority. End stage kidney failure is a common health problem in Qatar. There are currently about 500 patients on dialysis, with an estimated 120 patients waiting for a kidney transplantation and 14 patients awaiting a liver transplant. As with most countries, Qatar is faced with a shortage of available organs. The number of people waiting for transplants far exceeds the number of available organs.

Realizing the importance of the need for more organ donors, Hamad began an extensive campaign during Ramadan in 2012 to raise awareness of the need for more organ donors, dispel misconceptions and increase the number of people on

the organ donation register. The most high profile moment of the campaign came in August when Her Highness Sheikha Moza Bint Nasser offered her full support to Qatar's organ donation campaign by registering as an organ donor herself.

In the week following Her Highness' public support the number of people registering as organ donors doubled. The combined efforts of the Ramadan campaign led to more than 2,500 new organ donor registrations. Great progress has also been made in the number of patients able to have their transplants performed in Qatar, rather than travelling abroad. In 2008 only 1 in 30 transplant cases were completed at HGH (the others abroad). However, in 2012, 18 out of 30 transplants occurred at HGH.

In December 2012, HGH performed its first pediatric kidney transplant on a ten-year-old girl who had been living with kidney disease most of her life. The procedure is the first of its kind to be performed in Qatar and involved a multi-disciplinary team from HGH, including surgeons, anesthetists, radiologists, laboratory specialists and intensive care clinicians.

Balloon-expandable stent treatment for narrowing aorta

HGH has successfully conducted the first procedure performed in Qatar using balloon-expandable stents for dilation of a narrowed descending aorta in a 14-year-old patient. The successful operation means that the procedure can now be performed in Qatar with the same success and efficiency as in major cardiac centers in the United States and Europe.

The ability to use balloon-expandable stents for treatment of the narrowed aorta is a real revolution at HGH, where patients were previously treated with surgery or balloon dilatation of the narrowed aorta.

Outpatient Department appointment booking system

HGH implemented a new fixed-time appointment booking system in 2012. The system works alongside the new Patient Contact Center and Referral Booking Management Service and is responsible for ensuring patients have fixed time appointments and are seen in order of clinical urgency.

There are many benefits to patients. There is less waiting when they come to the clinic and each patient enjoys an assured timeslot with the specialist. Patients also see the correct specialist within the right timeframe for a given condition because all referrals are reviewed and prioritized on the basis of clinical need. Patients also receive reminders about their appointment by telephone and SMS.

The new system was launched in early 2012 at the Pediatric Daytime Clinics and Urology Clinics. Such was its success that it has since been rolled out across the remaining outpatient services at HGH.

The system addressed lengthy wait times and has significantly reduced congestion. Post-implementation analysis shows that the average waiting time in the Outpatient Department has been reduced from 67 minutes to 35 minutes.

Performance Indicators at HGH	Pre Go Live	Post Implementation
No Show Rate (Avg.)	43%	25%
Patient Satisfaction Level	68%	76%
In Clinic waiting time (average across whole OPD, mins)	67	35



مستشفى النساء Women's Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Women's Hospital

Women's Hospital was opened in 1988 to provide specialized care for women and newborn babies. The hospital currently has 330 beds.

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



Women's Hospital

A unique partnership for Women's Hospital

A unique collaboration between the Women's Hospital (WH) and Partners HealthCare, will transform WH into one of the leading hospitals in the region for obstetric and gynecological healthcare.

To support the transformation of women's services, a groundbreaking deal with Partners HealthCare will help transform the landscape of women's services across Qatar. Partners is a not-for-profit, integrated academic healthcare system based in Boston in the United States, affiliated to Harvard University.

As part of a long-running arrangement with Partners, specialists and leading clinicians from Brigham and Women's, Massachusetts General and Newton-Wellesley Hospitals will work side-by-side with the team at WH to drive improvements in quality, patient care and clinical outcomes.

Partners' obstetrics and gynecology clinicians and experts are already working within the WH, examining ways to improve quality and streamline processes to help deliver more effective patient-centered care.

The partnership will support WH in their efforts to continuously improve patient outcomes as they benchmark their services against international standards. New gynecological and sub-specialty care services will be developed, so WH can offer here in Qatar the kind of highly specialized services that previously have been available only overseas.

Fast track system implemented at Women's Hospital Emergency Department

In order to reduce waiting times and improve the patient experience in the Emergency Department, WH implemented a fast track system at the end of 2012. The new system introduced a designated room near to the triage area in which non-urgent patients are now seen. These patients are now treated in the new fast track area, rather than the examination rooms. The introduction of the fast track system has led to a 33 percent drop in waiting times.

Expansion of the Feto-Maternal Unit

The Feto-Maternal Unit (FMU) at WH has been transferred to a spacious, well-furnished and more accessible location. The transfer and expansion of the unit enhances access and delivery of this high-demand specialized care for women with high-risk pregnancies involving obstetric, medical, surgical or genetic complications.

The FMU uses high-standard imaging techniques and has an advanced ultrasound machine to accurately diagnose babies with birth defects prenatally. FMU patients are examined by obstetric care specialists, unlike in an ordinary ultrasound unit.

New system in place in the Labor and Delivery Unit

A new system has been implemented at WH in order to improve quality of care. WH has introduced the Centralized Monitoring System for all patients in labor. The system monitors fetal heart rate as well as other readings and sends the data to the nurses' station where the information is monitored.



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

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



National Center for Cancer Care and Research

This 60-bed hospital was opened in 2004 and specializes in the delivery of advanced treatment and care for people with cancer and blood disease.

