His Highness Sheikh Tamim Bin Hamad Al Thani
Emir of the State of Qatar
MANAGING DIRECTOR’S FOREWORD

The past year at Hamad Medical Corporation has been one of expansion, improvement and innovation; none of which would have been possible without the vision and the direction of His Highness the Emir, Sheikh Tamim Bin Hamad Al Thani.

We are also immensely grateful to His Excellency the Prime Minister, Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, and to His Excellency Abdullah Bin Khalid Al Qahtani, Minister of Health, for their leadership and support.

We have adapted to meet the growing and changing healthcare needs of our population, whilst staying true to our core purpose of providing the safest, most effective and most compassionate care to each of our patients.

For patients with acute illnesses, such as heart attack, stroke or trauma injury, we have streamlined emergency care pathways based on our main tertiary hospital, Hamad General. Our Ambulance Service, boosted by a fleet of state-of-the-art response vehicles and LifeFlight helicopters, has met all its national response time targets, despite a significant increase in emergency calls.

We now provide gold standard primary angioplasty for heart attack patients 24 hours a day, seven days a week, and in the year ahead we will implement leading edge stroke pathways as part of our Neurosciences Institute.

Our Emergency Departments continue to care for large numbers of patients – notably Hamad General Hospital, one of the busiest emergency departments in the world – and now see more than 850,000 adults and children each year.

We see over one million outpatients each year in planned care visits, and they can access our services more conveniently and quickly than ever before through our dedicated appointment booking system.

Patients in Qatar can now benefit from some of the most advanced services that would once have only been available overseas, for example, at our highly rated cancer facility, the National Center for Cancer Care and Research.

They can also benefit from physical and psychological rehabilitation, and continuing care, at our historic Rumailah Hospital.

And we continue to nurture and care for the nation’s future in our Women’s Hospital, and other busy maternity departments, which delivered more than 20,000 babies in 2013.

The population of Qatar continues to grow rapidly in Doha and in surrounding areas. In the last year, we have significantly expanded the services we provide outside Doha so that patients can be treated more conveniently, closer to their homes. Our hospitals at Al Khor, Dukhan and, in particular, Al Wakra, have greatly expanded their activities to meet the growing and changes needs of the population.

Working with our academic and healthcare partners, we are aiming to become increasingly dynamic and innovative as a health system, and are also developing specialized surgical and medical services.

We have announced plans to implement a new Hamad Healthcare Quality Institute that will lead the region in healthcare improvement science and help us deliver on our mission to provide the best care always.

We are implementing the latest clinical and business information systems to harness the power of information technology for the benefit of our patients and staff.

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HAMAD MEDICAL CORPORATION AIMS TO DELIVER THE SAFEST, MOST EFFECTIVE AND MOST COMPASSIONATE CARE TO EACH AND EVERY ONE OF OUR PATIENTS.
ABOUT HAMAD MEDICAL CORPORATION

Hamad Medical Corporation is continually expanding its services in order to meet the healthcare needs of Qatar’s growing population. In 2013, the Corporation saw increases across all areas, including outpatient, inpatient and emergency visits, day-case surgeries and deliveries.

<table>
<thead>
<tr>
<th>Service</th>
<th>2012</th>
<th>2013</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Inpatient admissions</td>
<td>70,459</td>
<td>80,463</td>
<td>14.2%</td>
</tr>
<tr>
<td>Outpatient visits</td>
<td>958,962</td>
<td>1,095,725</td>
<td>11.1%</td>
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<tr>
<td>Emergency Department visits</td>
<td>734,204</td>
<td>854,725</td>
<td>16.4%</td>
</tr>
<tr>
<td>Day-case surgeries</td>
<td>12,814</td>
<td>15,050</td>
<td>17.4%</td>
</tr>
<tr>
<td>Pediatric emergency centers activity</td>
<td>474,141</td>
<td>519,619</td>
<td>9.6%</td>
</tr>
<tr>
<td>Deliveries</td>
<td>18,816</td>
<td>20,097</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

Hamad Medical Corporation is the largest non-profit healthcare provider in Qatar, providing around 90 percent of acute services in the country. Our vision is to provide the safest, most effective and most compassionate care to each and every one of our patients.

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. Hamad organizes 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.

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.
Hamad Medical Corporation organizes 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.

**AT A GLANCE**

Hamad Medical Corporation's eight hospitals provide healthcare services for the entire population of Qatar. Three general hospitals, in Al Wakra, Al Khor and Dukhan, care for people in the most densely populated areas outside Doha. Rumailah, Women's, NCCCR, Hamad General and Heart hospitals provide emergency services and specialist care, as well as treating people with specific rehabilitation needs, patients with cancer or heart conditions, and maternity and pediatric care for women and newborns.
OPERATIONAL HIGHLIGHTS

INCREASING CAPACITY OUTSIDE OF DOHA

Providing care closer to patients’ homes

2013 has seen significant growth of Hamad Medical Corporation’s three general hospitals, in Al Khor, Al Wakra and Dukhan. These hospitals have an important role to play in releasing pressure on the busy Doha hospitals and providing care closer to patients’ homes.

64,032

Since opening formally at the beginning of 2012, demand for services at The Cuban Hospital has continued to rise. Episodes of patient care in 2013 more than doubled on the previous year, with 30,493 in 2012 compared to 64,032 in 2013.

43%

Al Khor Hospital saw a 43 percent increase in Outpatient visits throughout 2013 (83,274 in 2012 vs 118,994 in 2013).

INCREASE IN DELIVERIES

Increased deliveries at Al Wakra have reduced demand on Women’s Hospital. In December 2012, 39 babies were born in the Al Wakra Maternity Unit, a figure that rose to over 200 a month by the end of 2013.
In 2013, the Department of Surgery continued to build on the great progress made in recent years. The number of bariatric, robotic and organ transplant procedures all increased significantly throughout the year. The first healthcare provider in the Middle East to perform gastric bypass surgery using robotic techniques, Hamad Medical Corporation has become a regional leader in the field of surgery, having introduced the latest procedures and techniques, with the shortest length of stay for patients and the lowest complication rates.

