

MOVING FORWARD WITH CONFIDENCE.

2008–2009
Annual Report

Hamad Medical Corporation – Qatar







His Highness
Sheikh Tamim Bin Hamad Al-Thani
Heir Apparent



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



CHAIRPERSON'S FOREWORD

I am pleased to present Hamad Medical Corporation's Annual Report for 2008 – 2009. It has been more than a decade since our last publication and the outstanding clinical, technological, and operational advances at Hamad Medical Corporation are coming faster, and with great support from so many. Hamad Medical Corporation is a notable source of great pride for our staff, our physicians, our patients, their families, and the entire Qatar community.

Our utmost appreciation and gratitude is extended to His Highness the Emir, Sheik Hamad bin Khalifa Al-Thani, His Highness the Heir Apparent Sheikh Tamim bin Hamad Al-Thani, Chairperson of the Supreme Council for Health and Her Highness Sheikha Mozah Bint Nasser Al Misned, Vice Chairperson of the Supreme Council of Health; our visionary leaders who have dedicated a large share of the country's resources to education, health, and social development. We are proud and privileged as a nation whose leaders are so strongly committed to the well-being of its citizens and residents.

In these pages you will read about the wide range of services provided by Hamad Medical Corporation, and you will see many examples of international standards, leading edge treatment and care being delivered here in Qatar for the people of Qatar. As an organization, we are

dedicated to the provision of a medical service that is accountable, responsive, reliable and fiscally robust. We hope that the following pages will demonstrate not only that organizational commitment but also the personal commitment and endeavour of every staff at HMC.

Our journey to excellence has taken 30 years and will continue in each and every year to come. Now we can be proud of the development of Qatar's own healthcare services that have been recognized at the highest international levels, as demonstrated by our various international medical accreditations.

HMC is truly an international community working as part of one team. This gives us strength, diversity and a wealth of experience and expertise that is truly to be celebrated and admired.

The health sector is expanding tremendously and HMC services and capacity are continuously expanding. In only three years, HMC's capacity will be more than double and its programs will expand to cover new areas of special clinical services and expertise.

I hope that you enjoy reading this report, which has been developed for all those interested in our services. It is another step in reaching out to our community and sharing with you our progress towards our vision of excellence in healthcare delivery.

Dr. Latifa Al Houty
Chairperson of the Board



MANAGING DIRECTOR'S FOREWORD

Healthcare is known to be the most dynamic and complex of industries. As can be witnessed in this year's Annual Report, HMC is a dynamic growing organization that is on a continual quest to achieve new heights of excellence in every service that we offer to our patients and community. Our mission, directly inspired by our State's visionary leadership, is unmistakable; deliver a service of the highest quality possible in order to provide the population of Qatar with internationally recognized centers of excellence.

As you read on, you will note that our spirit as an organization is formidable and our commitment to this mission unwavering.

High performing healthcare organizations measure success in terms of improved health and lives saved. They pride themselves on having a culture of quality, thrive on successful achievements and delight in innovation and change. We are well on our way to becoming a high performing organization and have, this year, laid the foundation by creating a momentum for change and a solid platform from which change can emerge and be sustained.

A glance at the number of surgeries performed in HMC this year (32,434), the visits to our emergencies (702,427),

ambulance rides to the emergency (53,603), and healthy babies delivered (15,329) is an indication of the lives saved every single day in HMC hospitals and the remarkable workload of our clinical services.

We are on a continuous journey of quality improvement. The Joint Commission International (JCI) accreditation of all our five hospitals simultaneously in 2007 is unique and unprecedented worldwide, as well as a great source of pride for HMC and Qatar. This year we have continued our commitment to quality and are launching an HMC Excellence award to reward those teams, units and services with the highest quality of services as benchmarked internationally and to foster healthy competition amongst our hospitals.

On all fronts, the successful achievements this year are numerous. Clinical achievements include the introduction of new clinical services such as, emergency and trauma services and the breast screening program, the shift to a model of care that is more patient and family centered, improvements in medical education to align HMC to the standards of the Accreditation Council for Graduate Medical Education (ACGME) and the training and development of young Qatari doctors and health professionals who are the future of our health system.

On the management front, achievements include the implementation of new management and performance monitoring systems, the successful recruitment of key senior administrative vacancies with national and international talent, the re-structuring and gradual transition from a centralized model of management to a decentralized model with individual hospitals responsible and accountable for their performance.

This year HMC has also taken steps to become a leader in adopting innovative technology and practices. The upcoming implementation of PACS (the international standard in digital diagnostic imagery), the emergency tracking system, the highly successful application of Da Vinci Robotics (a leading edge surgical system), and the creation of the Centre for Health Care Improvement (a center dedicated to improving performance of HMC Hospitals on key priority areas) all place HMC at the top of its field, and give it the foundation to become an innovative learning organization.

Over the past years, we have seen dramatic growth in the population of Qatar resulting in an increased demand for HMC's services. This has put additional pressure on HMC in every aspect of our operations, from bed capacity through to outpatient services. We have had to adapt quickly to

meet new demands while maintaining our strategic focus on excellence and quality. To this end, we introduced a number of community based services such as a new Home Care program and the Rumailah Hospital Assisted Living Scheme to support patients transition to independent living.

We look forward to commissioning and opening over the next few years the Cardiology Hospital (2009), Al-Wakra Hospital (2011), the Children's Hospital (2012), the new Women's Hospital (2012) and the Neurosciences and Rehabilitation Hospital (2012) which are designed to be state-of-the art and will provide much needed relief in terms of space and workload to our current hospitals.

Next year we look forward to continuing our focus on decentralization of responsibilities and accountabilities to hospitals and on quality improvement through targeting medical quality initiatives and international accreditations such as the American Trauma Surgeons accreditations, ISO accreditation, WHO accreditation, JCI re-accreditation and JCAHO alignment. We plan to also focus on our medical and nursing practices and create healing patient care environments throughout HMC. Last but not least, we plan to create learning environments for knowledge development through developing facilities and programs for education and research.

Read on, you will come to see, feel and understand our unwavering aspiration to excel and better serve the population of Qatar.

Hanan Al-Kuwari, PhD
Managing Director



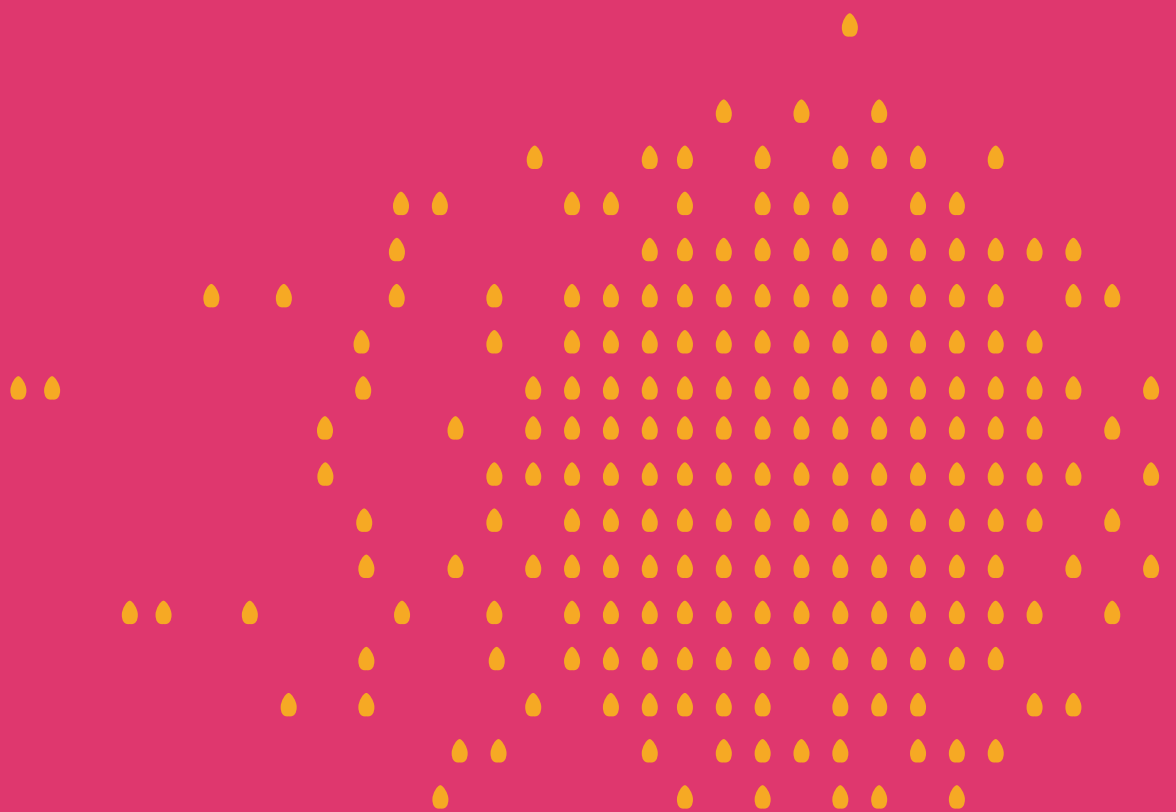
Standing row from left:
 Dr. Richard W. H. Hooper, Board Member
 Dr. Hasan Lahdan Al Muhanadi, Board Member
 Dr. Daniel Alonso, Member
 Dr. Hassan Bin Ali Bin Saud Bin Abdul Aziz Al-Thani, Board Member

Sitting row from left:
 Shk. Hamad Bin Jaber Al-Thani, Vice Chairperson of the Board
 Dr. Latifa Ibrahim Al-Houty, Chairperson of the Board
 Mr. Nasir Khalil Al-Jaidah, Board Member
 Dr. Hanan Al-Kuwari, Managing Director

Not in the photograph:
 Dr. Luluwa Bint Abdulla Al-Misnad, Board Member
 Mr. Malik Dahlan, Board Member



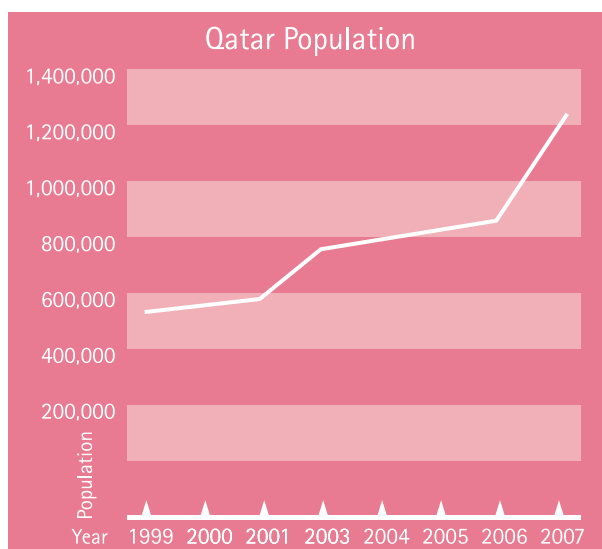
Introduction



The Journey So Far

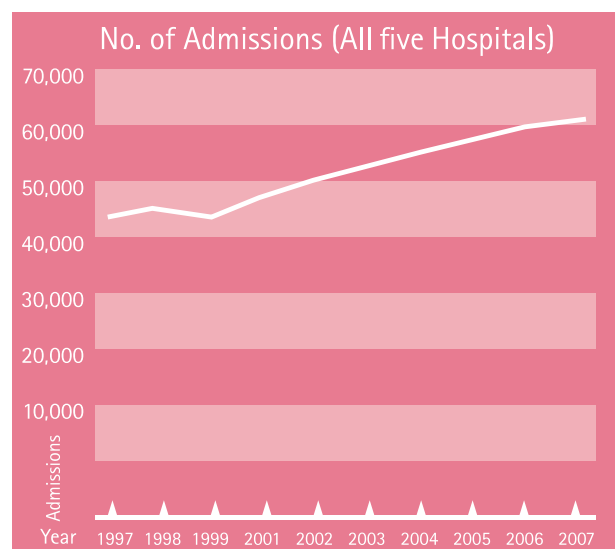
The 30-year journey of Hamad Medical Corporation has been one of relentless pursuit to provide the people of Qatar with a world premier healthcare system. Its history is an impressive story of dedicated Qataris joining forces with healthcare leaders from all over the world to build what is now recognized as the most prominent integrated healthcare system in the Gulf region.