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



National Center for Cancer Care and Research

New facility for the diagnosis and research of cancer

In April 2012 His Excellency Abdullah Bin Khalid Al Qahtani, The Minister of Public Health and Secretary General of The Supreme Council of Health, visited Hamad to open the Positron Emission Tomography-Computed Tomography (PET-CT) and cyclotron facility.

The PET-CT Center will enable state-of-the-art diagnosis and research of cancer and other ailments. Located adjacent to the National Center for Cancer Care and Research (NCCCR), the PET-CT Center is the first of its kind in Qatar.

The opening of the Center is a great step forward in the enhancement of diagnosis and treatment of cancer. The Center will advance therapeutic services provided to patients and save them from travelling abroad in search of diagnosis and treatment. The Center houses a state-of-the-art combination PET-CT scanner, an imaging system that gives physicians highly defined, three dimensional pictures of both form and function inside a patient's body.

Transforming Cancer Services

Faster referral process for suspected cancers

The Qatar National Cancer Strategy gives clear indication that all suspected cancer referrals should be seen in a specialist clinic within 48 hours of referral. In April 2012, the urgent suspected cancer referral form was launched to facilitate the fast tracking of all suspected cancer referrals.

The form is now in use in all of Primary Health Centers across Qatar, and is also used for internal referrals to cancer services within Hamad's hospitals. Further developments coming later in 2013 will include a dedicated booking team to deal specifically with urgent suspected cancer referrals.

Clinical Nurse Specialists

During 2012, Hamad's Cancer Transformation Team introduced the role of the Clinical Nurse Specialist (CNS). The introduction of these specialists was a key recommendation of the Qatar National Cancer Strategy. CNSs are nurses with post-registration education in cancer nursing and have a number of years of experience in a particular aspect of cancer care.

The team has to date appointed seven clinical nurse specialists to work with the cancer Multi-Disciplinary Teams. They will work with the breast, urology, hematology-oncology and gastrointestinal cancer teams. The transformation team has also appointed two palliative care CNSs and a CNS for pain management.

Multi-Disciplinary Teams

The establishment of Multi-Disciplinary Teams (MDTs) of cancer specialists comprising physicians, surgeons, radiologists, pathologists and oncologists with specialist knowledge and skills in different cancer types has made a significant impact on patient care. The MDTs focus on the clinical, radiological and pathological features of individual cases and make recommendations about treatment and care for individual patients.

The MDTs provide continuity of care even when different aspects of care are delivered by different individuals or providers. MDTs have been shown to improve clinical outcomes significantly.





مستشفى القلب Heart Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Heart Hospital

The Heart Hospital is a state-of-the-art center for the treatment of adults with heart conditions. The hospital opened in late 2011 and integrates all cardiothoracic medical and surgical facilities in one center, providing 115 beds.

Areas of specialty include:
Cardiology, Cardiothoracics,
Non Invasive Cardiac Surgery,
Cardiac Intermediate and
Intensive Care and Emergency Care.



Heart Hospital

New life-changing procedure available for heart patients

Surgeons at the Heart Hospital have started performing an innovative life-changing procedure to improve the quality of life for high risk patients. Angina is one of the most common forms of heart disease and is prevalent in Qatar. The new Transcatheter Aortic Valve Implantation System (TAVI) provides a potentially life-saving treatment for people with acute angina. With TAVI, an artificial aortic heart valve attached to a wire frame is guided by catheter to the heart. Once in the correct position, the wire frame expands, allowing the new aortic valve to open and begin to pump blood.

Surgeons from the Heart Hospital travelled to Canada to be trained in the procedure, which addresses one of the most common causes of heart disease. Manufacturers of the valve also work with teams from the hospital to ensure they are up-to-date with advances in the procedure. The new treatment means patients can now have this procedure here in Qatar, rather than having to travel abroad.



Heart Hospital expands its cardiac rehabilitation program

The Heart Hospital has expanded its cardiac rehabilitation program as part of its ongoing commitment to long-term patient recovery. During 2011, phase one of this program was launched which saw the introduction of a multidisciplinary team consisting of physiotherapists, occupational therapists, nurses, speech therapists, pharmacists and dieticians. The expert team will improve the evaluation, education and rehabilitation of cardiac and cardiac surgery inpatients. The cardiac rehabilitation program has led to significant improvements in inpatients' care and was recognized at Hamad's 2012 Stars of Excellence Awards where the program won the award for Best Service.

Phase two of the program was launched at the end of 2012. The second phase will introduce a new service where discharged patients receive a tailored program involving exercise, education and psychological support to improve their quality of life following discharge from the hospital.





مستشفى الخور
Al Khor Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Al Khor Hospital

Opened in 2005, this 110-bed hospital provides healthcare services to the growing population in the northern region of Qatar.

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



Al Khor Hospital

Consistently high patient satisfaction rates

Al Khor Hospital (AKH) has received consistently very high scores in patient satisfaction surveys. The results of a recent Hamad survey showed that 92 percent of patients were satisfied with AKH's inpatient services.

Successful Joint Commission International Accreditation

AKH received Joint Commission International accreditation just one year after opening and has since been reaccredited on two occasions. The hospital's latest accreditation, in 2012, recorded a score of 99.1 percent, among the highest worldwide.

First go-live hospital for the Clinical Information System

AKH is proud to have been nominated as the first go-live site for the Clinical Information System. This groundbreaking project to digitize the entire public health system of Qatar will provide each patient with a personal electronic health record.

Breastfeeding Resource Center continues to lead the way

Since its establishment in 2009, the Breastfeeding Resource Center has provided its services to more than 1,400 mothers - Qatari nationals and expatriates alike - and is the first center of its kind in the Gulf region to focus on breastfeeding and lactation management. The Center also runs pre-partum and post-partum clinics for mothers and supervises them through a new appointment system to ensure that they regularly breastfeed their babies for a period of six months, at least. AKH recently won the International Pharmacy Award 2012, for Maternal Medicine and the Science of Breastfeeding.