OPERATIONAL HIGHLIGHTS
SURGICAL INNOVATION

Continuing to be a regional leader in the field of surgery

In 2013, there was a 56 percent increase in robotic surgery procedures compared with the previous year. Procedures included cardiology, gynecology, pediatrics, bariatric, ear, nose and throat, and trauma.

In 2013, 70 percent of Qataris requiring kidney transplants requested their procedures to be performed in Qatar.

2013 saw a 32 percent increase in bariatric surgical procedures at Hamad Medical Corporation.

In 2013, 70 percent of patients able to have their transplants performed in Qatar, rather than traveling abroad. A great endorsement of the trust and confidence in the Qatar Center for Organ Transplantation is that in 2013, 70 percent of Qataris requiring kidney transplants requested their procedures to be performed in Qatar.

The average length of stay for bariatric patients is 2 days, a figure that compares well with the UK’s 2.5 day average and the 4 day regional average. Innovative techniques, notably the use of robotic surgery technology, have contributed to this short length of stay.

Complication rates for bariatric patients treated initially at Hamad are very low, compared to other international centers of excellence. For example, the complication rate (bleeding and leak cases) at the end of 2013 for gastric sleeve procedures was just 0.4 percent, significantly below the USA Center of Excellence rate of 3.4 percent.
A world-class service for the whole of Qatar

The Emergency Services fulfill an essential role for the people of Qatar: a life-saving one. The services made continued progress during 2013 in their aim to ensure world-class provision for the whole of Qatar.

OPERATIONAL HIGHLIGHTS
IMPROVING EMERGENCY RESPONSIVENESS

In order to ensure the best possible response times, the Ambulance Service has set up 44 dispatch points across the country in the areas they are needed most. The dispatch points place ambulances close to the public, where they are needed most.

44 dispatch points
131,775 calls processed

In 2013, calls to the Ambulance Service rose by 19 percent compared to 2012, with a total of 131,775 calls processed.

75%

The Ambulance Service continued to meet its National Health Strategy response times of 75 percent of patients receiving an ambulance in under 10 minutes within Doha and under 15 minutes outside of Doha.

LIFELIGHT DEPLOYMENT

In 2013, LifeFlight helicopter deployment increased by 78 percent compared to 2012.

2012 2013
Improving access to care for patients

Hamad Medical Corporation is committed to ensuring patients have a seamless journey through its healthcare system. For this reason, initiatives have been introduced across many clinical areas, all of which are aimed at streamlining patient pathways.

**OPERATIONAL HIGHLIGHTS**

**STREAMLINING PATIENT PATHWAYS**

- **URGENT REFERRAL SYSTEM**
  - The new urgent referral system for suspected cancers, introduced in 2012 with a target time of less than two days for an appointment, has been a great success, with the number of patients referred rising from 141 per month in 2012 to around 215 per month in 2013.

- The median time for “See and Treat” patients at Hamad General Hospital reduced from 71 minutes in 2012 to 50 minutes in 2013.

- 90 percent of patients are admitted, treated and then discharged from the Emergency Department at Hamad General Hospital in less than four and a half hours.

- 90%
Providing the safest, most effective and compassionate care to patients in Qatar

A survey of Hamad’s patients has revealed high satisfaction ratings for all its hospitals. During April and May 2013, about 5,000 telephone-based surveys with discharged patients and their families were conducted. The findings demonstrate that Hamad has high rates of patient satisfaction.

89% 85% 83%
89 percent satisfaction recorded for inpatient services 85 percent for emergency services 83 percent for outpatient services

97% 95%
97 percent of respondents confirmed they would choose to visit a Hamad hospital again after their experience. 95 percent of patients would recommend Hamad’s hospitals to friends and family.
Developing excellent clinicians through education and training

Comprehensive education and training are central to Hamad Medical Corporation’s commitment to deliver high-quality care for its patients as an academic health system. Throughout 2013, significant advances have been achieved in the development of training courses for our staff across all areas and a number of programs have received international accreditation.

- In December 2013, seven core residency programs successfully achieved ACGME-I accreditation: Internal Medicine, Pediatrics, Emergency Medicine, Psychiatry, Family Medicine (PHC), Diagnostic Radiology, and Urology.

- 2,024 staff completed five priority courses.

- 40,939 courses were completed.

- 1,078 staff completed 16 courses, earning the INI Open School Certificate.

- 5,511 staff registered for the Open School.

- In early 2014, Hamad became the first organization in the GCC to be accredited as a provider of continuing nursing education by the American Nurses Credentialing Center’s Commission. The accreditation allows Hamad’s nurses to gain access to the highest caliber of education, which in turn contributes to improved patient health outcomes.

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AMBULANCE SERVICE
Providing high-quality emergency care to the people of Qatar

Response time targets met
In 2013, Hamad Medical Corporation’s Ambulance Service continued to build on improvements of previous years. The service continued to meet its National Health Strategy response targets of 75 percent of patients receiving an ambulance in under 10 minutes within Doha and under 15 minutes outside of Doha. This impressive performance has been achieved despite a 19 percent increase in 2013 calls from the previous year, with a total of 131,775 calls processed. Understanding that people become ill and get injured outside of the city as well as within Doha, the Ambulance Service has also put a lot of emphasis on ensuring robust provision of ambulances in the areas outside of Doha. To this end, much focus has been given to ensuring a robust provision of the LifeFlight helicopter service throughout the day and night.

Dispatch points set up nationwide
In order to ensure the best possible response times, the Ambulance Service has set up 44 dispatch points across the country in the areas they are needed most. These dispatch points are supported by six main stations to create a hub and spoke arrangement. The Ambulance Service has also started the installation of 22 state-of-the-art movable sheltered dispatch points in key locations. The objective of the hub and spoke arrangement is to place the fleet close to the public, where they are needed most. In addition, there are several units on the roads at all times, ready to provide support when required.

Expanded LifeFlight service
In September 2013, the Ambulance Service introduced new helicopters to its LifeFlight fleet. The new Agusta Westland 139 helicopters are flown by highly trained pilots from the Qatar Emiri Air Force. LifeFlight is used for the fast transit of patients from emergency scenes to hospitals. Each of the new helicopters can carry two patients at a time and the expansion of this service has enabled the LifeFlight service to be in operation 24 hours a day. All helicopters are equipped with the latest advanced life support medical equipment and carry two medical crew and two pilots. The increased LifeFlight capacity has enabled a 78 percent increase in usage of the helicopter service in 2013, compared to 2012.