HMC has had to adapt and embrace new ways of working to manage growth and increased activity. The organization's pace of achievement is unprecedented considering that only three decades ago, when HMC was formed, it was comprised of one hospital that served a population of only 250,000.



HMC now serves a population of over 1.5 million, which includes emergency services that care for over 860,000 patients annually, five hospitals that manage over 60,796 in-patient admissions each year, a number of out-patient services and highly specialized tertiary, rehabilitation, mental health, assisted living and home care services.

Additionally, HMC provides Qatar with a highly effective ambulance service (EMS) that rivals any system within the Gulf or international community.



Delivering success within the exceptionally complex business of caring for the critically and chronically sick, the frail and the most vulnerable is an immeasurable contribution to society. It requires nothing less than a dedicated workforce committed to a single purpose; to provide the best possible care to every patient and ensuring that the patient experience is at the center of this care. Care is compassionately delivered by 14,000 dedicated HMC employees each and every day. Undoubtedly, this is Hamad Medical Corporation's greatest achievement and most enduring success. There is no room for complacency and HMC must continue to build on this experience.

There have been many firsts for HMC and the region, and in line with the organization's future plans is its most recent and largest land development project, 'Hamad Medical City'. This ambitious project will include a dedicated children's hospital, women's hospital, and physical medicine and rehabilitation hospital, which will be flagship facilities for HMC.

As successful as the organization has been, and continues to be, it remains undeterred by its many achievements and continues with persistence every year to achieve even greater goals. These goals become more challenging as the scale of operations continues to grow along with the population.

By international standards, HMC is globally renowned as the

only healthcare system in the Gulf to achieve full accreditation for all of its hospitals from the international governing body, Joint Commission International. This accreditation was granted in 2007 following a rigorous and comprehensive evaluation. This success is amplified by HMC's status as a prestigious teaching and research institute with collaborative international affiliations with some of the world's finest academic institutions and research organizations.

HMC is transforming, it is on the brink of a new era in healthcare provision, and the recent changes give good reason for the people of Qatar to be proud of their health service and look forward to the future with confidence.







HMC Current Hospitals and Services



A Rich Tradition of Serving Qatar

Just over 50 years ago, Rumailah Hospital was opened as a modern healthcare facility and Qatar's first public hospital. HMC contributed to the planning and building of this Qatari landmark. It has a proud history. Even in those very early days, it earned its reputation for quality of care and innovation.

Rumailah Hospital laid the foundation for HMC's growth and development in an important way. Very early on, it established a pattern of accessing training from leading healthcare institutions overseas which has continued to underpin HMC's service innovations. It also recruited committed doctors and nurses from overseas to work with Qataris in building a comprehensive healthcare service. Despite this, the public health service was unable to meet all the healthcare needs of Qatar's population. Many Qataris were sent overseas for treatment for a wide range of medical conditions.

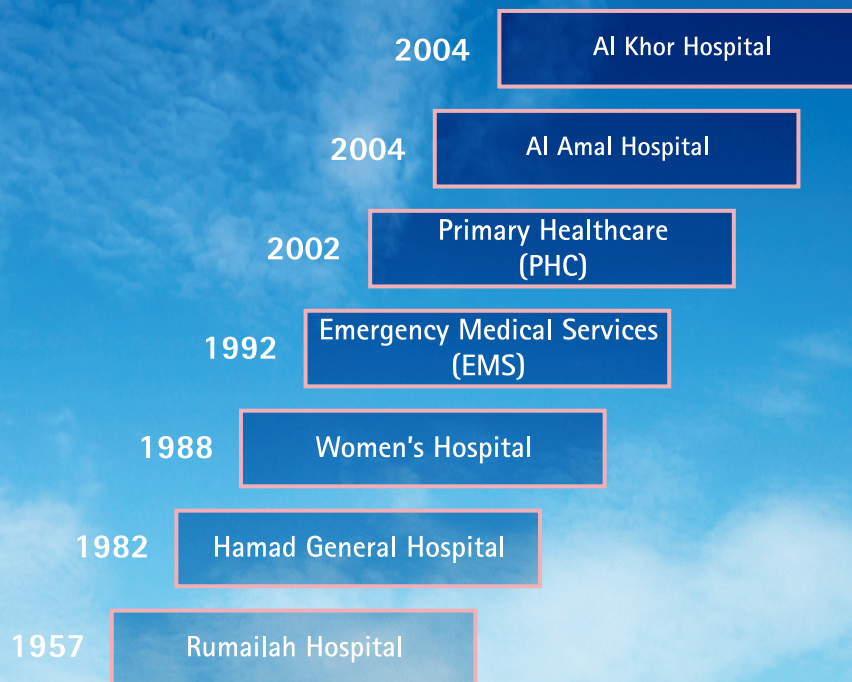
During those times, Rumailah has evolved and four hospitals have been added: Hamad General Hospital in 1982, The Women's Hospital in 1988, and Al Amal and Al Khor Hospitals in 2004. All of these operate under the umbrella of Hamad Medical Corporation, which was established by Emiri Decree in 1982.

Until recently, HMC also delivered primary healthcare services through 23 centers across the State. HMC will continue to maintain close links with these primary care servers to improve service planning, and to ensure that

care is patient focused, continuous, and well integrated; as stated in the HMC Health Strategy Plan that was adopted by the HMC Board in May 2006.

This means that, thanks to the enlightened social policies of the Emir, HH Sheikh Hamad bin Khalifa Al-Thani, there is within Qatar, a comprehensive, integrated hospital system covering most specialties. This has significantly reduced the dependency on overseas services for treatments.





Hospital Information



Rumailah Hospital incl. Psychiatry	
Established	1957
Bed Capacity	480
In-patient episodes	4488
Speciality Out-patients	14
Physicians Senior	162
Nurses	814
Allied Health Professions	352
Administration & Clerical	355
Technical	33
TOTAL	1716

* Cardiology, Corporate and Primary Health Center employees not included.

Hamad General Hospital	
Established	1982
Bed Capacity	611
In-patient episodes	24771
Speciality Out-patients	70
Physicians Senior	1319
Nurses	2474
Allied Health Profession	1580
Administration & Clerical	1562
Technical	366
TOTAL	7301

* Cardiology, Corporate and Primary Health Center employees not included.



Women's Hospital	
Established	1988
Bed Capacity	343
In-patient episodes	25130
Speciality Out-patients	17
Physicians Senior	67
Nurses	975
Allied Heath Profession	96
Administration & Clerical	290
Technical	41
TOTAL	1469

* Cardiology, Corporate and Primary Health Center employees not included.



Al Khor Hospital	
Established	2004
Bed Capacity	117
In-patient episodes	4952
Speciality Out-patients	38
Physicians Senior	131
Nurses	419
Allied Heath Profession	200
Administration & Clerical	314
Technical	128
TOTAL	1192

* Cardiology, Corporate and Primary Health Center employees not included.



Al Amal Hospital	
Established	2004
Bed Capacity	51
In-patient episodes	1455
Speciality Out-patients	3
Physicians Senior	27
Nurses	205
Allied Health Profession	67
Administration & Clerical	116
Technical	17
TOTAL	432

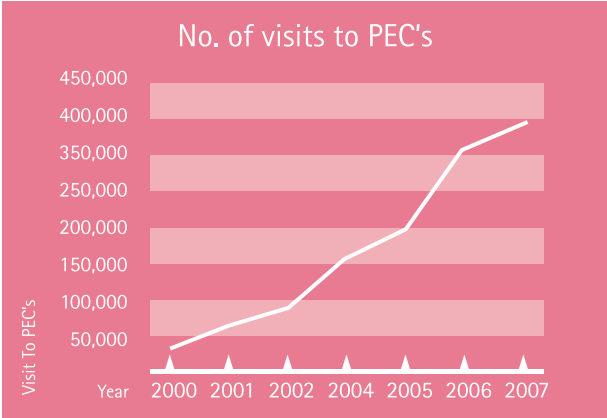
* Cardiology, Corporate and Primary Health Center employees not included.

Emergency Medical Services	
Established	1992
24/24 Ambulances	42
Patients Transported	85000
Patient Calls	86880
Physicians Senior	1
Nurses	
Allied Health Profession	613
Administration & Clerical	8
Technical	61
TOTAL	683

* Cardiology, Corporate and Primary Health Center employees not included.

As part of providing a comprehensive continuum of care, Hamad Medical Corporation offers patients alternative community services through the management of a network of clinics. This network of Pediatric Emergency Centers, Urgent Care Centers, and Walk-in Clinics has been developed over recent years with the Centers offering 24 hour service.

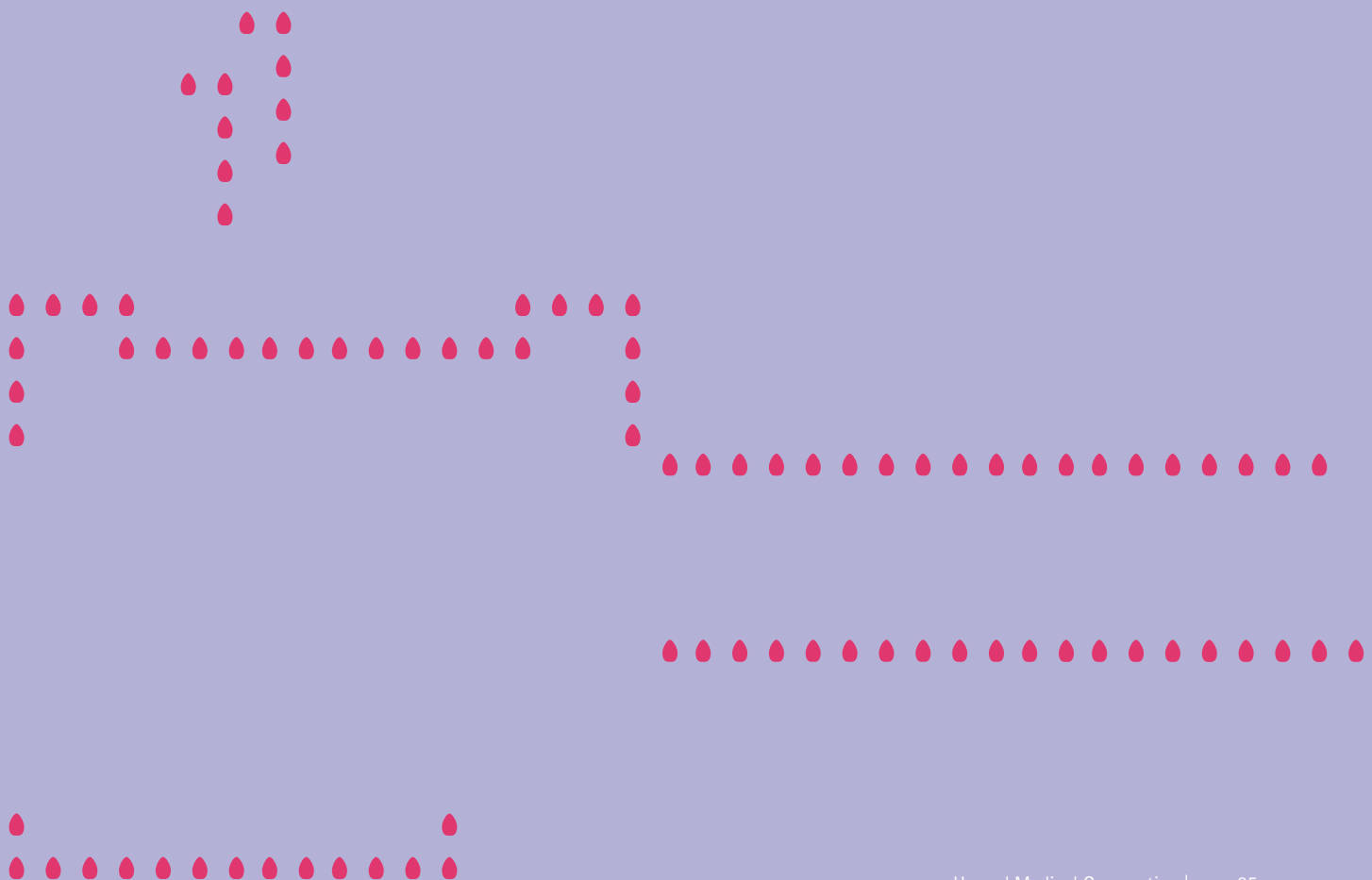
In addition to clinical and consultation areas, the Urgent Care Centers provide fully independent Laboratory, Radiology and Pharmacy support. Our new Centers also include accommodation for medical staff on call and an EMS station. In addition, the surrounding areas of Doha will be explored as suitable locations to expand these community services.