مستشفى الوكرة Al Wakra Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Al Wakra Hospital

Opened in 2012, this 210-bed facility (which has a flexible capacity of up to 260 beds) serves the rapidly growing towns of Al Wakra and Mesaieed to the south of Qatar.

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



Al Wakra Hospital

Al Wakra Hospital opens formally

His Highness The Emir Father Sheikh Hamad Bin Khalifa Al-Thani formally opened Hamad's newest facility, Al Wakra Hospital (AWH), in December 2012. The new hospital will serve as a general hospital for a growing population, currently 350,000 people covering the Al Wakra, Mesaieed and South Doha Airport areas. AWH is a 12,000 square meter purpose built hospital which provides more than 200 beds, designed to enhance patient satisfaction by accommodating the majority of patients in single rooms. The hospital is equipped with state-of-the-art technology including MRI machines, the latest operating theater systems and automated laboratory processing. AWH is a significant addition to Hamad's portfolio of facilities and will provide a valuable resource to the people of Al Wakra and the surrounding area.

Delivering care of the highest quality has been central to the design of AWH. Large areas of open space surround the hospital to create a tranquil environment for patients to recuperate, while more than 1,600 car parking spaces ensure patients and visitors get to their appointments untroubled.

AWH provides both outpatient and inpatient specialties such as general surgery, pediatric and women's services, internal medicine and a variety of intensive care needs, all supported by allied health services.

Developing and delivering innovative practices for the local community

AWH is committed to delivering the highest quality services and continuously ensuring these services put patients and the community's needs at the center of everything it does.

Emergency

The Emergency Department at AWH has developed a range of new services to support Hamad's plan to provide patients with the safest, most effective care.

The new See and Treat Unit opened on 1 May 2013. See and Treat combines the process of patient assessment with the treatment of minor illnesses and injuries. The new unit provides patients with a highly efficient service by streamlining the diagnosis and treatment of non-emergency cases, and in turn ensuring that the right level of care is delivered to patients.

Surgical

AWH's surgical team has introduced a new range of key processes and services to ensure they maximize their ability to serve patients and manage resources effectively.

Discharge Lounges have been introduced for patients who need to wait to be collected upon discharge. This helps ensure the patient is discharged safely, whilst enabling maximization of bed capacity. The surgical team has also been focusing on expanding its units and scope of services for surgery for operating theaters, an example of which is the introduction of bariatric surgery as a new service.



Pharmacy

The pharmacy team is creating new and innovative ways to serve patients and has developed a number of key programs and protocols which are the first of their kind in Qatar. One leading example of this is the development of an Anticoagulation Clinic.

The aim of this program is to offer a standardized process for the individual assessment, monitoring and education of patients receiving Warfarin and other anticoagulation on an outpatient basis by a clinical pharmacist.

Mother and Child

The hospital's Mother and Child Team safely delivered almost 500 babies in the first five months since opening its service in December 2012. To support growing demand, a consultation and day treatment service (Pre Natal Day Unit) is currently being developed to care for patients with medical conditions that may complicate their pregnancy.





The Cuban Hospital

The Cuban Hospital, located in Dukhan in the west of the country, is a joint venture project between the State of Qatar and the Cuban Government. Formally opened in January 2012, the hospital provides 75 beds.

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



The Cuban Hospital

His Highness The Emir Father formally opens The Cuban Hospital in Dukhan

His Highness The Emir Father Sheikh Hamad Bin Khalifa Al-Thani formally opened the Cuban Hospital (CH) in Dukhan in January, 2012. The Cuban Health Minister, Dr. Roberto Morales Ojeda, other ministers and esteemed guests, joined His Highness for the opening ceremony.

The name of the hospital highlights the special partnership that exists between Qatar and Cuba. The Cuban national healthcare system is well respected around the world and the close ties with Qatar ensure that the new hospital will provide high quality care to patients. Employing nearly 400 Cuban medical staff, the CH services the healthcare needs of the population in the west of Qatar, including the towns of Dukhan, Um Bab, Al Jemaliya and Al Shahaniyah.

The CH prides itself on being a prime example of a highly comprehensive healthcare system and a facilitator of disease prevention and health education for the communities of the western district of Qatar.

The hospital's outpatient clinics were opened in the summer of 2011 to provide laboratory, radiology and pharmacy services to patients on a referral basis. Initial clinics included pediatrics, endocrinology, cardiology, general surgery, ear nose and throat, and rehabilitation medicine. Since then, several departments have opened including dentistry, physiotherapy, CT and MRI facilities, inpatient wards, an operating theater, emergency department and labor and delivery unit.



Delegation from the Servicios Medicos Cubanos (Cuban medical services) visits the Cuban Hospital

In January 2013, officials from Hamad welcomed a delegation from Servicios Medicos Cubanos (SMC) to the CH. The visit provided officials from Qatar and Cuba with an opportunity to discuss a number of important topics including further developing the collaboration between Hamad and SMC in the areas of ophthalmology, rehabilitation and orthopedics.

The partnership with SMC is an example of Qatar's commitment to developing first class healthcare services in local communities.

New services provide care closer to home for the local community

The CH, which served more than 30,000 patients in 2012, is continuing to expand its facilities and recently opened a number of enhanced services, including a new 24/7 emergency service and a 10-bed maternity unit with private rooms.

In January 2013, more than 1,000 adults and 145 children visited the emergency department requiring treatment, while more than 20 babies were born at the hospital in the first two months of the year. The introduction of these vital services has been keenly welcomed by the local community, who would previously have had to travel to Doha for their care.