Lifesaving telemetry system
In May 2013, the Ambulance Service, in conjunction with the Heart Hospital, launched a new telemetry system that allows paramedic crews to transmit vital information for heart attack patients. The system, currently fitted to 60 ambulances in the fleet, allows paramedics to record and transmit the patient’s electrocardiogram (ECG) from the scene to the clinical team leader in the National Command Center. The clinical team leader then makes an informed decision as to whether the patient should be transported to the Heart Hospital or to Hamad General Hospital. If the patient is being transferred to the Heart Hospital, the ECG is transmitted from the ambulance to the Heart Hospital for the cardiologist to look at before the patient arrives. This enables staff at the Heart Hospital to be prepared with the appropriate treatment for the patient before their arrival.
Pediatric Complex Care Clinic opens
In partnership with SickKids International, Hamad Medical Corporation has established a Pediatric Complex Care Clinic that introduces a new model of care for technology-dependent children or those with medically complex conditions. The clinic was established with a multi-disciplinary care team to manage the consequences of multiple diseases instead of focusing only on one particular disease. Aimed at providing consistent, child-focused and family-centered care, the clinic had its soft opening in October 2012 and became fully operational in mid 2013. The complex care team provides continuity of care for children at the inpatient ward and oversees their smooth transition into community care, providing counseling to empower families with the knowledge and capability to care for their child.

Emergency Department introduces Female Rapid Initial Assessment and Management area
The care of female patients at Hamad General Hospital’s Emergency Department (ED) has been substantially improved by the opening of the new Female Rapid Initial Assessment and Management area. Appropriate streaming of patients to clinical areas has shown to have a significant impact on waiting times and patient length of stay, therefore leading to improved patient clinical outcomes and non-clinical experiences. The Female Rapid Initial Assessment and Management area provides early assessment by senior doctors for patients requiring emergency care. It removes the traditional triage from the process and the first person the patient sees is someone who is able to make a complete initial assessment and a definitive care plan. This is part of the ED’s commitment to improving the patient journey and providing safe and effective care, by reducing patient waiting times and enhancing the patient experience through rapid assessment, diagnosis and treatment.

Surgeons perform Qatar’s first pediatric trans-catheter pulmonary valve transplant
In April 2013, a surgical team at Hamad General Hospital conducted Qatar’s first successful trans-catheter pulmonary valve transplant. This was a breakthrough procedure that has the potential to improve the quality of life for children with several types of congenital heart defects. Hamad is one of only a small number of healthcare organizations internationally performing this procedure. The five-hour operation, performed on an 11-year-old Qatari girl, was the first procedure of its kind in Qatar and used minimally invasive techniques. Transplanting the trans-catheter pulmonary valve can help delay the need for open heart surgery and the use of robotic surgery ensures faster recovery time.

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

<table>
<thead>
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<th>Date of opening</th>
<th>1982</th>
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<tbody>
<tr>
<td>Location</td>
<td>Doha</td>
</tr>
<tr>
<td>Bed capacity</td>
<td>600</td>
</tr>
<tr>
<td>Areas of specialty include</td>
<td>Trauma, Emergency Medicine, Pediatrics, Critical Care, Specialized Surgery, Specialized Medicine, Laboratory Medicine and Radiology</td>
</tr>
<tr>
<td>Hospital group</td>
<td>Tertiary Hospitals Group</td>
</tr>
</tbody>
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**2012 VS 2013 ACTIVITY**
* Increased activity at emergency departments in the general hospitals contributed to a fall in emergency visits at HGH.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>Outpatient visits</td>
<td>450,162</td>
<td>449,242</td>
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<tr>
<td>Inpatient admissions</td>
<td>22,214</td>
<td>22,036</td>
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<tr>
<td>Emergency visits</td>
<td>4,370</td>
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</table>

Annual Report 13/14
HAMAD GENERAL HOSPITAL

National Diabetes Center opens at Hamad General Hospital

The new National Diabetes Center was opened in July 2013 at Hamad General Hospital to provide improved patient care and access to specialized services for Qatar’s diabetic population. The center, which is located on the second floor of the outpatient department, was opened formally in a ceremony attended by His Excellency the Prime Minister, Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, and His Excellency Abdulla bin Khalid Al Qahtani, Minister of Health.

The center brings together diabetes and related disciplines and services, and is an example of Hamad’s focus on integrating education and research with clinical care.

The new facility includes a range of services, including foot care, diabetic education, nutritional counseling, screening for diabetic retinopathy, clinical investigation and insulin pump therapy.

The Diabetes Center will improve patient outcomes and play an important role in caring for the children and adults of Qatar who are living with diabetes.

Continued increase in the number of registered organ donors

Since Her Highness Sheikha Moza Bint Nasser officially launched the Organ Donor Registry in 2012, the Qatar Organ Donation Center has run two successful public campaigns to increase the number of registered donors and educate people about organ donation.

The 2013 campaign, run during Ramadan, focused on the social and medical benefits of organ donation. The campaign saw information booths set up in shopping malls and other prominent locations around Doha. Experts from the Qatar Organ Donation Center and other Hamad volunteers were on hand to talk about organ donation, explain how people can register as a donor and answer questions. The main objectives of the campaign were to increase the number of registered donors, raise awareness about the importance of organ donation and reduce any concerns or misconceptions people may have regarding the process.

As a result of the recent awareness campaigns, the number of registered donors has grown significantly. In August 2012, the Organ Donor Registry had 2,000 registered names, a figure that had risen to more than 20,000 names at the end of 2013.

Operating theater expansion

Currently under construction, the new Operating Theater Block at Hamad General Hospital will significantly expand capacity by nearly doubling the current number of operating rooms. The facility will provide 16 new theaters, four new specialist theaters, 16 pre-op beds, 41 PACU beds and 35 ICU beds. The new facility will have the latest modular theaters that can be used flexibly and will allow the hospital to perform many more operations across a broad range of specialties, including bariatric, trauma, vascular and transplant surgery.