These new services are in line with HMC's commitment to providing services close to people's homes and ensuring timely access to healthcare.



HMC Planned Hospitals and Services



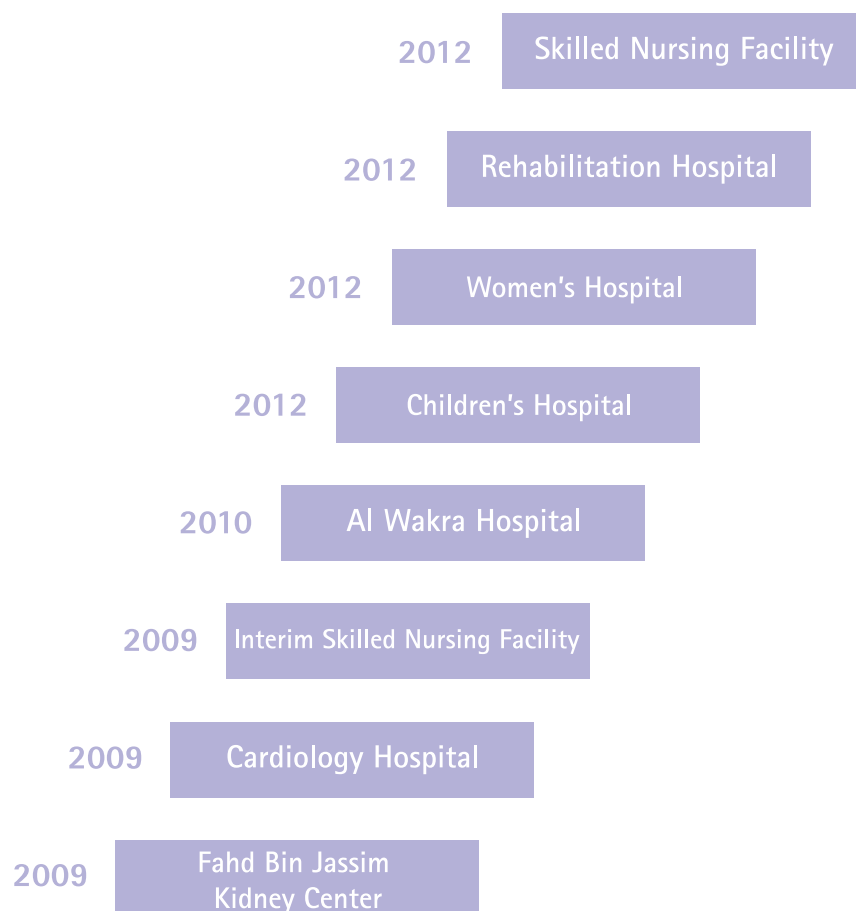
Providing New Hospitals and Services for The Future

HMC has embarked on an ambitious project to provide healthcare facilities in Qatar, either through a program of re-development of current institutions, or through the commissioning of new state-of-the-art hospitals. During this period of transfer, it is important that HMC remains proactive with these maintenance programs and continues to upgrade current facilities. Interim solutions have been explored to assist in coping with the current bed pressures until the transfer of services to Hamad Medical City is complete. A proposal to provide a skilled nursing facility of 90 beds in advance of the new facility has been approved and will open soon at the Hamad Medical City campus.

Between 2009 and 2010 the new facilities will become operational, starting with the Fahd Bin Jassim Kidney Center and Cardiac Hospital and to be followed by an interim Skilled Nursing Facility and a hospital in the community of Al Wakra to provide enhanced services on the periphery of Doha. The Children's Hospital, Women's Hospital, Rehabilitation Hospital and main Skilled Nursing Facility will be completed as part of the next phase with a provisional commissioning date scheduled for 2012.



Al Wakra Hospital - 2010.



These new hospitals will be designed to meet the highest international standards and will rival the most progressive healthcare organizations in the world. All considerations have been taken; not only to ensure best clinical practice, but also to ensure the patients' comfort is foremost, with all facilities providing single room accommodations with a view. These accommodations are specified to the highest standards of interior design. Relatives and visitor requirements have also been considered a priority and there will be ample space, waiting areas and dedicated family zones.

Project	Bed Capacity	Expected date for completion
Fahd Bin Jassim Kidney Center	80 chairs	2009
Cardiology Hospital	112	2009
Interim Skilled Nursing Facility	90	2009
Al Wakra Hospital	200	2010
Children's Hospital	241	2012
Women's Hospital	189	2012
Rehabilitation Hospital	200	2012
Skilled Nursing Facility	261	2012



Aerial view of Hamad Medical City.



Aerial perspective view of the planned Hamad Education Center expansion.



Hamad General Hospital's planned exterior.

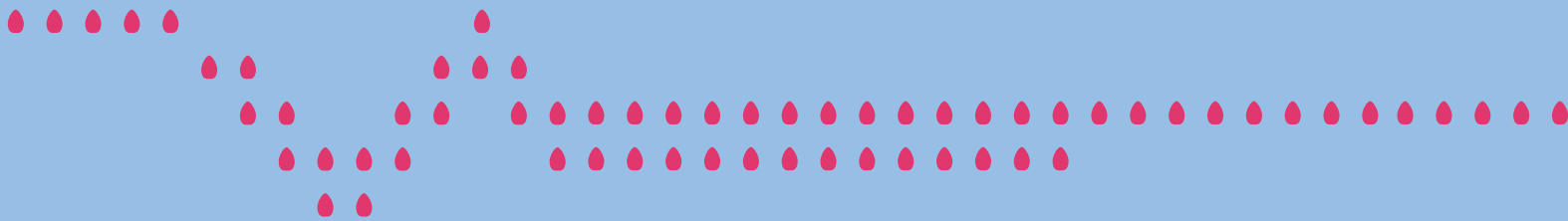


Hamad General Hospital's planned interior.

It is important that the development of a Facilities Master Plan reflects the requirements of Clinical Services. A US-based architectural consultancy firm has been engaged to review and assess HMC's facilities, both existing and planned, in the context of clinical services needs and world standards in state-of-the-art hospital design. This work was undertaken during the second half of 2008. In tandem with this, SickKids, a leading world-class pediatric hospital in Toronto, Canada, has partnered with the HMC Pediatric Department to develop a strategy for service improvement, special skills development, training and preparation for the transition to the new children's hospital at Medical City. Discussions are also underway with international healthcare organizations to find similar partnerships for the new Cardiology and Women's Hospitals.

As these new facilities are developed and commissioned, with the assistance of the world's leading hospitals and healthcare organizations, it will ensure leading edge design and operational capabilities for each facility and a future capacity for the provision of the increasing population.

New Services



Improved Choice for Our Patients

2007 saw the beginning of a new era at HMC. Commencing with the prestigious achievement of all five hospitals being formally accredited in January, motivation and energy was infused into the organization. There were new appointments at senior clinical and management levels, and staff became aware of a new spirit of change with new initiatives being encouraged, developed and implemented by frontline staff. Highlights of new services include:

Neurophysiology Unit HGH

In May 2008 a new clinical neurophysiology unit opened offering a full spectrum of state-of-the-art techniques to aid in the diagnosis and treatment of neurological diseases. The new unit consists of specifically designed sound-proofed rooms for electroencephalogram (EEG), electro myography (EMG) and EEG video monitoring and will allow the introduction of transcranial magnetic stimulation and transcranial Doppler studies.



Al Amal Pharmacy Clean Room

This area was inaugurated in 2008, and provides a safe, sterile preparation space that meets international and JCI standards for the preparation of chemotherapy solutions, oral cytotoxic materials and parental nutrition fluids.

Hearing and Screening Unit

The Hearing and Screening Unit for children transferred from its old premises into the new Hamad Medical City into a purpose built facility with a dedicated Laboratory area. The new service building also provides a "one-stop-shop" for parents as there are additional rooms for audiology training and speech therapy for children. Training for audiology technicians has been centralized within the new premises for all staff working at both HMC and in primary care.



Increased Evening Clinics

To relieve congestion on the out-patient clinics and to improve patient satisfaction by ensuring access to their doctors, evening clinics at Hamad General Hospital have been expanded.

Al Khor Dialysis Unit

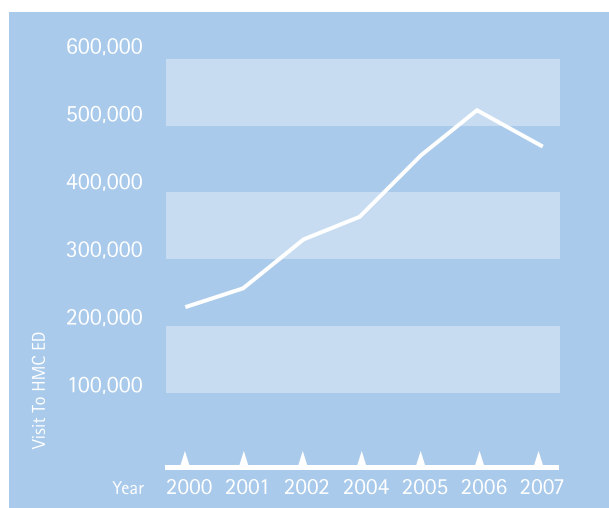
The Al Khor Dialysis building is complete and the official opening will coincide with the adjacent Pediatric Emergency Center being fully functional. The unit will provide comfortable surroundings for patients with 333 beds, which are already being used by patients. This unit was built with a very generous donation by the family of Nasser bin Abdula Al Misned.



Hamad General Hospital Emergency Department and Walk-in Clinic

Faced with an increasing number of patients in the Emergency Department, this area has been extended and the unit previously housed within it has been re-allocated to a nearby location. This has improved the patient flow, and enabled more comprehensive triaging of urgent patients to take place. This has been complemented with the addition of a walk-in clinic for non-urgent cases that come to the Emergency Department. In November 2008 further services were added including a new pharmacy area based within the Emergency Room extension and a six bed pain evaluation

room, which aims to reduce admissions to the Coronary Care Unit. There has also been a full renovation of the non-urgent area, providing 12 additional cardiac monitoring beds, a new negative pressure room for TB patients, and a dedicated room for psychiatric patient consultations.



Trauma Service

It is with great pride that HMC announces that under the terms of the University of Pittsburgh Medical Center (UPMC) partnership a comprehensive trauma service has been commissioned. This initiative is led by a senior UPMC specialist and supported by a team of HMC clinicians. The service strives to ensure that all acutely injured patients in Qatar receive appropriate care within the "Golden Hour" to give them the best possible chance of a complete recovery. Since its inception, the clinical outcomes for trauma patients have greatly improved and there have been notable improvements in survival and rehabilitation rates. The elevation of the trauma program to a "trauma division" has been endorsed by the Board of Directors, and the division is moving forward towards achieving a Level 1 Trauma accreditation by the American College of Surgeons.