Developing Centers of Excellence in key areas

Ophthalmology, orthopedics, dentistry and diabetes are all areas of priority for the CH. The hospital is committed to developing these areas throughout 2013 in order to offer patients in the local community the highest level of care available, reducing their need to travel to other parts of Qatar for their care.





مستشفى الرميلة
Rumailah Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Rumailah Hospital

Residential and Homecare

Opened in 1957, and subsequently expanded so it now has 520 beds, Rumailah Hospital is Hamad's longest serving hospital and provides healthcare services for both acute and long-term rehabilitation patients.

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



Rumailah Hospital, Residential and Homecare

Installation of a sensory room for Pediatric Rehabilitation

The installation of a wireless interactive MILE sensory room (Multi-sensory Interactive Learning Environment) in the Child Development Center at Rumailah Hospital (RH) means Hamad is the first healthcare provider in Qatar to have this facility.

The use of sensory rooms has been proven to enhance the responses of children with sensory impairments and sensory integration difficulties such as, but not limited to, children with Autism, children with developmental delay and intellectual dysfunction and children with complex multiple disabilities. The therapists and special educators can control the sensations in the room in order to promote optimal responses from the children inside.

Unique tool improves rehabilitation services

Hamad is now licensed to use a unique assessment tool that helps occupational therapists to develop more effective treatment plans for patients.

The Functional Independence Measure (FIM) instrument is highly regarded worldwide as one of the most reliable methods of evaluating the outcomes of patients undergoing medical rehabilitation.

The FIM scale focuses on identifying care needs by assessing physical and cognitive disability based on the level of help a person needs to complete day-to-day activities such as eating, dressing or using the bathroom. The FIM instrument will enable Hamad to generate important data for the accreditation process of the Joint Commission Accreditation of Rehabilitation Facilities (CARF) and other regulatory agencies.

Dual JCI accreditation for Rumailah Hospital

In 2012, Rumailah Hospital (RH) achieved dual JCI accreditation when it was awarded the Triennial Hospital Reaccreditation, in addition to the JCI accreditation for Long Term Care Standards. RH is the first hospital in the GCC to be granted this prestigious status.

Home Healthcare Service

Hamad's Home Healthcare Service ensures that patients can be cared for within their home environment for as long as possible. During 2012, the service saw a continued increase in the number of diabetic, insulin-dependent and ventilated patients requiring care. The high level of care that these patients require led to a 13 percent increase in visit volumes for the service in 2011 compared to the previous year.





Residential Care

Residential Compound for long-term patients

In 2011, RH opened its Residential Compound to provide a caring environment for its long-term patients. This residential care facility currently offers care to its residents in 17 specially converted villas, each with five en-suite bedrooms. Every resident of the compound has their own bedroom and each villa is staffed by two registered nurses, 24 hours a day, seven days a week. Residents have access to an on-site clinic that provides routine medical care, five days a week. This is supported out of hours by an on-site doctor on-call to manage any emergencies.

The compound is the first facility of its kind in the Gulf region and aims to reintegrate Hamad's long-term patients into the community, encourage their independence and provide them with the opportunity for socialization to enhance their quality of life.

Skilled Nursing Facility

The Skilled Nursing Facility is an 80-bed facility, part of RH's Residential Services, situated in Hamad bin Khalifa Medical City. The facility offers skilled nursing care, rehabilitative services, social services and personal care to residents who are long-term dependant or partially dependant. The facility and its services have been welcomed by patients and their families since opening in 2010. This was highlighted in a 2012 patient satisfaction survey in which patients gave the facility a 94 percent rating. An extension which will provide a further 86 beds is underway and will be ready to receive residents in January 2014.



Mental Health Plan

Development of the National Mental Health Strategy

Hamad is working closely with key organizations on the development of the National Mental Health Strategy, which will deliver the changes required to transform mental health services. The work is overseen by the Joint National Mental Health Committee at the Supreme Council of Health. In addition, a National Mental Health Implementation Team employed by Hamad supports the work of this Committee. International expertise from Asia Australia Mental Health and SickKids International is also supporting this program.

Department of Psychiatry - clinical service developments

A key focus during 2012 has been the development of community services. A residential rehabilitation and recovery service for women has been developed in Muaither. In addition, women's day services have been enhanced and relocated on this site, having previously been located within the Psychiatry Department Hospital. The development of community services represents a vitally important step in reducing the stigma associated with traditional psychiatric service provision.

New Child and Adolescent Mental Health Service

The new Child and Adolescent Mental Health Service (CAMHS) has been a great success story in 2012. The service has been growing since its launch and now provides a comprehensive range of outpatient and day services in a non-hospital setting. A multi-stakeholder Task Force has been led by Hamad working with international partners SickKids and Asia Australia Mental Health. Through the Task Force, CAMHS

has also developed a range of detailed clinical pathways, supporting the delivery of evidence based interventions. During 2013, nursing staff will be provided with training in the management of young people requiring inpatient admission for severe mental health issues.





Clinical Transformation Across Hamad Medical Corporation

At Hamad our commitment is to deliver the right care, first time to all our patients. We offer the most advanced healthcare services in Qatar and a comprehensive range of acute healthcare services for the population in line with Qatar's vision of health for all.

In addition to the significant progress being made by individual hospitals within Hamad, there are many Corporation-wide initiatives underway. These initiatives incorporate services and staff from across the organization with the unifying aim of improving patient care and raising standards of quality.

New partnership with the Institute for Healthcare Improvement

Hamad recently signed a strategic agreement with the Institute for Healthcare Improvement (IHI). The partnership will see IHI work with Hamad staff to examine new and innovative ways to improve the patient experience and the quality of care they receive. Hamad's patients, as well as staff, will see real and lasting benefits from the close interaction with IHI in the field of quality improvement.