Trauma Department issues the Middle East’s first Trauma Manual

In December 2013, Hamad’s Trauma Department issued its Trauma Manual, the first manual of its kind in the Middle East. The manual aims to unify the standard of trauma care across all Hamad hospitals, providing clinicians with clear guidance to ensure the delivery of consistently high standards of care.

The manual provides the outcomes of multiple scientific reviews and is an example of how academic health is being applied to improve standards of patient care.

New Pediatric Dialysis Unit

In April 2013, Hamad General Hospital opened Qatar’s first dialysis treatment center specifically designed for children and adolescents. The new Pediatric Dialysis Unit is equipped to provide inpatient and outpatient hemodialysis as well as instruction and testing for peritoneal dialysis patients. The state-of-the-art facility has been designed to allow treatment teams to provide the highest quality of care to patients in an open and friendly environment.

PATIENT SATISFACTION SURVEY RESULTS

87% of patients were satisfied with the standard of inpatient care

92% of patients said they would recommend HGH’s Outpatient and Emergency Departments to family and friends.
National Health Insurance Scheme initiated

In July 2013 Women’s Hospital was involved in the launch of the first phase of the new National Health Insurance Scheme, covering Qatari females aged 12 years and over for obstetrics and gynecology. Under the scheme, these patients are able to choose from any hospital provider, public or private, that is participating.

Representatives from the National Health Insurance Company have been at Women’s Hospital registering new patients since the program began. Because Women’s Hospital cares mostly for female patients it is at the forefront of the first phase of the rollout.

Once the scheme is fully operational it will become mandatory for employers to pay an insurance premium for each of their expatriate employees to the National Health Insurance Company, which will cover the cost of patients’ treatment. The premium for Qatari nationals will be paid by the state. The scheme will allow patients to choose where they go for their care based purely on their preference, at no extra cost to them. The National Health Insurance Scheme will be rolled out in stages through to 2015 to incorporate all nationals as well as non-Qatari residents, for the full range of hospital services.

Launch of the Women’s and Newborn Health Network

At the end of October 2013, a group of staff and senior leaders at Hamad Medical Corporation came together to launch the Women’s and Newborn Health Network. The network will coordinate efforts between the Women’s Hospital and the three general hospitals – in Al Khor, Al Wakra and Dukhan – on maternity, neonatology and broader women’s health issues. There are a number of key objectives for the network:

• Expanding capacity at the general hospitals – This will result in a desired reduction in the number of births at Women’s Hospital, where it is recognized that the number of deliveries currently taking place is high. Capacity expansion includes increasing the number of staff in the general hospitals.

• Providing the best possible patient care – The network seeks to provide the best experience for women and their families built on multi-disciplinary care, combining the skills of medical staff, nurses and midwives along with other health professionals.

• One system, multiple sites – Patients must receive the same high-quality care wherever and whenever they enter Hamad’s healthcare system.

• Clinical guidelines – The network units will jointly design appropriate clinical guidelines for practices in Qatar, which will describe care pathways that would be applied across the network.

2012 VS 2013 ACTIVITY

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient visits</td>
<td>103,242</td>
<td>117,555</td>
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<tr>
<td>Inpatient admissions</td>
<td>27,766</td>
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<tr>
<td>Emergency visits</td>
<td>64,991</td>
<td>70,451</td>
</tr>
<tr>
<td>Deliveries*</td>
<td>17,790</td>
<td>18,819</td>
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*Increased activity at maternity units in the general hospitals resulted in a fall in deliveries at WH.

*Due to transfer of some services to Al Wakra Hospital
The opening of the Gestational Diabetes Clinic has led to a significant reduction in the number of patients being admitted for blood sugar related issues. The clinic treats patients with type 1 and 2 diabetes, uncontrolled gestational diabetes and other endocrinology disorders during pregnancy. Patients are able to see specialists, including obstetricians, endocrinologists, dietitians and diabetic educators in one visit and can attend as walk-in patients without an appointment.

First robotic surgeries take place at Women’s Hospital
A team of surgeons at Women’s Hospital successfully conducted its first two robotic surgery procedures at the start of April, 2013. The procedures, both to remove ovarian cysts, were the first of their kind in the country in which the minimally invasive robotic techniques have been used.

Birth certificate process becomes quicker
Since July 2013, Women’s Hospital has been providing birth certificates to patients in less than one hour of submitting their paperwork. This advanced service comes as a result of changing the process of birth certificates from manual to electronic. Patient experience has greatly improved as new parents no longer need to visit the Supreme Council of Health and Ministry of Interior.

PATIENT SATISFACTION SURVEY RESULTS

- 86% of patients were satisfied with the standard of inpatient care
- 96% of patients said they would recommend Women’s Hospital’s Outpatient and Emergency Departments to family and friends

WOMEN’S HOSPITAL

Gestational Diabetes Clinic
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PATIENT SATISFACTION SURVEY RESULTS

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- 96% of patients said they would recommend Women’s Hospital’s Outpatient and Emergency Departments to family and friends
Increase in urgent referrals for suspected cancers

Great progress has been made in the provision of care for cancer patients since Her Highness Sheikha Moza Bint Nasser launched the National Cancer Strategy in 2011. The new urgent referral system for suspected cancers, introduced in 2012 with a target time of less than two days for an appointment, has been a great success, with the number of patients referred rising from 141 per month in 2012 to around 215 per month in 2013.

Building multi-disciplinary teams

Throughout 2013, the Cancer Transformation Team has continued the expansion of its Multi-Disciplinary Teams (MDTs); teams of cancer specialists comprising physicians, surgeons, radiologists, pathologists and oncologists with expertise in different types of cancer. MDTs have made a significant impact on patient care by focusing on the clinical, radiological and pathological features of individual cases and making recommendations about treatment and care for individual patients. There are now 13 MDTs for cancer, covering the majority of all cancer types.

Implementation of a peer review for cancer services

The National Cancer Strategy outlines the importance of being able to measure and demonstrate success in the ongoing development of services. At NCCCR there are a number of quantitative indicators in place and reporting against these is ongoing. The Cancer Strategy recommends that in addition to these, a process of peer review should be established and implemented to ensure high-quality care. This will be an annual assurance process linked to service development and ongoing improvement. The approach is intended to be developmental, with an annual program of review building on findings from the previous year, and actions taken against recommendations.