Helicopter Service

The LifeFlight Helicopter Emergency Services (HEMS) program is one of the most exciting and dynamic new services to be seen in Qatar. An Aeromedical wing, operating under the auspices of the Supreme Council of Health and staffed by the EMS Department, HEMS provides rapid deployment of Critical Care Paramedics anywhere outside the city of Doha. Advanced Care Paramedic and Critical Care Paramedic coverage is further enhanced by a Bravo Unit based at EMS headquarters. The service is now approved for full time operation and has flown approximately 600 missions.



Transplant Program

A new multi-disciplinary transplant committee has been established to help boost the transplant program, including promotion of organ donation. The transplant committee will ensure consistency within the policies and ensure that HMC is following best practice guidelines. There is now a dedicated four bed Transplant Unit staffed by registered nurses.

Breast Screening Program

The Radiology and Medical Oncology teams have jointly introduced a new breast screening initiative. Women over the age of 40 are now able to contact HMC to arrange a mammogram and consultation with a breast surgeon. In addition, this service enables swift access to histopathology should a biopsy be needed, and access to Al Amal's breast oncologist. As part of this integrated service women will be directly referred to the breast service specialist at Al Amal, which has recently commissioned its own mammography machine.



Metabolic Screening Program

There is an existing contract with Heidelberg University Medical Center, which will fully support the transition of services to HMC over the next two years. Negotiations are also underway with other Gulf States to join the program, thereby providing critical mass for quality and viability.

Patient Family Education Unit

This newly formed unit comprises of nurses across 14 sub-specialities who will undertake patient and family education programs to improve patients' own management of their health conditions. The aim of this is to reduce reliance on the Emergency Department and unnecessary readmissions, decrease clinical visits, and reduce complications associated with chronic diseases.



Primary Healthcare Transition

The transition of the Primary Health Center (PHC) Providers from the management of HMC to the Supreme Council of Health has now been completed. HMC will still provide the finance systems, support, administrative and clinical services through Service Level Agreements (SLAs). Regardless of where the responsibility for the PHCs lies, it is important to maintain strong integrated links between primary care and hospitals. HMC continues to work closely with primary care service providers to ensure that there is adequate representation the PHCs on relevant committees.

These are only some examples of the most prominent recent services introduced in 2008. The schedule of new services planned for the coming year is as impressive, and will deliver added value for patients.

Management Systems





Developing The Foundations for a Decentralized Healthcare System

Over recent years the policy direction for the State of Qatar has been to make public organizations more accountable for public spending and public service. This is a direction that HMC fully supports. However, in order to do so HMC has had to make significant changes, not only in the way it works, but also in the way it thinks.

As a newly formed entity in 2008, the Center for Healthcare Improvement is actively embracing its mandate to attain excellence in clinical and operational practices and in the application of efficient and effective organizational processes across the organization. To this end, the Center for Healthcare Improvement and the Human Resource Department is working towards creating and implementing an HMC Leadership Development Program (LDP) and corresponding Performance Evaluation System (PES). The goal is to ensure that HMC leadership is based on a philosophy that all leaders demonstrate a specific set of leadership competencies, which will also provide a blueprint for the recruitment of future leaders.

In 2007 and 2008, HMC filled 33 out of 34 key management level vacancies across the system by either recruiting top talent or promoting nationals from within the organization (which accounted for just over a third (13 out of 33)). The improved compensation has enabled HMC to attract high calibre seasoned international candidates. However, the HMC Leadership Development program may lead, in time, to fewer candidates needing to be recruited from abroad.

HMC has embarked on a journey of transition from a centralized management system to a decentralised model of management within an integrated health system. There are two guiding principles underpinning the new HMC governance model.

- 1) Empower individual hospitals to rapidly adapt to local needs by assuming all operational responsibilities, except when the Corporate Center can:
 - realize significant economies of scale
 - implement improvements in clinical outcomes or patient satisfaction
 - provide support due to limited skills available at hospital level
- 2) Hold individual hospitals accountable for their performance by establishing measurement systems and monitoring metrics in areas such as:
 - clinical outcomes
 - patient satisfaction
 - staff satisfaction
 - budget management
 - staff and people development
 - clinical and non-clinical operations and productivity
 - research and education

- Key areas are monitored using a variety of tools and through committees. Work commenced in 2008 on the outputs of the IT Steering Committee and the Facilities Development Steering Committee, which is chaired by the Managing Director. Now, in both these areas there are clearly documented processes for requesting new IT systems, major facilities upgrades, new facilities and major items of capital equipment.

The new Budget Committee and Services Planning Steering Committee will complement these committees and the four Committees will underpin the development of the next HMC Health Strategy Plan, as well as provide quality decision-making support to the Board of Directors.

In line with the HMC Health Strategy Plan 2006, an IT Strategy Plan 2008, Clinical Services Plan 2008, and a Facilities Master Plan 2009 have been commissioned and completed. Together, these plans set directions for HMC's development as a provider of integrated health services across a continuum of care.

In 2008, departments that were previously fragmented at the corporate level were integrated or consolidated in order to improve effectiveness, communication and work flows, these include:

- Regulation and Accreditation, Quality Assurance and Infection Control (now grouped together under the Quality Management Department).
- Telecommunications integrated with Information Technology within the Health Information Systems Department.
- Management shared services were grouped together to report at the Corporate level.
- Recruitment of nursing staff was integrated into the Human Resources Department.
- Clinical shared Services of Radiology and Laboratory were centralized at the corporate level.
- The Media and Public Relations Departments were merged.
- Staff Health Clinic, Fire and Safety and Radiation Protection were consolidated to form a new department: Occupational Health and Safety will now oversee staff well being and patient safety.

The new systems and departments will assist in decentralization which in turn, by holding hospitals more accountable, will drive efficiency and productivity.



Performance Management



Using Data and Information to Drive Change

The concept of performance management is new to HMC. However, as HMC continues to pursue its strategy of a decentralized integrated health system, the importance of hospital performance information is paramount. In 2008, a pilot program was undertaken to record information by use of an electronic Performance Book. The program proved successful and the initiative is continually being developed with additional books planned for Homecare and EMS.

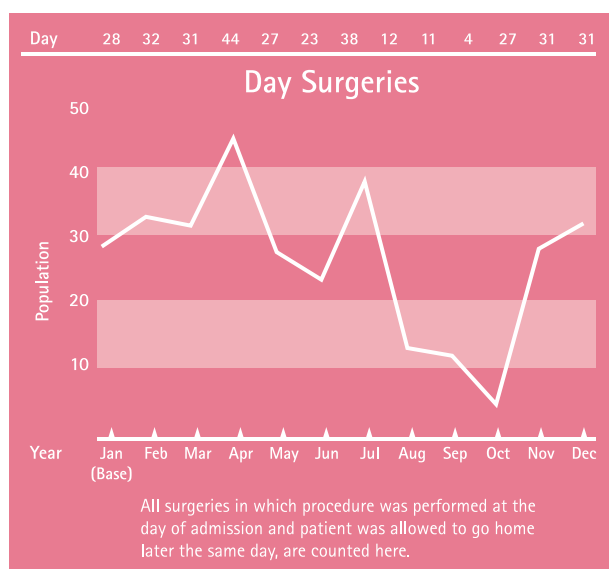
The use of action plans to reverse under-performance is encouraged. Activity and access data is signed off as the responsibility of the Executive Director of the Hospital. International benchmarks are used where appropriate, and data collection method and activity definitions are approved by the users.

This chart shows the Women's Hospital day case rate was successful in the earlier months, however due to pressure to convert to in-patient beds, day case numbers declined.

An agreed action plan helped to reverse the trend in November.

Leadership and structural changes within the Women's Hospital in 2008 resulted in improvements to discharge planning to the benefit of the patients. Discharge rounds now occur twice daily, and circumcisions are undertaken from 7 am to 3 pm to enable earlier release. Late rounds in the Labour and Delivery suites ensure patient safety and a consultant is in the hospital at night. Medical staff is organized into five teams, with a senior consultant in charge of each team. This infrastructure positions the medical staff to deliver optimal patient care.

The Performance Books have been a useful tool in identifying problem areas and providing data to support new service initiatives. In Al Khor, the issue of delayed discharges is being addressed and improved in a different way. The number of delayed discharges (over two hours from decision to discharge) has risen significantly over the year from 200 pcm (per calendar month) to 319 pcm, an increase of 59%.



Al Khor has a large migrant work force and many of these delayed discharges are a result of patients who are waiting to be transported by their employers. The provision of a Discharge Lounge will allow patients to be discharged from a bed to a safe environment until they are able to return home safely. The use of the Discharge Lounge may also free up beds at an earlier stage of the day and assist with cancelled operations due to non bed availability.

The Women's Hospital continues to lead in service redesign following a Lean/Six Sigma format which has resulted in significant achievements: with the principle of "right patient, right emergency department team," for non-urgent care. This approach has reduced the number of unnecessary ultrasounds, improved the triaging of patients by priority categories and increased the number of treatment bays from five to 11.

Hamad General Hospital (HGH) took a different approach to making improvements to out-patient areas. A file tracking system has commenced which should alleviate the number of missing files and free wireless internet has been installed in all the patient waiting areas. The pilot SMS service has commenced which reminds patients of their pending appointments in advance, and alerts them to changes or cancellations. This should reduce the number of no shows.

Additional out-patient clinics have been made available in Al Khor including EMG, EEG and pre-anaesthetic clinics. The provision of additional clinics in EEG and EMG meant patients receive safe localized service without having to travel to Doha. It also has the additional advantage of saving on escorts for transferring patients. The percentage of planned care/elective patients having undertaken pre-operative assessment prior to surgery has increased from 30%-90% during 2008 and the hospital met the target. These additional clinics have helped to ensure planned elective cancellations of operations are reduced.

At the Women's Hospital, although the 90% target for pre-operative assessment was not met, there was significant improvement from 70% - to 88%. Use of the Performance Books and monthly monitoring will show more trends such as these over the year.

The use of Performance Books shows that although not all hospitals met their targets, many showed a significant improvement which can be built upon, and it is this continual improvement that HMC is striving for.



Commitment to Quality and Excellence



Putting Patients First

As a large, integrated public health service, HMC is well positioned to achieve its vision of being a world class center for healthcare excellence.

Identifying and delivering international best practices in every department and in every patient care area, as well as becoming a leader in system efficiency and performance management are key imperatives that continue to drive the organization. The award of international excellence from the Joint Commission International (JCI) was a main driver in raising the bar for quality services. So successful was the process that HMC policies relating to infection control, the Children's Bill of Rights, credentialing process for nurses, and facilities planning in relation to physiotherapy all received international quality recognition and JCI has adapted these policies for their website as examples of best practices. Preparation for 2009 JCI re-accreditation is underway, and the process for the second time around has been more robust and interrogative, with standards being more closely aligned to Joint Commission on Accreditation of Healthcare Organization (JACHO) than previously. These new standards include:

- Developing a corporation-wide action plan to coordinate and unify quality improvement activities
- Achieving re-accreditation for all five (5) HMC Hospitals by Joint Commission International
- Monitoring trends, patterns and variances to identify priorities for quality improvement
- Implementing the patient safety goals effectively across the Corporation
- Implementing a corporation-wide strategy to reduce risks to patient and staff
- Improving data management processes across the Corporation
- Adopting and monitoring the effectiveness of clinical guidelines and pathways

This year, HMC also received the respected World Health Organization Referral Center Award for its outstanding laboratory. This prestigious recognition of HMC's Laboratory is another international honor recognizing the high quality of services at HMC.

Corporate Quality Priorities

Hamad Medical Corporation (HMC) is committed to ensuring that all possible efforts are made to prevent harmful events and reduce risk to patients. In order to achieve this, the Corporate Quality Plan for 2008 and 2009 will focus on the delivery of six (6) key priorities for improvement. HMC believes that focused effort in these six (6) priorities will have a significant impact on the quality and safety of patient care at HMC.

- **Hospital Acquired Infections**
Reduce and possibly eliminate all forms of hospital acquired infections.
- **Sentinel Events Management**
Reduce risk to patients and staff through the active management of all reported sentinel events (unexpected, uncommon death or a serious physical/psychological injury of a patient, that requires investigation every time it happens) and by learning the lessons from review and trending.
- **Clinical Pathway Development**
Establish clinical pathways in areas of identified need to ensure systematic and consistent high quality patient care as per evidence-based practice.