IHI has extensive experience working with healthcare providers and organizations around the world and will bring their expertise to Qatar to enable Hamad to continue its commitment to delivering high quality patient care.

The agreement also included IHI's support to host the Middle East Forum on Quality Improvement in Healthcare in Doha in May 2013. The Forum brought together for the first time local, regional and international experts to discuss quality



improvement imperatives and challenges facing the medical profession. More than 2,000 health professionals, many of which were Hamad staff, attended a wide range of workshops, learning labs and seminars during the three-day Forum. Topics covered included measuring for improvement, high reliability healthcare, diabetes care, the concept of innovation in a healthcare setting and reducing avoidable hospital readmissions.

The lessons learned at the Forum will help Hamad staff to develop their skills through greater knowledge about the latest evidence-based best practices in quality improvement, the most innovative methodologies to implement these practices, and how to measure rates of success.

Hamad staff will be given free access to the IHI Open School to enable them to build on the lessons learned at the Forum. Launched in September 2008, the IHI Open School provides students of medicine, nursing, public health, pharmacy, health administration, dentistry and other allied health professions with the opportunity to learn about quality improvement and patient safety.

Developments in children's health services

Established in 2012, the Complex Care Task Force is a new multi-disciplinary collaboration between Hamad and SickKids International. The Task Force aims to introduce a new model of care for patients with medically complex conditions. This program will not focus on a particular disease but will instead manage the consequences of multiple diseases.

The Task Force is working to implement various programs to ensure patient care remains consistent, comprehensive and oversees a smooth transition into community care, whilst at the same time empowering families with the knowledge and capability to take care of a child with medically complex conditions.

Complex Chronic Care Clinic

The Complex Chronic Care Clinic was opened in October 2012 at the HGH Outpatient Department. The Clinic allows the immediate availability of medical subspecialties to consult as needed. A referral form for the Clinic is already in use by the Complex Chronic Care Team and the inclusion and exclusion criteria for the Clinic are based on review of referral and priority assessment.

Pediatric Pain Management Task Force

Through the partnership with SickKids International the Pediatric Pain Management Task Force was established in March 2012. The Task Force aims to improve the management of children's pain through the implementation of evidence-based best practices, provision of the highest standards of clinical excellence, customer services, leadership and educational support. The Task Force has been formed to increase awareness and improve attitudes towards pediatric pain management within Hamad and on a national level under the vision of 'Fighting Kids' Pain Together!'

Transformation of our nursing provision

At Hamad, our skilled and dedicated nurses are at the frontline of patient care and have a significant impact on the overall patient experience. In 2012, Hamad embarked upon a complete transformation of its nursing provision, in order to ensure that patients receive the best and most effective care available. The comprehensive efforts include the recruitment of highly trained specialist nurses, investment in targeted education and research programs to develop the Qatari nurse leaders of the future, and a commitment to the provision of high-quality, compassionate care to all patients.

Over the course of the next few years Hamad will hire 1,700 more nurses, including more than 50 highly advanced Clinical Nurse Specialists.

The plans will also see a complete overhaul of nursing governance at Hamad so that high-powered nurse leaders will take their places alongside medical leaders as professional peers, providing multi-disciplinary care and executive leadership.

Equally important is how doctors, patients and society at large view the important contribution made by experienced and dedicated nursing professionals. Hamad's vision is for expert nurses to promote good health, deliver excellent care and treat all patients with the utmost dignity and respect in a multi-cultural community, across all Hamad's hospitals. Hamad is investing in training and nurturing Qatari nurse leaders of the future to implement that vision.



Research, Education and Training

Academic Health System

Working closely with leading health, education and research partners from across the country - Weill Cornell Medical College in Qatar, Primary Health Care Corporation, Sidra Medical and Research Center, University of Calgary - Qatar, College of the North Atlantic - Qatar and Qatar University - the Academic Health System (AHS) is an innovative partnership that will transform healthcare in Qatar.

Qatar's AHS will improve the standard of care that patients receive, train the next generation of clinical and scientific leaders and support world-class research leading to new and exciting discoveries.

Moving from vision to reality

Academic health systems are an internationally-recognized model for pioneering clinical discoveries and making them available to patients. They are synonymous with academic excellence and the highest quality patient care.

The AHS for Qatar will improve the standard of care that patients receive, train the next generation of clinical and scientific leaders and support world-class research leading to new and exciting discoveries. This will be possible through an integrated approach with healthcare, education and research all working together.

Over the course of 2012, Hamad, as a key member of the AHS partnership, has made a number of significant steps towards achieving its vision, focused upon laying the foundations for its system and planning for its success.

Strengthening Hamad's foundation

Strengthening Hamad's partnership to create a participative and patient-centric model of delivery has been an area of focus over the past year. Projects developed by the AHS subcommittees have emerged as a result of this focus, embodying the spirit of partnership and crossing the boundaries of clinical care, research and education. The interprofessional and multidisciplinary subcommittees have developed transformation projects which support and advance the fundamental building blocks essential for the development as an AHS.

Learning from the world's best

Hamad has established partnerships and collaborative relationships, including research affiliations, with leading academic healthcare organizations from across North America, Europe, Asia and Australia. In just a short time, these

partnerships have driven important achievements, such as joint research programs, focused on areas of particular relevance to the local population, strategic affiliations around the development of a quality and safety framework, and clinical affiliations for the development of comprehensive clinical service models.

Development of Comprehensive Institutes

A core element of the AHS model is the development of comprehensive institutes, centered upon systems which will allow patients to benefit from the first truly integrated healthcare delivery system in the region. Institutes have been prioritized to focus on areas which are of particular importance to the local population, including the neurosciences, cancer, cardiovascular disease, metabolic disease, and immune and inflammatory diseases.