The emphasis of the review is that it is clinically led, focused on systems and services within and across organizations, and should have an emphasis on patient outcomes. The review will incorporate the entire pathway of care and aims to improve the consistency of cancer management across both public and private healthcare providers in Qatar. The first multi-disciplinary teams under review are breast, gastrointestinal, urology and hematology-oncology.
Raising public awareness of cancer

To mark World Cancer Day in February 2014, the Cancer Transformation Team used the experiences of patients to highlight some common misconceptions about cancer and help people understand the facts. During February, through newspapers and other media channels, a number of Hamad’s patients spoke about their personal experiences with cancer, from diagnosis through to treatment and recovery, to help the public understand the facts.

Misconceptions about cancer can be detrimental to the early diagnosis and treatment of cancer patients. By educating people, and highlighting the facts, it is hoped that people will have a better understanding of cancer, leading to improved care and outcomes.

Establishing a cancer research program

The best outcomes in cancer care are closely associated with strong academic research programs. To this end, Hamad is working closely with Qatar University, Qatar Biomedical Research Institute, Weill Cornell Medical College – Qatar, University of Calgary – Qatar and Qatar Science and Technology Park to develop clinical cancer research, basic cancer research and translational research programs. These programs will take research from the laboratory bench to the patient’s bedside to provide internationally competitive cancer care in Qatar.

The research program has a number of key objectives, including:

- Establishing excellence in comprehensive cancer care
- Providing forefront treatment options within clinical research trials
- Developing basic cancer research to advance our understanding of cancer biology
- Building an academic infrastructure together with existing institutions in Qatar for teaching, training, research and clinical applications

PATIENT SATISFACTION SURVEY RESULTS

91 percent of patients were satisfied with the standard of inpatient care

98 percent of patients said they would recommend NCCCR’s Inpatient and Outpatient Departments to family and friends

2012 VS 2013 ACTIVITY

Outpatient visits

↑ 6.5%

Inpatient admissions

↑ 4.2%
HEART HOSPITAL  
A state-of-the-art center for the treatment of adults with heart conditions

**Improved treatment for heart attack patients**

**Electrocardiogram (ECG) telemetry service**

The number of patients suffering acute myocardial infarction (heart attacks) in Qatar is increasing each year. For this reason the Heart Hospital has been concentrating its efforts on improving delivery of care to this critical patient group. During 2013, the combined efforts of the Ambulance Service and Heart Hospital have made significant and dramatic improvements to the treatment offered. An ECG telemetry service has been introduced that allows the ECG being monitored by the Ambulance Service paramedics to be simultaneously seen in the Emergency Department of the Heart Hospital. The paramedics are then able to determine which patients must be swiftly transferred to Heart Hospital, and the team at Heart Hospital is on stand-by to receive the patients as they arrive. This enables staff at the Heart Hospital to be prepared with the appropriate treatment for the patient before his arrival.

**Percutaneous Coronary Intervention service**

In October 2013, cardiologists at the Heart Hospital introduced a 24/7 Percutaneous Coronary Intervention service, whereby patients with a heart attack caused by a blocked coronary artery are immediately transferred from the Emergency Department to the catheter laboratory in the Heart Hospital. The consultant cardiologist works to unblock the artery via a catheter inserted into an artery in the arm or groin, immediately improving the blood supply to the damaged heart and returning function to normal. This improves the outcome for the patient and reduces length of stay in hospital. The aim is to unblock the artery within 90 minutes of arrival in the hospital for best possible outcomes.

Helping patients return to normal life

Many of the Heart Hospital’s patients suffer from heart failure; a condition whereby the heart is unable to pump blood around the body as efficiently as it should. In order to provide high-quality care to this group of patients, the Heart Hospital has established a dedicated team and specialist clinics with the aim of improving the quality of life for patients with this condition. The service provides daily clinics with faster appointment times after discharge from hospital and an after hours telephone advice service.

To help patients return to normal life after a heart attack or other heart condition, the Heart Hospital offers both inpatient and outpatient services to rehabilitate patients. The program has succeeded in achieving its goals and there are plans to expand it to secondary hospitals and the community in the near future.
First Clinical Information System (CIS) go live site

In March 2014, Al Khor Hospital became the first of Hamad’s eight hospitals to implement CIS, an advanced project that will digitize Qatar’s health system and create a personal electronic health record for every patient. This marks a significant milestone for CIS and comes after more than two years of planning, including the region’s first Clinical Information Systems Conference in April 2013. The conference provided a platform for healthcare industry experts to come together, learn, and discuss the various opportunities and challenges that will be faced during the implementation of CIS.

The impact of CIS at Al Khor Hospital is being closely monitored and the lessons learned will be used to ensure subsequent roll-outs of the system run as smoothly as possible.

Establishment of an evening diabetes clinic

Hamad is committed to ensuring all patients diagnosed with diabetes receive their first outpatient appointment quickly after referral. To achieve this target, Al Khor Hospital has established a twice-weekly evening diabetes clinic to meet the needs of patients. Since the new clinic opened, all diabetes patients at Al Khor have received their first appointment within seven days.

New dental Image Plate Scanner

The Department of Dentistry at Al Khor Hospital introduced a state-of-the-art Digital Image Plate Scanner in 2013. The new scanner enables x-ray images to be captured on Photo-Stimulable Phosphor (PSP) plates instead of the conventional x-ray films. These x-rayed PSP plates are then inserted into a special scanner where the images are processed in just a few seconds and digitally displayed as the final diagnostic image. The new system provides patients many benefits, including a reduced radiation dose and shorter waiting times for x-ray results.

Enhanced Recovery Program

As part of the overall program to improve peri-operative care, work is well underway to implement the Enhanced Recovery Program; a program that will result in improved outcomes and recovery for patients following surgery. Al Khor Hospital is participating in the Corporation-wide Enhanced Recovery Program and will run a pilot project in orthopedics to implement a full, improved pathway for patients. Clinical engagement will be key to the success of the program at Al Khor and so information and education sessions for all disciplines are ongoing. Patients will benefit by needing to spend less recovery time at the hospital following surgery.
AL WAKRA HOSPITAL
Providing care for the rapidly growing population in the south of Qatar

Continued expansion of services
Opened formally in 2012, Al Wakra Hospital is Hamad’s newest facility and part of the General Hospitals Group. The hospital serves more than 350,000 people located in Al Wakra, Mesaieed and the surrounding areas.