Each hospital will establish, monitor and review at

least one clinical pathway per year to support this objective.

- **Patient Waiting Times**
Reduce patient waiting times for treatment across the corporation.

Each hospital will choose its own area for improvement to support this objective, i.e. out-patients, theatres, etc.

- **Medication Management**
Ensure a safe, effective, and high quality medication management process across the corporation

Each hospital will choose its own area for improvement to support this objective.

- **Data Utilization**
Analysis of available data, information trending and the application of evidence based decision making will be used to support service developments, improvement projects and policy development.

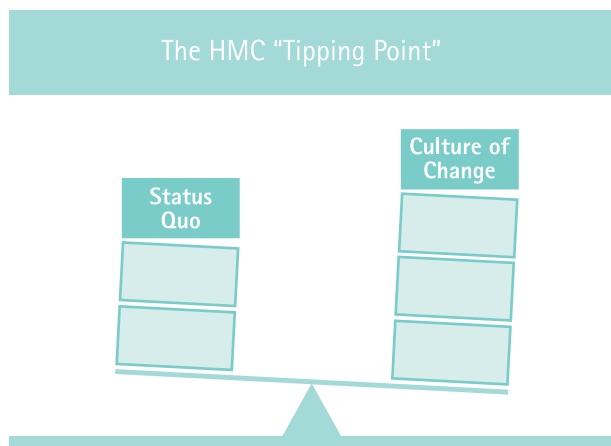
- **International Patient Safety Goals**

Reduce risk to patients in the specific areas outlined by JCI's International Patient Safety Goals (IPSG). Each hospital is to report on data and improvement activities to support meeting the IPSG.

Although The Joint Commission had addressed international quality standards alignment, for HMC to aspire to its vision of excellence, required change. May 2008 saw another regional first in healthcare with the opening of the Center for Healthcare Improvement (CHI). It is hoped that the CHI will transform practice in healthcare not only for HMC but also regionally. The Center for Healthcare Improvement is a permanent and growing resource for the Corporation. Focusing on projects that promote excellence in clinical practices and the application of efficient and effective organizational practices and processes; the staff at the Center act as an internal facilitator team with a mandate to motivate, mentor, educate, and at times, lead various improvement initiatives.

Since its inception CHI has worked on a number of high profile projects and is revolutionizing the way employees are starting to think at HMC. Projects of high importance and ones that will make significant improvements to the patient's journey and experience have been targeted with a goal of creating high impact changes.

The CHI team have partnered with an international team of healthcare design consultants to develop a comprehensive interior and exterior design scheme for three (3) of our hospitals in order to improve the patient and visitor's environment and experience. The outcome will be increased access to interior departments, reduced congestion in public places, enhanced customer service, the creation of a therapeutic and healing environment, and the projection of an enhanced professional image of HMC. Currently the design has entered Phase Two of a three-year project. The project plan is to complete the interior design within a year.





In December 2008 another groundbreaking initiative was launched, attended by over 300 senior clinicians and leaders at HMC. The initiative was "We Can Change" and it invited teams from within all areas of HMC to choose a project that required no official approval, and which fell within their own area of work. Leaders were encouraged to be creative, inspire innovation, and drive the agenda for change. A dedicated email address was made available at wecanchange@hmc.org.qa

At the January 2009 Arab Health Fair, held annually in Dubai, the Women's Hospital successfully submitted an abstract on **The Emergency Department Enhancement Project**. Out of 180 entries, the Women's Hospital was nominated as one of the three finalists. The project improved the time from presentation in the Emergency Department to treatment, with 81% of patients either meeting or exceeding the benchmark of 95 minutes. This heralds the start of process redesign at HMC.



Arab Health Awards 2009 "Highly Commended", Specialist Achievement Award - Quality Healthcare Improvement Initiative

In April 2009, HMC launched a recognition award for individuals, departments, services and hospitals that are working towards HMC's vision of excellence. This award will recognize excellence in service practice for:

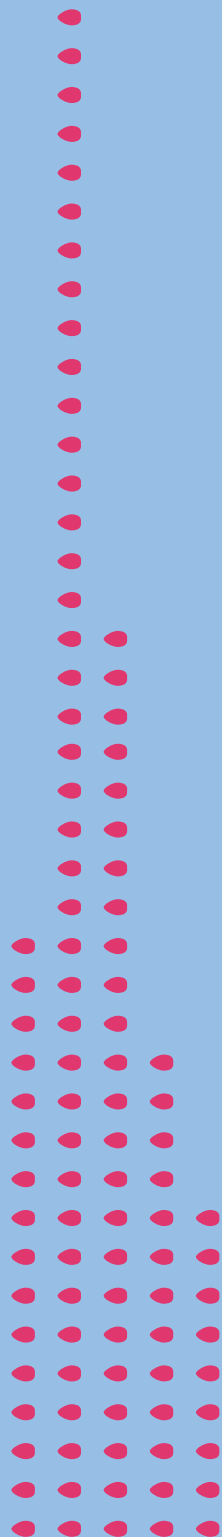
- Performance Excellence
- Practice Excellence
- Service Excellence
- Management Excellence
- Technology Excellence

HMC strives to continually improve itself. Focusing on quality practices and patient's safety will enable these changes to be achieved.





Clinical Excellence



Continuously Exploring The Boundaries of Medicine

HMC has worked tirelessly to recruit and retain a talented pool of national and international medical staff, which now number approximately 1685 senior and junior physicians (this number excludes medical staff in training). Many of the senior clinicians now lead multidisciplinary teams of staff, and recognize that all professions and healthcare workers have a contribution in healthcare excellence.

In line with HMC's aspirations of becoming a world renowned healthcare center, we have established strategic alliances with prestigious healthcare institutions. The information exchange resulting from these alliances has strengthened our clinical services and ability to deliver patient care, as well as furthering medical research and development within Qatar.

In April 2009, HMC adopted a model of care that looked at the integration of services delivered at HMC in order to promote a healthy population and excellence in clinical outcomes. The model recognizes the importance of HMC's role in prevention and early diagnosis, chronic disease management, continuity of care, acute specialist care, and emergency care and disaster management; forging lifelong relationships, with patients and families being at the center of this service.



Emergency Care provided by a designated Trauma Service

A priority for the people of Qatar and for HMC is to ensure that emergency service provision is of international standards. The Emergency Services' partnership with the University of Pittsburgh Medical Center (UPMC) entered its third year in June 2008. The major achievements of this partnership in the past year have been the establishment of the Trauma Service and strengthening of individual partnering with HMC champions to ensure enduring local commitment and the continuing focus on education and best practice standards. Key emergency department indicators show continuing improvement in all HMC emergency departments and within Emergency Medical Services.



Prevention and early diagnosis through Metabolic Screening

Saving future lives through metabolic screening is one of the first in the region and also a first internationally. HMC has continued its partnership with the University of Heidelberg Medical Center to provide a metabolic screening program for all newborn babies in Qatar. This program is vital to identify genetic disorders at the earliest opportunity so that early intervention and treatment of identified babies can save lives and improve healthcare for those affected. Over the next two years the full transition of these services to HMC will be complete, and negotiations are underway for two other Gulf States to join our program. Heidelberg also provides specialized services for pediatric, hematology, oncology, urology and radiology at HMC, including the training of HMC specialists in these fields. Qatar is only one of the seven countries in the world to offer metabolic screening, giving children born in Qatar a unique advantage.



Metabolic Screening December 2003 – February 2009		
Screened babies 66,059	Qatari 32,370	Non Qatari 33,689
Diagnosed babies 111	Qatari 59	Non Qatari 52
Outcome for babies : All healthy		

Excellence in healthcare outcomes using Robotic Surgery

The addition of new robot technology and the introduction of robotic surgery in 2008 have taken HMC and the department of surgery to new levels of excellent care and outstanding service to the community. This sophisticated a state-of-the-art system, is designed to enable complex surgery using a minimally invasive approach. Designed to scale, filter and translate the surgeon's hand movement into the more precise movements of the robotic arms, assisted by 3D HD vision results in an intuitive interface with breakthrough surgical capabilities. The department of surgery is already using robotic procedures in Urology and Cardiac surgery. Radical removal of the prostate, pyeloplasty and cardiac by-pass are among the surgeries already done robotically. The ultimate beneficiary is the patient, who will experience less pain, lose less blood and eventually leave the hospital earlier, with a quicker recovery and a faster return to normal daily activities. Clinical studies indicate better cancer control and fewer complications from using robotic surgery when compared with conventional and laparoscopic procedures. Among the nations in the region, Qatar is one of the few using robotic surgery. We anticipate all of the HMC surgical sub-specialties utilizing this technology in the coming period.

The department of surgery has always pioneered progress in HMC, with continuous efforts to improve quality and raise the standards of healthcare by implementing newer technologies and more advanced techniques. The introduction of robotic surgery will complement the recent techniques for Bariatric surgery, which is currently one of the most advanced in the region, cardiac operations with standards not dissimilar from world-renowned centers, routine laparoscopic procedures and newer laser techniques in prostatic surgery.



Acute Specialist Care for Cardiac patients

The largest and most significant project that is occupying the department is the commissioning and transfer of services to the new state-of-the-art Cardiac Hospital, which is to be built adjacent to Al Amal Hospital. The hospital will be fully digitalized and will offer the most up-to-date facilities and fully integrated services for cardiac patients in the State of Qatar. The specialties of Cardiology and Cardiothoracic Surgery have been combined in one department in preparation for the opening of this hospital. This will provide an integrated service comprising of Adult Cardiology, Cardiac Catheterization Laboratory, and Cardiothoracic Surgery for adults and children, Pediatric Cardiology, and Non Invasive Cardiology.

This year was a busy time for the department with the Department of Cardiology and Cardiothoracic Surgery commencing a transplant and ventricular assisted device program (VAD), culminating in three patients undergoing successful implantations of VADs as part of the VAD Program. Another first was the establishment of a dedicated Chest Pain clinic in the Emergency Department to provide faster access to specialist care and improve clinical outcomes. Primary angioplasty will also be a routine procedure in 2009.

The department has a well established Cardiology Fellowship Program in coordination with the HMC Medical Education Department and the Arab Board Council for Medical

Specialization. The department also collaborates with international institutions in research and exchange of clinical knowledge and expertise on a regular basis.

In the coming year the department is scheduled to introduce robotically assisted cardiac surgery. This surgery is only undertaken in a small number of hospitals worldwide and only within the most prestigious cardiac centers. Robotically assisted cardiac surgery will be a first in the Gulf region and will enhance HMC's reputation of being the leading innovator in the field of medicine.



Episodic and lifelong care for patients with Diabetes

Diabetes Mellitus is one of the most common illnesses in Qatar. It is a disease you live with and manage all your life. With the prevalence of diabetes in Qatar resting at about 15% of the population and another 11% suffering from impaired glucose tolerance, which often progresses to diabetes over time, diabetes is a serious problem for the population of Qatar.

The Endocrinology Department's aim in treating patients with diabetes is to provide integrated care through a multidisciplinary team consisting of a physician, diabetes educator, dietician and a podiatrist. In addition, the Department arranges consultations with specialists in ophthalmology, nephrology, cardiology and vascular and general surgery with a view to optimizing diabetes care and achieving proper management of the disease, thereby reducing complications.

In 2008, as part of a health promotion initiative, and to assist diabetic patients in better understanding their disease, the department published a 279 page educational book which has been very well received. It has also established diabetic clinics in 16 Primary Health Centers all over the State of Qatar, which are attended by a total of 65 endocrinology specialists.

In October 2008, the Endocrinology Department, in cooperation with Qatar Diabetes Association, organized a highly successful international conference «Childhood Diabetes and Obesity». HMC has partnered with Qatar Diabetes Association in Arab Health Conference 2009 Dubai to raise awareness about the disease, not just in Qatar, but in the wider Gulf region as well.