Building capacity

An important area of focus over the past year has been the development of clinical and leadership capacity, as a catalyst for developing an AHS-ready workforce, well-positioned to deliver safe, timely and optimal patient care, underpinned and informed by academic rigor and research innovations.



Fostering a culture of research

Over the past year, a Joint Institutional Review Board and a multidisciplinary Hamad Research Strategy and Assurance Committee have been introduced, and a structured education and training program developed to equip Hamad's workforce with basic and clinical research competencies.

Translational Research Institute

Supporting these initiatives is the Translational Research Institute (TRI), a state-of-the-art research facility, scheduled for completion in late 2015. The TRI will provide researchers with ready access to clinical and translational research facilities to encourage collaboration and innovation through a number of cross-cutting themes and support the translation of basic biomedical discoveries into new diagnostic biomarkers and therapies.

An interim Translational Research Institute is currently being developed within the Hamad bin Khalifa Medical City campus in order to provide immediate, ready access to basic research facilities. This bridging strategy is of critical importance for achievement of the AHS research goals, allowing us to immediately begin generating a critical mass of research across the AHS partner organizations, and contributing to the development of a robust research culture, in anticipation of the TRI facilities.



Medical Research

Research plays a pivotal role in the development of Qatar's Academic Health System. A particular focus of the AHS is on transforming the practice and delivery of healthcare through high quality multidisciplinary research programs and integrating education and research in the routine delivery of clinical care. Hamad's Medical Research Center has a central role in the research component of the AHS. The Center is committed to research for the promotion of better health for the people of Qatar.

Development of an Advanced Research Training Program

The Medical Research Center has developed the framework for an Advanced Research Training Program called the Ibn Al Haytham Research training program, with provision for mastering at the Qatar University (QU). The program has been developed in association with the Karolinska Institute in Sweden and is intended to be a 20-week intensive program in research methodology.

The aim is to develop a level of learning which could be developed into PhD programs. This program builds on the expertise of scientists at Hamad, QU and Weill Cornell Medical College in Qatar, with the creation of strong and durable networks of young clinicians dedicated to research.

Research methodology courses

The Medical Research Center, in collaboration with the Cardiology Research Center and the Department of Medical Education, introduced a basic research methodology course,

targeting 650 residents in Hamad. The course is provided in small groups styled as a workshop. The goals of the course have been to enable residents to understand the process of research and the rules that guide it. All the topics have been taught through lectures and interactive sessions with the help of core instructors.

First Annual Research Day

The Medical Research Center held its first Annual Research Day in January, 2012. The event highlighted the latest Biomedical Research being undertaken by different researchers and provided the ideal platform to showcase Hamad's nationally and internationally recognized research projects through exciting poster displays and oral presentations.



Qatar National Research Fund grants

Qatar National Research Fund (QNRF) is the research funding agency for Qatar Foundation. The QNRF strives to advance knowledge and education by supporting original research. Every year, researchers from all over the world apply for research grants. Hamad is the largest recipient of biomedical research funds from the QNRF. During 2012, Hamad researchers received 13 QNRF grants totaling \$11,633,708.



Education and Training

Comprehensive education and training are central to Hamad's commitment to deliver the safest and most effective care for its patients as an Academic Health System. Throughout 2012, great progress has been made in the development of training courses for our staff across all areas.

Institutional accreditation from the Accreditation Council for Graduate Medical Education - International

In November 2012, Hamad became the first hospital system in the region to achieve institutional accreditation from the Accreditation Council for Graduate Medical Education - International (ACGME-I). This makes Qatar only the second country outside of the United States to have the prestigious accreditation conferred upon it, which indicates that it meets the highest and most rigorous standards for physicians' specialty training.

This is a significant achievement and means Hamad will attract, train and retain the top medical graduates and clinical faculty from Qatar and around the world. It has been effective from 1 July 2012 so that students studying in this academic year will be educated under this accreditation.

Under the ACGME-I structure, trainee doctors undergo structured specialist training conducted by dedicated senior clinicians after graduating from medical school. They are regularly assessed on their medical knowledge, patient care skills, professionalism, interpersonal and communication skills to ensure the aspiring specialist doctors provide excellent care. This accreditation also marks a key milestone in the transformation of Hamad into an Academic Health System and demonstrates the Corporation's ongoing commitment to high quality care and patient safety.

Comprehensive Physician Assessment Course

More than 800 Hamad physicians have completed a 12-day training course focusing on discussing various methods of comprehensive physician evaluation pursuant to standards laid down by the ACGME-I. Organized by Hamad's Medical Education Department, the course was held as part of a number of medical education programs aiming to raise the clinical and medical performance at Hamad's general and specialized hospitals.

Clinical Care Improvement Training Program

Patient care improvement activities led by healthcare teams across Hamad have received a boost with the Clinical Care Improvement Training Program (CCITP), a training program that helps Hamad clinicians successfully execute clinical care improvement projects.

The CCITP has had a widespread impact across the organization. It is a project-based approach to teaching clinical quality improvement, and emphasizes skills development in addition to project achievement. Under the program, clinicians are taught practical tools for use in quality improvement initiatives, along with training in leadership, communication and research.

The CCITP won the newly-introduced Managing Director's Award under Hamad's Stars of Excellence Awards and Recognition Program and is evidence of Hamad's continuous efforts to drive up quality throughout all its service areas.