Al Wakra Hospital provides both outpatient and inpatient specialties, including general surgery, pediatric and women’s services, internal medicine and a variety of intensive care needs, all supported by allied health services. Since its opening, the hospital has expanded its bed capacity and introduced many new services, with significant activity growth in many areas, for example:

• The number of babies delivered at Al Wakra Hospital has continued to rise month on month. In January 2013, there were 92 deliveries, while by the end of the year there were more than 200 deliveries per month
• The total number of adult patients presenting at the Emergency Department rose from 3,289 in January 2013, to more than 10,000 per month by the end of the year

Patient management
A new Patient Management Department is now fully operational at Al Wakra Hospital, incorporating its Surgical Transfer Office for operating theater booking, admissions, case managers, bed managers and social workers. The introduction of the department has already delivered improved results. Inpatient discharges before 11.00am have quadrupled since its launch.

<table>
<thead>
<tr>
<th>2012 VS 2013 Activity</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient visits</td>
<td>9,811</td>
<td>6,251</td>
</tr>
<tr>
<td>Inpatient admissions</td>
<td>8,924</td>
<td>8,505</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>48,127</td>
<td>170,667</td>
</tr>
<tr>
<td>Deliveries</td>
<td>207</td>
<td>2,077</td>
</tr>
</tbody>
</table>

* Maternity Unit opened in December 2012
Burns Unit relocated
Hamad’s specialist Burns Unit was relocated to a state-of-the-art facility at Al Wakra Hospital in February, 2014. The unit was previously situated at Rumailah Hospital.

The move comes as part of Hamad’s ongoing operational plans to transform many of its key clinical services in order to develop and adapt to the continued population growth of Qatar. Burns patients will benefit from the move by having access to a modern, purpose-built facility, highly trained burns experts, increased bed capacity and access to other specialist services provided at the hospital.

Diabetes Center set to open
A specialist Diabetes Center will open towards the end of 2014 at Al Wakra Hospital. The center will be the second of its kind within Hamad’s network of hospitals, following the opening in 2013 of the National Diabetes Center at Hamad General Hospital. The Al Wakra center will provide specialist care for diabetics and will be designed as a ‘one-stop shop’, where patients can consult specialist doctors and nutrition experts, renew prescriptions and learn about ways to manage their condition. The model for the center follows that of a patient-centered model, with the aim of providing the very best level of care for diabetes patients under one roof.

Middle East’s first robot pharmacist
As part of its continued efforts to improve safety and efficiency in the pharmacy, Al Wakra Hospital has introduced a robot pharmacist that prepares and packages intravenous medicine for use in the hospital. A first of its kind in the Middle East, the automated machine is a high-precision apparatus designed to safely manage the mixing and dispensing of in-hospital preparations. The robot pharmacist provides pharmacists protection against direct exposure to medications and needle pricking, securing a safe work environment.

PATIENT SATISFACTION SURVEY RESULTS

- 89% of patients were satisfied with the standard of inpatient care.
- 97% of patients said they would recommend Al Wakra Hospital’s Outpatient and Emergency Departments to family and friends.

By the end of 2013, the total number of adult patients presenting at the Emergency Department each month had reached 10,000.
Increased visits
Since opening formally at the beginning of 2012, demand for services at The Cuban Hospital has continued to rise. Episodes of patient care in 2013 more than doubled on the previous year, with 30,493 in 2012 compared to 64,032 in 2013.

New services established
The Cuban Hospital formally opened its Adult and Pediatric Emergency Department in January 2013, providing emergency care to people living in the west of Qatar. In August 2013 the hospital commissioned all seven operating theaters, three of which are staffed to meet the needs of the local community. Major orthopedic services and cataract eye surgery also both commenced in late 2013.

Expanding the catchment area
Initially, The Cuban Hospital concentrated its efforts on providing services to the western coast of Qatar, but during the course of 2013 the hospital has been expanding its referral base to the edge of Doha. It now regularly takes patient referrals from Doha itself.

Patient experience initiative
The Cuban Hospital has high levels of patient satisfaction but is continually looking at ways to improve services. Throughout 2013 the hospital has been undertaking a multi-disciplinary project to look at how to improve the patient experience to reduce stress and complexity, and to further increase patient satisfaction. This has included the involvement and support of a wide range of specialist corporate areas and external agencies. The project encompasses a wide range of issues from multi-skilled reception, website, patient maps, customer service training, language bank, translators, Muttawah services, signage, car parking, traffic flow, catering outlets and food service improvements.

Continued growth and expansion
Additional new services planned for 2014 include the opening of a prosthetic and orthotic dental laboratory to enable a complete local approach to advanced dentistry. As part of initiatives to develop relations with specialist hospitals in Cuba, a lower back pain service including surgical and non-surgical interventions, neurology and rehabilitation services with medical hotel facilities for structured post discharge rehabilitation for out of area patients will open during 2014. An expanded multi-disciplinary diabetes service is under recruitment, and a laser vision correction clinic is set to open later in 2014.
In July 2013, Rumailah Hospital’s Prosthetic and Orthotic Department became the first healthcare facility in the region to implant a motor-powered artificial prosthesis for above-the-knee amputees. The procedure was performed on a 21-year-old man – now one of only 150 users of the device in the world - who had his legs amputated as a result of a motor vehicle accident.

The ‘Power Knee’ is the only motorized device of its kind and, with four sensors and two rechargeable batteries that can be used interchangeably, enables the person to walk normally.

Early Intervention Program
The Early Intervention Program was developed by the Pediatric Rehabilitation Team at Rumailah Hospital, with the help and support of Holland Bloorview Kids’ Rehabilitation Hospital in Canada, as part of Hamad’s partnership with SickKids Hospital. The program involves the provision of medical, therapeutic, psychological and educational services for children up to three years old who are at risk of, or have, developmental delay or disability. It is a complex service delivery system that can be delivered at home, in hospital, or in the community. Prior to the implementation of the Early Intervention Program, families of infants and toddlers who face developmental challenges had to navigate their own way through the healthcare system to be able to find the right care for their children. The program received the Star of Excellence award in the Practice Category at the 2013 Hamad Stars of Excellence Awards.