Integrated Care for patients with Kidney Diseases

JCI rated the dialysis service at HMC as one of the best they had ever visited, and this honor is not surprising. From a patient perspective, renal patients have no problem obtaining an early nephrology clinic appointment, the renal dialysis data is to be computerized, a renal patients' registry is to be created, and the peritoneal dialysis program is scheduled to be upgraded.

Within the last two years there has been considerable investment in providing additional dialysis capacity. This includes the new dialysis center in Al Khor, along with the proposed new Fahd Bin Jassim Kidney Center scheduled to open this year, which will provide 80 chairs. The relationship between staff and patients is a unique one with the department sharing and supporting the activities of World Kidney Day.

The Nephrology Department conducts in-patient renal consultations and provides dialysis therapy in addition to preparing patients before they undergo renal transplants

and educating them through post-transplant follow up sessions. Nephrology consultations are provided to all patients over 14 years of age, while dialysis is available to patients of all ages.

Care in the dialysis process may range from acute and chronic conditions to critically ill patients who need to be admitted and transferred to a specific area where they may be appropriately treated by highly skilled staff. The calibre of staff is paramount to the success of the department. Continual education and professional development is supported with Continuing Medical Education (CME) activities for nephrologists, nursing staff and dialysis technicians. Continuous staff and protocol upgrades ensure adherence to international guidelines and JCI & HMC policies. The department is set to receive further praise as the Qatar Foundation has accepted their proposal for Diabetic Nephropathy Research in collaboration with Weill Cornell Medical University.

Acute Specialist Care in Neurosurgery

The Neurosurgery Unit of HMC provides quality care in Neurological and Spinal surgery services to the residents of Qatar. Four consultant based teams operate in rotation, and there is 24-hour on-call coverage for neurological and spinal emergencies.

All severe neurotrauma patients, including severe head injuries and complex spinal injuries are admitted to the Trauma Intensive Care Unit (TICU) while those with other serious non-traumatic conditions are initially managed in the Surgical Intensive Care Unit (SICU). Patients who undergo complex brain or spinal surgery are also admitted to SICU for early post-operative care.

An acute care Neurosurgery male unit has been set up. This encompasses elective and non-critical emergency admissions. Critical but non-ventilated patients and those newly transferred from TICU/SICU are taken care of in the four bed Neurosurgery High Dependency Unit (HDU).



The ultramodern Neurosurgery Operating Room is equipped to conduct a wide range of brain and spinal surgical procedures across the whole spectrum of neurosurgical indications. The state of the art Neuronavigational technology (Brain Lab) is routinely used while dealing with complex brain lesions. Other equipment includes a modern Op. Microscope, High speed air drills, Ultrasonic Aspirator, Cell Saver for auto transfusion of blood and blood products, Utilization of the mobile CT scanner, Stereotaxy and Neuroendoscopy.

The unit is recognized for Neurosurgery training by the Arab Board Certification and the UK Surgical Royal Colleges' Membership and Fellowships. Neurosurgery outpatient clinics run daily except for Mondays when the department's educational and academic activities take place.

A new Multi-Disciplinary clinic was established including a Cranio-Faciomaxillary Clinic once a week at the Rumailah Hospital OPD and a Pediatric Neurosurgery Clinic once a week at the HGH OPD. In addition, the Neurosurgery Department has played a key role in laying down the protocols and future management strategies for Stroke Services.

New procedures are being developed in Cranial and Spinal surgery, including Awake Craniotomies for eloquent region brain lesions, Brain-Lab guided Glycerolysis for Trigeminal Neuralgia, Percutaneous Nucleoplasty for lumbar disc disease, and Minimal invasive spine surgery with utilization of MATRX system, novel cervico-cranial fixation techniques and Somato Sensory Evoked Potential (SSEP) monitoring for complex spine lesions.

Continuity of Care through Rehabilitation

Patients served by the Community Based Rehabilitation Department are people with disabilities, with the majority being adolescents and adults with Traumatic Brain Injury, Spinal Cord Injury, Cerebral Palsy, Neuromuscular Dystrophy and other disabling conditions. The Community Based Rehabilitation Department facilitates the re-integration of people with disabilities into the community by addressing their needs such as accessibility, education and employment with special emphasis on human rights and equal opportunities for people with disabilities.

The Children Rehabilitation Department (Pre-Integration Program) is committed to providing specialized and individualized multi and inter-disciplinary intervention that is collaborative and family-centered.

Occupational Therapy is a rehabilitation discipline that provides unique services to assist individuals in meeting their human needs in the areas of Occupational Performance, i.e. self-care, productivity/work and leisure through a broad range of treatment modalities and purposeful activities designed specifically to that end.

The Physiotherapy Department is the only department providing physiotherapy services to all citizens of Qatar free of charge. The department provides evaluation and treatment to clients with physical dysfunctions or injuries through the use of physical therapeutic procedures and the application of modalities intended to restore or facilitate normal function or development.

There are significant lists of recent achievements for Community Based Rehabilitation, including successful assistance in the employment of six people with disabilities into competitive workplaces as well as the integration and follow up into mainstream educational system of 10 adolescents. In addition, the Children's Rehabilitation Department has integrated eight children into preschools and 14 children into mainstream schools. To date, persons with disabilities are successfully employed with the assistance of the Occupational Therapy department.

Home visits will now be carried out for all the children attending the Children's Rehabilitation Department to ensure transfer of training to the home and home program implementation using home-based resources.



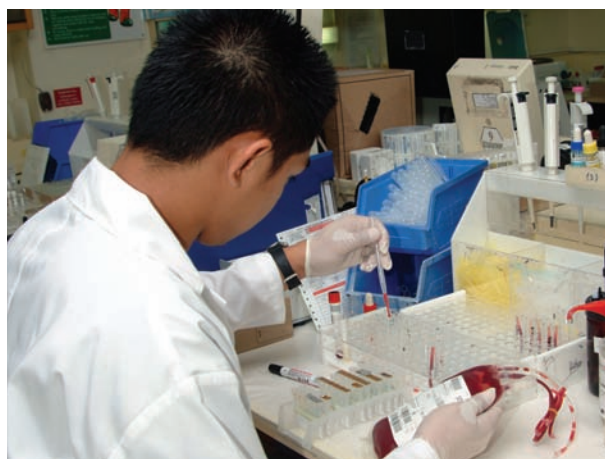
Chronic Disease Management for Tuberculosis and other Infectious Diseases

The Infectious Diseases Section at the Department of Medicine is responsible for providing consultations to medical and surgical services all over Hamad Medical Corporation. The department provides highly specialized medical care, of global standards, to patients and manages all kinds of infections in the country including bacterial, viral, fungal, protozoan and parasitic, whether community or hospital acquired. The Department also collaborates extensively with the microbiology laboratory and pharmacy department, and participates in community education on diseases such as HIV/AIDS, tuberculosis, avian influenza and other diseases that affect the community. Clinics run by the department include the Out-patient Infectious Diseases Clinics at HGH and Al Khor Hospitals and the Communicable Diseases unit at Rumailah.

One of the key health concerns in Qatar is the rising number of TB cases being diagnosed. The Tuberculosis Control Program was initiated in 2008 and 690 cases of active tuberculosis have been diagnosed and treated. Screening and Tuberculosis prevention therapy has also been provided. At Al Khor Hospital, the staff and patient screening for TB

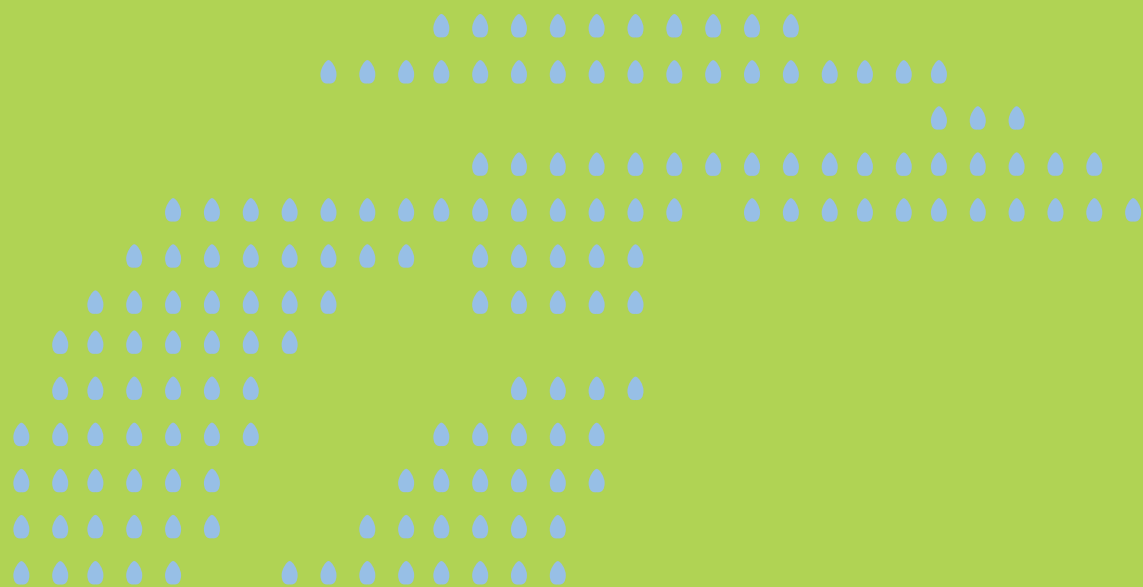
is linked into the clinical pathway (failure mode) for TB and the introduction of a rapid screening tool in the Emergency department has allowed the service to reduce the number of staff and patients who could be exposed to the infection. Following the implementation of this tool, no positive cases have been reported resulting from emergency care.

To ensure care given at HMC is of the highest standard, a new process for sentinel and adverse event management has been implemented. Through a review of root cause analysis it is possible to identify the basic or causal factors that underlie variation in clinical performance, and individual action plans. Clear strategies may then be implemented in order to reduce the risk of similar events occurring in the future.





Community Care



Empowering Patients and Their Families

Community-based care is now accepted as an integral part of the continuum of care at HMC. Built into such programs is the dual benefit of helping post-acute patients re-integrate themselves into the community at their own pace as well as freeing the hospitals' limited resources for other patients in need of acute rehabilitation.

Community-Based Rehabilitation

Community-Based Rehabilitation was initially established in 2003 with the main goal of facilitating the re-integration of people with disabilities into the community, particularly those who were rehabilitated in the Rumailah Hospital after severe brain and/or spinal cord injury.

The purpose of the service is to reduce unnecessary hospital admissions, reduce length of stay, promote patient independence, support families and care givers and improve the quality of life for patients and their families.

Home Healthcare Services

In support of community-based rehabilitation the Home Healthcare Service was launched in 2007. This service provides care to patients in their own homes and supports patients outside of the traditional hospital setting. This service is delivered by a multi-disciplinary team; which is a key consideration when providing community care and services. One of the main facilities provided by Home Healthcare Services is to supply medical equipment and consumables to patients under home healthcare.

Patient education, health promotion and illness prevention are other essential aspects of the home care program. At present the majority of the patient population are elderly people with multiple complex chronic medical conditions. The department's caseload includes ventilator dependent patients who are successfully managed at home. A wound care management program is also a significant feature of the service.

Home Healthcare services are currently working towards Joint Commission International accreditation using the Care Continuum standards, and commencing in 2009, performance will be managed through an electronic Performance Book, using benchmarking to ascertain its success.



Assisted Living Scheme

HMC is continually looking for new ways of working that will assist in improving not only clinical outcomes, but also the patient experience. To this end, HMC launched in June 2008 the Rumailah Assisted Living Scheme, an initiative that will expand the role of HMC in the care and support of patients and their families. The goal is for the patients to be as independent as possible. The Assisted Living Scheme was introduced allowing patients to be discharged to a non-hospital environment.