Masters in Nursing Program launched at the University of Calgary - Qatar

The development of a training program to prepare local nurses to undertake a Clinical Nurse Specialist (CNS) role was a key recommendation of the National Cancer Strategy (2011). The strategy recognized that within the region, advanced nursing practice is at an early stage of development. In order to meet the ambitions of the strategy, the first CNSs would therefore need to be recruited from abroad to ensure the necessary skill, education and preparation to establish the roles in Hamad. While this recruitment policy addressed the short term requirements, a long term solution was still needed.

In response to this, the University of Calgary - Qatar has been working with the education and cancer teams at Hamad to develop a bespoke Masters program to prepare nurses to become CNSs. Eight students began the two year course, the first of its kind in the region, in January 2013. At the end of their course, they will transition into CNS posts ensuring a locally trained, Arabic speaking and culturally sensitive workforce. It is anticipated that this will be the first of an annual intake of nurses which will help to meet the future requirement for the cancer nursing workforce.

Hamad and the Qatar Robotic Surgery Centre host the first international Trans-oral Robotic Surgery Conference

In partnership with Hamad, the Qatar Robotic Surgery Centre, an arm of the Qatar Science and Technology Park, hosted the first international Trans-oral Robotic Surgery Conference in the Middle East in November 2012. The conference, which took place in Doha, addressed the application of robotic surgical techniques and indications and concepts in the management of sleeping disorders related to breathing and snoring.

Qatar is one of the only countries in the Middle East to use robotic surgery techniques in ear, nose and throat procedures. These techniques are designed to minimize invasiveness and complications associated with traditional surgery, particularly in patients suffering from malignancy of throat, tonsils and tongue.





Advanced Support Systems

High-quality care depends on continuous investment and the development of key supporting services and facilities. Hamad is implementing a number of improvements to its information technology systems and infrastructure which will deliver a range of direct and indirect benefits to patients over time.

Clinical Information System to support patient care

Hamad and the Primary Health Care Corporation (PHCC) are currently working in partnership with Cerner and Dell on a groundbreaking project to digitize the entire public health system of Qatar and provide each patient with a personal electronic health record.

The Clinical Information System (CIS) is one of the most ambitious and important programs on Hamad's strategic roadmap for the future. Hamad will benefit by implementing one of the most advanced clinical systems to improve patient care and revolutionize the future of Hamad's care delivery.

The importance of an Electronic Medical Records System was set out in the National Health Strategy for Qatar launched in 2011, and CIS will meet this deliverable as well as adding value across the patient experience.

CIS will improve workflow at Hamad and will provide increased benefits for patients. Patient safety and the level of care will both rise. It will also help to plan effectively for the future. Specific key benefits resulting from CIS will include:

- One patient, one record – doctors will be able to view patient records electronically in any hospital location. This enables them to make better informed decisions. Additionally, records will be available in both HMC and PHCC facilities
- Standardized processes – the new system will introduce standardized pathways for care management. Ordering tests, for example, or prescribing and dispensing drugs
- Effective resource utilization management – the system will track where there are available resources, such as theaters, beds and clinic schedules
- Reduction of risk of medical errors – with the introduction of automation the possibility of human error is reduced



- Enhanced confidentiality – electronic records are stored on a secure and auditable system with minimal dependencies on paper records
- Accountability – the system will bring in accurate measures for tracking clinical activities and performance management leading to greater cost efficiencies

These benefits will drive improvements in both patient experience and satisfaction. With medical records easily accessible all in one place, consultations and diagnostics will be quicker, leading to reduced waiting times in the emergency and outpatient departments and reduced lengths of stay as inpatients.

An implementation sequence has been agreed with Hamad's Executive Management Committee and hospitals. In early 2014, CIS will first be implemented at Al Khor using the Hamad design, and then in the other hospitals as follows: Women's Hospital, Hamad General Hospital, the Heart Hospital, National Center for Cancer Care, Rumailah Hospital, Al Wakra Hospital and The Cuban Hospital. The system is expected to be fully implemented by 2015.

e-Business delivering improved business processes

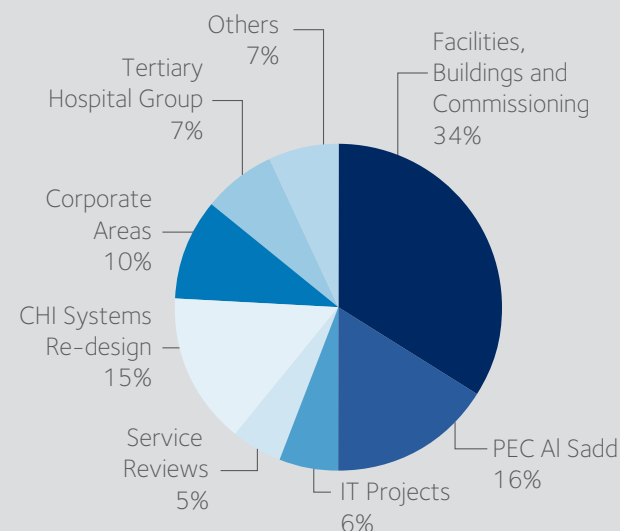
The e-Business project was set up in 2011 to implement state-of-the-art business systems and processes in the Finance, Supply Chain Management and Human Resources departments throughout Hamad. The changes are essential to the success of Hamad's vision because clinical excellence can only be achieved and sustained if it is backed by the most modern business support systems.

The project had the first major success when the modules covering Finance and Supply Chain went live in September 2012. The Oracle Business Suite systems which Hamad have implemented bring the organization up-to-date with latest versions of 21st century systems.

e-Business modules in Human Resources and Payroll will be launched in stages during the course of 2013. Other key business developments are needed over the next two years, including the rollout of Social Health Insurance, new budgeting, billing and costing systems and the development of performance review systems.