Surgeons successfully reattach man’s hand
A team of surgeons from Rumailah Hospital successfully reattached and replanted the severed hand of a 29-year-old patient in a complex 12-hour operation. The patient was brought to Hamad General Hospital’s Emergency Department after his right hand was completely severed at the wrist in an accident involving a block pressure machine.

Working in a critical window of time and using microsurgery techniques, the surgical team replanted the very tiny blood vessels and nerves in the patient’s hand during the delicate operation. The surgery is the second of its kind to be successfully performed by Rumailah Hospital’s specialist team, the first one having been done in 2012.

2012 vs 2013 Activity
* Emergency Dental Clinics were transferred to Primary Health Centers in January 2013, resulting in significant fall in monthly OPD visits.
Qatar’s National Mental Health Strategy launched

In December 2013, His Excellency Abdulla Bin Khalid Al Qahtani, the Minister for Health, launched Qatar’s National Mental Health Strategy. This ambitious five-year plan will develop a high-quality mental health system and transform the way mental illness is perceived and treated in Qatar. Qatar is investing in mental healthcare provision and recognizes that changes to service delivery and increasing awareness about mental health can improve the lives of many individuals and families.

The National Mental Health Strategy is a comprehensive response to address the mental health needs of the people of Qatar. Research undertaken in Qatar estimates that one in five people experience a mental illness at any one time, but that less than 25 percent of those who need mental health services are accessing them. Local studies also found that the level of mental health knowledge is low and that negative perceptions about mental illness cause people to delay or avoid seeking help.

The new strategy will guide how Hamad’s mental health services develop in the future. It will drive important structural changes which allow Hamad to be more focused in its delivery of community-based care, providing the people who need it with the right care, at the right time and in the most beneficial environments.

The strategy recognizes education as a key element in the prevention and treatment of mental illness and Hamad will focus on this in a number of areas:

- Helping families and communities to identify mental health issues
- Confronting the stigma associated with mental health issues
- Detailing the correct patient pathways for seeking treatment
- Dealing with preconceptions associated with mental illness

Work is already underway to expand access to services in community-based settings, so that individuals can maintain full participation in society and not require hospital admission for mental health needs.

Awareness program run by the Psychiatry Department

The Psychiatry Department Awareness Program has been active during 2013 in approaching its goal of combating stigma towards the mentally unwell. Efforts have been dedicated to increasing awareness about mental health and how it is related to everyday life, as well as identifying signs of distress, via the introduction of the Open House Lecture Series. The lectures give members of the public the opportunity to attend short discussions followed by a question and answer session in the Psychiatry Department. The lecture series has helped break down patients’ fears of coming to see a doctor at the Psychiatry Department.

Qatar is investing in mental healthcare provision and recognizes that changes to service delivery and increasing awareness about mental health can improve the lives of many individuals and families.
RESIDENTIAL AND HOME CARE

Skilled Nursing Facility

The Skilled Nursing Facility, located in Hamad Bin Khalifa Medical City, is part of Rumalih Hospital’s Residential Services. The facility offers skilled nursing care, rehabilitative services, social services, and personal care to residents who are long-term dependent or partially dependent. Occupancy during 2013 has been high, with an average 94.4 percent occupancy level. The facility has introduced a patient monitoring system that assesses and records patient behaviors, including monitoring whether patients are awake and present for breakfast, if they are appropriately dressed and groomed, and that equipment used in activities is safe for patient use.

In May 2013, the Skilled Nursing Facility began renovation work as part of its extension into an adjacent building. The first new patients were admitted to the new building in February 2014. The expansion of the Skilled Nursing Facility, due for completion in the summer of 2014, will provide an additional 60 beds, taking the total bed number to 147.

Home Healthcare

Hamad Medical Corporation’s Home Healthcare Service made great progress in 2013 and saw a 38 percent increase in the number of visits. Approximately 700 patients are registered with Hamad’s home care program, which provides community and home healthcare services and was the first home care service in the region to achieve accreditation from the Joint Commission International.

Introduction of new services

Wound care program

The implementation of the Home Healthcare Service’s current evidence-based wound management has had a positive impact on patients by increasing the wound healing rate in addition to reducing complications of existing wounds. The appointment of four Subspecialty Wound Care Nurses has provided a more structured and specialized approach in wound care management.

Diabetic foot screening

Currently, 60 percent of Home Healthcare Service work is dedicated to the treatment of diabetes. For this reason, a comprehensive diabetic foot assessment was developed for the early detection and prevention of foot problems, as well as to improve integration of care between the Home Healthcare Service and the Podiatry Clinic in Hamad General Hospital.

Increased support services

In order to meet the demands of the increased visit numbers, the Home Healthcare Service has expanded its services and capacity in a number of ways:

- A new Speech Therapy discipline was introduced in early 2013
- An increase in the number of dietitians
- Nurse Technicians now accompany therapists during home visits, providing support and assistance to patients during their treatment
CLINICAL TRANSFORMATION ACROSS HAMAD MEDICAL CORPORATION

Hamad Medical Corporation is committed to delivering the best possible care to each and every one of its patients. In order to achieve this goal, Hamad is implementing system-wide initiatives to raise standards of quality and patient care.

Launch of Best Care Always

The Best Care Always campaign, launched in October 2013, marked an important milestone in Hamad’s journey to achieve the safest, most effective and most compassionate care for its patients. The campaign’s rationale is a systematic, coordinated and focused approach to institutional quality improvement.

Designed in partnership with the Institute for Healthcare Improvement (IHI) - the world leader in the science and practice of healthcare improvement - Best Care Always aims to achieve a step change in patient safety on hospital wards, theaters and critical care units. IHI will work with Hamad to build a learning community across its hospitals through multi-disciplinary care teams. It will help Hamad develop an understanding of how proven improvement practices can work across the organization, so it is in a position to generate examples of successful implementation to spread the results system-wide. A key benefit of the campaign is that it promotes shared learning throughout the organization.