Two suitably adapted family apartments capable of housing a total of 12 people were opened within the state of the art Hamad Medical City. They provide an environment for residents to gain confidence and independence by improving their post-acute daily living skills. With the assistance of an expert support system within this semi-independent environment, residents are able to return home to their families earlier and with improved skills and increased ability for coping with daily activities.

This initiative has helped reduce waiting periods for patients awaiting acute rehabilitation and has significantly improved access for acute patients requiring admission to Rumailah Hospital. This new service aligns with Rumailah Hospital's motto of "Right patient care in the Right place".



Long term psychiatric patients

Late in October 2008, the Psychiatric Department of Rumailah Hospital opened a large 15 bed Villa on the outskirts of Education City for those male Qatari patients in need of long term care related to mental health problems. Moving these patients out of the hospital setting into a home-like environment is a ground breaking initiative for HMC. The success of this project is evidenced by the improvement in the daily living skills of most of the patient group and the enhanced staff satisfaction through assisting these patients to achieve their full potential.



Commitment to a healthier Qatar and a healthier world

As the most prominent healthcare organization in the Middle East, HMC feels a great sense of commitment to the local and international community. In any country, healthcare providers have a responsibility to take on extended roles with regard to health promotion, health education and emergency planning. However, HMC also contributes significantly to assisting less developed countries with programs for international disaster relief and health provision. In addition, HMC views it as its duty to ensure that health promotion and well-being is embedded into the healthcare system of Qatar, and in recent years has targeted key groups which it has considered a priority.

In 2007, priority was given to raise cancer awareness and early cancer detection, which resulted in a truly multidisciplinary approach and to the formation of Qatar's first breast screening initiative with the surgical, oncology, radiology and pathology teams working together to provide a breast screening service for women aged 40 and over.

This new service has been widely publicized on the radio, at a launch conference, and in general HMC publicity. A wide range of events, particularly around World Breast Care Awareness Day, has further raised the profile of breast care in Qatar, and the development of the new screening clinic, along with service improvements at Al Amal, ensure that HMC will meet demands raised by increased awareness of this health challenge.

2007 also saw the start of the National Emergency Public Awareness Campaign (NMEPAC), which was aimed at raising public awareness and understanding of the use of the Emergency Department. It also promoted the use of safe driving, with a highly publicized campaign using community posters and accident statistics targeted at younger drivers. The campaign successfully reduced the number of young people involved in road accidents in relation to the increase in the number of drivers.

National Kidney Day was also given a high profile by staff at HMC. In 2007 and 2008, a large number of staff joined members of the public and other organizations to complete a walk in support of National Kidney Day, which took place

along the Corniche. To raise awareness of this disease, staff attended schools and work places to educate students and the public on the importance of a good diet and a healthy lifestyle.

Health advice to schools and academic institutions was also seen as important, in order to ensure that health education is promoted among young people. Universities have been provided with an infectious disease screening and consultation service, and schools offer free eye tests. Health education initiatives have also targeted older people and labourers to raise awareness of the importance of diet in reducing the risk of developing cardiac disease and diabetes.



In addition to Health Promotion, HMC played a major role in the overseeing Radiation Protection for the State of Qatar. Working in collaboration with other institutions and organizations, the Radiation Protection Department at HMC was responsible for reviewing all licenses for staff required to practice as physicists, managed the credentialing process, and through the HMA/PCH, approved and awarded new licenses. In addition, the department manages quality control and quality assurance for diagnostic and therapeutic radiology equipment on behalf of the Supreme Council of Health. It also undertakes site visits to ascertain the suitability for a "License to Practice" as required by the Institute. The department also offers a radiation protection advice service on new building designs for the Supreme Council of Health.

The role of developing external health networks within Qatar is also at the forefront of HMC's responsibilities, with medical staff offering specialist advice and consultations to the Qatar Cancer Association, Qatar Diabetic Association, Shafallah and the Al Noor Institute for the Blind.

HMC also provides assistance to the general community, and the Emergency Medical Services (EMS) have been particularly busy over the past few years, initially with offering coverage for the Asian Games, and more recently with the coverage for the increased number of "special events". The special events are mainly associated with national and international sporting activities, or any large gathering. Dynamic innovations such as the Bicycle Response Unit and specially outfitted four wheel drive ambulances allow service delivery into such diverse areas as the Corniche and Souq Waqif or alternatively deep into the desert around Khor Al Adaid. These innovations have allowed EMS to adapt to the growing demands of our customers wherever they are in the State.

HMC also provides health information through their specialized quarterly periodical, The Health Magazine, which is published by the Marketing and Public Relations Department of Hamad Medical Corporation. The magazine is a publication in English and Arabic, normally distributed within HMC and around various ministries and governmental agencies in addition to Qatari embassies in foreign countries and overseas medical offices.

Working closely with the Medical Education Department, staff at HMC are able to offer ongoing charity programs to assist with medical care in neighboring countries. These well-established programs support medical care in many neighboring counties. Multi-disciplinary teams of surgeons, doctors, nurses, anesthetists and technicians, with specialty training in Cardiology, Ophthalmology and Pediatrics, offer their time and expertise for free.

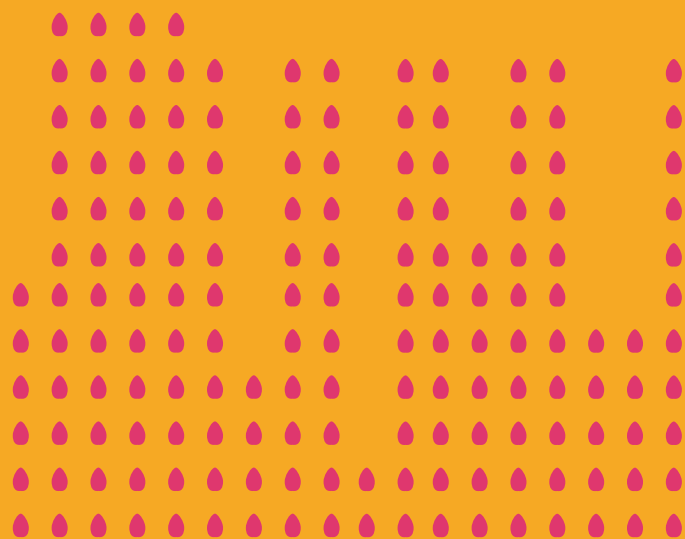
Hamad Medical Corporation provides consultancy services to various government and non-governmental organizations, including the State of Qatar, Al Diar and the Red Crescent Organization that are directly involved in supporting, developing and implementing charity programs outside the country.

In addition to its clinical and capital programs, HMC supports the Red Crescent Disaster Relief Program, with the Materials Management Department supplying consumables and assisting in transportation to the relief area. In support of government initiatives, HMC also donates medical equipment to countries in need. Its most recent support was for the people of Gaza, when HMC sent a team of approximately 10 staff to assist with medical and humanitarian needs.

HMC is not just an organization; it is part of the community of Qatar and the International health community.



Training and Education



Developing Health Talent for The Future

An integral part of the HMC mission is to develop the human health capital in Qatar. It is committed to developing the future pool of health workers through sponsorship programs and internships as well as the continued development of its own health professionals.

Hamad Medical Corporation has partnered with several internationally renowned academic institutions to provide students interested in the health profession with educational opportunities and jobs that support a safe and effective patient care environment. These institutions include Weill Cornell for medical training, and upon qualifying, an internship at some of the United States' most prestigious teaching hospitals. A graduate committee was established in 2008 primarily to oversee the requirements to achieve Accreditation Council for Graduate Medical Education (ACGME) standards. HMC links to the College of the

North Atlantic for allied health professionals, Calgary for nursing, and Deakin, Australia for post registration nursing courses. By sponsoring students through their programs, HMC invests in developing healthcare professionals for the State of Qatar and, in return, the students contribute their skills and knowledge to HMC after graduation. Their collective efforts are another way HMC is committed to developing talent and improving the overall health status of the population.

Qatari Development

HMC supports the recruitment and retention of Qatari nationals through a number of initiatives. Working in partnership with CNAQ, HMC sponsors a number of students who undertake qualifications in a full range of clinical and non-clinical disciplines. On completion of their course, these students then join HMC as Trainees or Developpees if they obtain a degree and, following a period of preceptorship, are confirmed into positions and encouraged to develop their career within the Corporation.

Last year HMC has sponsored over 100 Qatari employees to study overseas for their Bachelor, Masters or PhD education including sponsoring a number of physicians who are developing their skills in specialty hospitals around the world.

HMC also supports the development of staff through locally provided courses, with over 250 Qatari staff in Coaching Skills workshops and 25 Managers successfully completing the UK Chartered Institute of Management's Executive Leadership Certificate' in 2008. This is the first time this course has been provided in Qatar.



Hamad International Training Center

Hamad International Training Center was built in 2000 with two specific objectives in mind. The first was to enhance emergency care for patients by providing internationally approved training courses in the management of various life threatening situations to HMC staff, and the second was to become the regional leader for such professional training. With a unique focus; it has lent itself to assist the private sector and other government agencies in their training needs.

Over the past eight years, the original purpose of the training center has been met and exceeded. Hamad International Training Center now provides a variety of professional short courses for many disciplines within HMC and the emphasis is no longer just on emergency care. A variety of medical and IT training courses are also provided to the nursing staff through a well developed mix of in-house courses and continuing education. The presence of the Hamad International Training Center is now viewed as a gift to the community, and it is planned that with the coming advancements in robotic techniques, simulated training will be developed on site.

Education Center

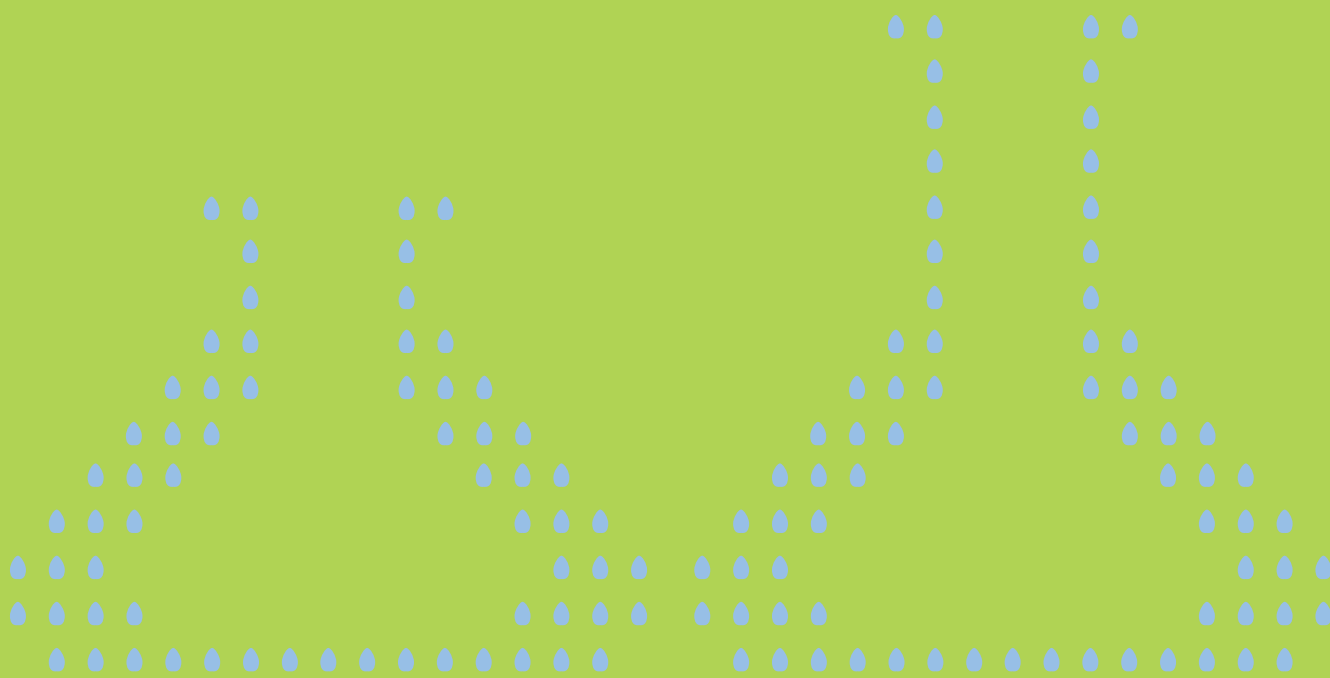
In 2007, HMC made a significant investment in support of education and training with the provision of the new Education Center. The Education Center complements the Hamad International Training Center with the provision of additional teaching facilities, including a Lecture Hall with a capacity of 300 seats, and lecture and seminar rooms for multi-disciplinary use. The use of the Education Center has been so successful that design development is underway to extend the area, assisting with HMC's ambition to become a center of international excellence in the fields of education, research and development. The new building will house a state-of-the-art medical library, a dedicated research and development department and enhanced space for the production of medical journals.