These key business systems projects are vitally important to support our objectives and will be implemented hand-in-hand with the clinical systems. They will provide the management information needed to allow hospital and clinical teams to develop better and more effective services in a future world where Hamad has to earn income based on the care it delivers.

Percentage share of the projects by project type



Monitoring projects

The Corporate Program Management Office (PMO) was established in November 2011 as a result of the new organization restructure. Hamad has always undertaken projects, yet with the extensive health agenda Qatar is currently undertaking it is imperative that projects are monitored and managed in a systematic and transparent way. The PMO's role is to ensure all of Hamad's projects remain on track. As of December 2012, 139 projects were being reported on, including building projects, national plans, accreditation systems and re-designing services.

To ensure consistency, the PMO developed a simple project methodology and reporting system enabling leaders and senior managers to receive regular and concise reports. A full project report is produced bi-monthly and distributed widely throughout the Corporation, covering all aspects of each project, from design through to build, commissioning and go live.





Community Health Promotion

Hamad is working closely with the Supreme Council of Health and Primary Health Care Corporation to improve the health of the population. Promoting health and wellness will reduce the demand on acute healthcare services in the nation and lead to a healthier society.

New campaign to promote health and safety in Qatar

A five-year campaign launched in September by Hamad and Conoco Phillips will improve health and safety in the State of Qatar. Kulluna, which means 'All of us', is coordinated by the Hamad International Training Center and will raise awareness about preventable injuries, enhance health and wellbeing and create awareness of the existing healthcare services and facilities offered by Hamad.

Kulluna is based on the belief that everyone can take action to improve the health, wellbeing and safety of themselves, their family and the community at large. In addition to adverts on roadside billboards and in magazines, the campaign has

featured interactive road shows in several malls in Doha. The road shows give people the opportunity to speak to medical professionals at the Kulluna stand and play interactive games promoting safety.

Middle East's first Pediatric Pain Month

Hamad, in collaboration with SickKids International, held the Middle East's first Pediatric Pain Awareness Month in November 2012. The aim was to increase awareness of the subject on the part of both healthcare staff and the public, so as to enhance pain management for infants, children and adolescents.

Six workshops took place throughout the month targeting 240 healthcare professionals involved in the care of children, and a symposium was held at the end of November to conclude the event. The awareness month featured educational workshops to help healthcare professionals in using evidence-based tools to assess and manage pain in children, as well as public educational activities in Hamad hospitals.

Launch of a patient-focused health magazine

September 2012 saw the launch of Hamad's new patient-focused publication. Al Seha magazine reports on health stories in Qatar and around the world, as well as providing updates and features on Hamad's services. Additionally, Al Seha is packed full of useful health information and advice on a wide range of topics including exercise, nutrition and medicine. Safety also features strongly in each issue with articles including road safety, drowning and safety in the home.

With 30,000 copies printed each issue, Al Seha will have a significant impact on health promotion in Qatar. The second issue of Al Seha was published in February 2013 and such has been the success of the magazine that it will increase its publication frequency from three to four times a year in 2013.

Issue 01

alseha

Putting a focus on health in Qatar

Six amazing benefits of regular exercise

Attention Deficit Hyperactivity Disorder

Seat belt safety in Qatar

Meet the people at HMC who care for you

Osteoporosis what you need to know

Plus regular features:

- Local and International Health News
- Ask the Experts
- Fun Health Facts
- How to contact HMC

مؤسسة حمد الطبية

Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH

صحة

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بحوث

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Awards

Hamad is proud of its most valuable asset, its people. As in previous years, 2012 saw many of its staff honored both internally and externally. All hospitals assessed by the Joint Commission International were successfully accredited, while Hamad became the first hospital system in the region to achieve the institutional accreditation from the Accreditation Council for Graduate Medical Education – International.

Hamad Medical Corporation celebrates success at the Arab Health Awards

Hamad's achievements were formally recognized at the Arab Health Awards 2013, which were held in Dubai at the end of January. Hamad received five nominations for Excellence in a Healthcare Setting and was presented with the Sustainable Hospitals Award.

To receive the Sustainable Hospital Award, Hamad had to demonstrate its commitment to four pillars of sustainability (workforce/workplace, patients, environment and community). Hamad's submission highlighted different initiatives led by a commitment to patients and quality of care, as well as a commitment to the community and the environment. Hamad also successfully demonstrated a strong commitment to its staff which supports its ethos of delivering safer and more effective patient care.

Hamad's other shortlisted nominations were:

- Excellence in Surgery Services Award – Qatar Center for Organ Transplantation
- Young Surgeon of the Year Award
- Two nominations in the category for Cleveland Clinic Young Clinician Award

Stars of Excellence Employee Awards and Recognition Program

Hamad once again recognized the excellence and professionalism of its staff at the Stars of Excellence Awards in 2012.

Running for the third consecutive year, the program model was further modified in 2012 to recognize teams who have reached the highest level of achievement within Hamad's three pillars of health, education and research. The annual program rewards and recognizes staff for their commitment to improving services and working together as a team to deliver excellence.



The 2012 awards were an unprecedented success, with the number of nominations received far outweighing those of previous years. A total of 360 nominations were received in 2012, representing an 84 percent increase in nominations over the previous year.

Top level winners of the 2012 program were:

Managing Director's Special Award

Clinical Care Improvement Training Program (CCITP)

Health: Practice Award

Developing pharmacovigilance system in NCCCR

Health: Performance Award

Mortality Morbidity Review in Pediatric Emergency

Health: Leadership Award

Qatar Center for Organ Transplantation

Health: Service Award

Inpatient Cardiac Rehabilitation Program – Phase I

Health: Technology Award

PET-CT Cyclotron Project

Education Award

Structured Departmental Educational Program

Research Award

National Trends in Retinopathy of Prematurity





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