The new building will contribute to the "first impressions" of HMC, particularly for visiting clinicians, lecturers, students and staff accessing the educational facilities. An area near the entrance will showcase "The history of medicine in Qatar and the Islamic world."

The proposed new building supports HMC's commitment to education, research and development. The initial design plans, which have been approved by the users, will ensure Hamad Medical Corporation recognizes the importance of planning for future generations and creates a stimulating learning environment.



Research at HMC



Clinical research that promotes evidence-based practice is a key component in realizing HMC's vision of excellence and making it a true academic teaching center.

The Research Committee and the Medical Research Center (MRC) has been restructured with new roles and memberships. New protocols for initiating and conducting research are being developed. Training courses in research methods for physicians have commenced.

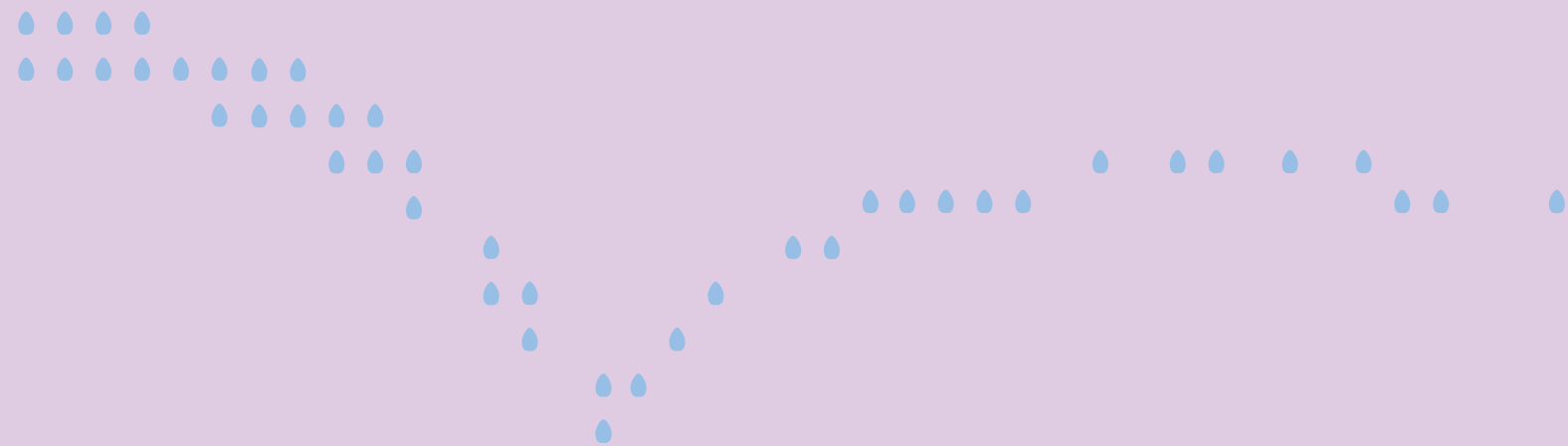
The Medical Research Center (MRC) is the executive wing of the Research committee of HMC. It is responsible for the day-to-day functioning of the Research committee in regard to the processing of research proposals from HMC, Qatar University, Weill Cornell Medical College, and other institutes in Qatar that are involved in medical research in collaboration with HMC. Functions of the MRC include policy-making on ethical issues, educational activities, providing manpower, material and financial support for research, creating registries and databases of all ongoing research, consultancy on research methodology, statistical analysis and results interpretation.



Key data for HMC research during 2007:

- 17 research projects in collaborations between HMC and Qatar University, Carnegie Mellon University, WCMC-Q and Texas University
- 150 research projects within HMC departments
- Five QNRF sponsored research projects. (Project subjects include Lung Health among Qatari School Children; Leukemia patients in Qatar; Mental Disorders among Qatari Population)
- 27 research proposals were processed for Qatar National Research Fund (QNRF) and all passed the initial vetting process
- Six Quality Indicator Monthly Reports for clinical research have been prepared
- 300 research proposals (2006, 2007 and 2008) are being monitored by our staff for good clinical practices including on site visits for clinical trials
- 50 lectures and training programs attended by medical research staff for continuing medical and nursing education

HMC Journals and Publications



Sharing Our Knowledge

As one of the premier healthcare institutions in the region, Hamad Medical Corporation actively contributes knowledge and expertise to the regional and international medical community. One of the most effective means of disseminating medical information is through the publication of our medical journals, all of which are highly regarded around the world.



Heart Views

Heart Views was launched by the Cardiology and Cardiovascular Surgery Department in the summer of 1998 as the Cardiovascular Journal of Hamad Medical Corporation. Gulf Heart Association, immediately after its formation in January 2002, adopted Heart Views as its official heart journal.

The journal is geared primarily to both adult and pediatric doctors in cardiovascular and cardiothoracic fields such as cardiologists, cardiac surgeons and cardiac anesthesiologists as well as cardiologists in training. Contributors to the journal are physicians, surgeons and scientists from around the world. The articles are peer-reviewed by the editorial board and by subject experts in the particular specialty or subspecialty of cardiology. The journal is indexed by the WHO and distributed worldwide.

Qatar Medical Journal

The Qatar Medical Journal (QMJ) is a premier peer-reviewed journal published continuously since 1980 for the benefit of the medical community in Qatar and around the world. QMJ is published biannually and distributed widely in the Middle East and Europe and has even earned citations in the Index Medica and the World Health Organization index.

Journal of Emergency Medicine, Trauma and Acute Care (JEMTAC)

JEMTAC was first published in January 2001 under the title 'The Middle East Journal of Emergency Medicine' (MEJEM). It was seen as a way of disseminating information as well as an educational tool for all those working in Emergency Medicine and related fields.

Right from the very first issue, JEMTAC set a very high standard with quality content including contributions from leaders in the field from around the world. As the journal developed, it began to carry three main features on a regular basis: reviews, original studies and case reports. The database of subscribers for the journal increased to about 5,000 and papers from various countries around the world were published. Today, the journal is indexed by the WHO European Media Research Organization (EMRO), Index Medicus, Excerpta Medica and Elsevier.



WO Surgery

WP Gynecology
WQ Obstetrics

WS Pediatrics

WJ Dentistry, Oral Surgery
WY Otolaryngology



Administrative Systems



Keeping The Organization Moving

HUMAN RESOURCES

The Human Resources Department of Hamad Medical Corporation serves the 14,000 employees who contribute their collective efforts to improving healthcare in Qatar. It constantly strives to achieve a level of excellence in HR practice and services that will act as an international industry benchmark.

The HR department plays a key role in supporting HMC's leadership, department heads and staff in the achievement of strategic goals, and it works to achieve this mission by attracting, recruiting, training, developing and retaining high calibre staff who contribute positively to delivering excellence in patient care services.



Compensation Review

HMC engaged in an enterprise-wide salary review process during 2008 in an effort to attract and retain core talent in clinical, professional, physician and executive job families to support the organizational mission. Following ongoing dialogue throughout the year and with the continued support of the Board and Managing Director, significant improvements to staff salaries were approved in 2008 by the Prime Minister and NHA for immediate implementation across the Corporation.

The salary increase has delivered an immediate improvement in HMC's ability to attract and retain talented employees whose roles impact directly on patient care. It is also a visible commitment to appreciating the significant effort made by HMC employees in delivering patient care and implementing corporate strategies.

In addition, the HMC Board of Directors approved a retention bonus program to retain talented staff across the Corporation. This program was also implemented in August 2008.

Long Serving Employee Recognition Awards

In December 2008, HMC delivered recognition awards to approximately 600 long serving employees from across the Corporation. These awards form part of HMC's employee engagement focus and new programs will continue to be developed in 2009 and 2010 to provide direct and indirect recognition of employee performance, contributions and commitment. This was the first time in HMC's history that such awards were made, and the feedback from the staff was that they were very appreciative of the gesture.



INFORMATION TECHNOLOGY

Hamad Medical Corporation's Information Systems (IS) department strives to support all clinical and non-clinical activity within the organization through world class health information, business information and information technology.

Much of the department's work this year has focused on bringing to life the organization's vision of creating a "digital" healthcare environment to improve clinical and administrative processes and data capture while at the same time improving patient outcomes. During the year, HMC initiated the HMC IT Strategic Planning project to address key strategic external and internal requirements in pursuit of building the digital healthcare environment.

The IT department has already planned and launched a number of technology initiatives to drive patient and employee satisfaction, clinical care delivery improvements, operational effectiveness, and facilities infrastructure support.

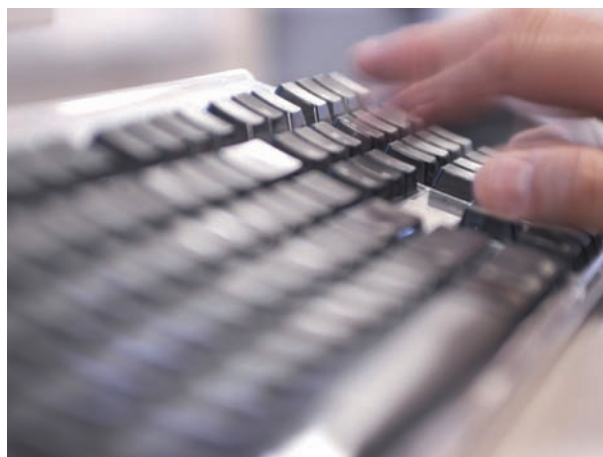
HIS Training Accomplishments and ICDL Program

The Training Section within HIS provides HMC employees with opportunities to acquire, develop, and enhance essential Computer and Information Technology skills by training on a variety of desktop applications and core Clinical and Administrative systems. The intent is to enable all staff to increase productivity and efficiency at the point-of-service

by preparing staff to excel in a growing technology-based hospital environment.

All computer courses and training programs delivered by the Training Section- HIS department are sponsored by the organization free of charge to all HMC employees. From 2001-2008, over 13,000 staff have been trained by the HIS Training Section.

HMC has signed a contract with ictQatar to support and develop e-literacy across the State of Qatar. This contract has allowed HMC to train 500 employees, primarily from HMC's Emergency and Nursing department through the International Computer Driving License (ICDL) program, which is a 9-week course and provides participants with a basic level of computer literacy skill to further their productivity and effectiveness in the workplace.



FINANCE

The goal of the Finance Department is to maintain financial stability, to provide accurate and timely financial information and recommendations to the Corporation's decision makers and to protect the Corporation's assets through the establishment of effective internal controls. The department also strives to provide valuable and responsive support services to the Corporation's other departments.

The Finance Department also monitors all current revenue sources and performs audits of various revenues to ensure that the Corporation is receiving all the revenues it is entitled to.

As part of an ongoing move towards automation, the final selection was made for the software modules for the Oracle Enterprise Resource Planning (ERP) package. While the change is organization-wide, Finance will play a key role in the new integrated system.

In addition, the department has implemented the E-Purse system for In-patient billing, which is a state-of-the-art solution for payment procedures that is based on the latest technology. It is highly secure, efficient, reliable and rich in functionality. The establishment of this e-payment mechanism will also enable HMC to elevate its e-government services to new levels.



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