In the first year, participating teams are focusing their efforts on preventing pressure ulcers, reducing deep vein thrombosis (DVT) and pulmonary embolism (PE). Since the campaign’s rationale is systematic, coordinated and focused approach to institutional quality improvement, improvements have already been identified and the aim of identifying and implementing evidence-based system improvements that can be applied across the organization.

Best Care Always is designed to encourage the culture of transparency and openness to report where new safety measures can be introduced and care can be improved, and provide staff with the know-how to respond.

Revalidation of consultants’ credentials

Hamad Medical Corporation and Primary Health Care Corporation (PHCC) entered into an agreement with Medical Valuation Ireland (MVI) in 2013 for the purpose of revalidating and reviewing the credentials of consultants working at Hamad and PHCC. The Medical Revalidation Program, which will revalidate almost 700 consultants, will enable Hamad and PHCC to recognize and reward excellence in clinical care and identify opportunities for further development and growth. It aims to benchmark Hamad and PHCC consultants against consultant standards in Ireland.

MVI is working with Hamad’s clinical leadership, as well as PHCC leadership, to complete a peer review of the credentials of every consultant. It is part of a wider series of initiatives taking place across Hamad, including work to standardize job planning and performance reviews. This agreement will help ensure that all our consultants meet a single, unified high standard, enabling Hamad to deliver the safest, most effective care to all its patients.

Four multi-disciplinary teams from wards, critical care units and operating theaters in all eight hospitals have started to test and measure selected changes, with the aim of identifying and implementing evidence-based system improvements that can be applied across the organization.

The focus of the first six months of the strategy was to plan, review and create business cases to implement changes over the subsequent 18 months. Significant progress has been made and during 2014 every nurse at Hamad will be given the opportunity to become involved in quality initiatives and educational developments.

Roll-out of new appointment system

During 2013, Hamad’s new fixed-time appointment system for outpatient appointments was introduced to Women’s, Al Wakra and Al Khor hospitals as well as Medical City and the Department of Dentistry. The system ensures patients receive the right doctor at the right time, reduces waiting lists, and improves service delivery.

In April 2013, senior nursing leaders launched Hamad’s Nursing Strategy, a two-year strategy to build the foundations of a world-class nursing service. The aim of the strategy is to modernize the nursing service throughout the development of new roles, innovative ways of working and new methods of delivering education and training. The strategy also reinforces the importance of providing patients with the best possible care and sets out plans for significant changes to the ways in which Hamad recruits, trains, organizes, leads and integrates nurses into our hospitals and clinics.

By articulating the link between nursing practice, education, leadership, governance and research, the strategy is accelerating Hamad’s journey to delivering one of the best nursing services in the world. Underpinned by the values of academic health, the strategy is intended to empower and to encourage Hamad’s nurses.

The Best Care Always campaign, launched in October 2013, marked an important milestone in Hamad’s journey to achieve the safest, most effective and most compassionate care for its patients.

Access to the College of American Pathologists

Hamad’s Department of Laboratory Medicine and Pathology (DLMP) completed a comprehensive inspection by the College of American Pathologists (CAP) in April, 2014. CAP accreditation is considered the gold standard of laboratory accreditation and requires successful performance in stringent proficiency testing, quality control of procedures, staff qualifications, safety programs and overall management. It recognizes laboratories that positively impact patient care and is in line with Hamad’s strategic objective to deliver the best and safest integrated clinical care system in the GCC region.

The DLMP has been working towards this goal for the past two years and official confirmation of CAP accreditation will recognize the DLMP’s commitment to the optimum standards of care.
QATAR’S ACADEMIC HEALTH SYSTEM

Hamad is a lead member of Qatar’s Academic Health System (AHS), a collaborative partnership of eight health, education and research partners from across the country: Weill Cornell Medical College in Qatar, Primary Health Care Corporation, Sidra Medical and Research Center, Qatar Biomedical Research Institute, University of Calgary - Qatar, College of the North Atlantic – Qatar, and Qatar University. The AHS is central to Hamad’s vision of delivering the safest, more effective and most compassionate care to its patients.

Integration across our system
Qatar’s AHS seamlessly integrates clinical care, education and research to provide high-quality care, informed by world-class research innovations and supported by leading educational programs to train the next generation of clinical and scientific leaders.

The AHS’s journey of transformation from vision into reality continued through 2013, with a focus on embedding the AHS principles and structures into the fabric of the organizations, across clinical, education and research domains. Key themes driving integration include the development of clinical and leadership capacity towards developing an AHS-ready workforce, transformation and reconfiguration of Hamad’s clinical services, and the development of structures that support alignment and embedding of research and education elements within clinical services.

Academic health 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. The AHS is the first partnership of its kind in the region, and the world’s first nationwide academic health system.

Community and social engagement
The supporting themes of community and social engagement have been of particular focus in 2013 and will continue to be in 2014 and beyond. There has been a practical focus on engaging the community with compelling health messages, addressing healthcare issues through community and patient forums, and ensuring programs are aligned with needs relevant to the local community.

Transforming care through comprehensive institutes
Hamad is continuing to work closely with its AHS partners on the development of comprehensive, patient-centered institutes that are transforming the care that patients receive. Clustered around health challenges that are locally relevant, these institutes are streamlining the way that patients receive care by drawing together clinical services and specialties, coupled with the latest diagnostics and therapeutics. Cutting-edge research, leading educational programs, and partnerships with world-class organizations complement and enhance each institute, and are informing continuous improvements in providing safe, high-quality care. Current institutes are focused on neurosciences, cancer, cardiovascular disease and metabolic disease.
As one of the three pillars of Hamad’s identity, research plays a central role in ensuring our patients receive the highest possible standard of care. For this reason, Hamad is committed to undertaking research that leads to new evidence-based treatments with the potential to improve patient outcomes.

Opening of the interim Translational Research Institute

The interim Translational Research Institute (iTRI), a research facility opened on the Hamad Bin Khalifa Medical City campus in March 2014, provides ready access to basic, clinical and translational research facilities, acting as a bridging facility for the Translational Research Institute (TRI) currently under construction. The TRI will provide state-of-the-art core research to facilitate internationally competitive outcomes in translational and clinical research. With a focus on the fields of cancer, trauma, infectious diseases, neuroscience, diabetes, obesity, cardiovascular disease, women’s and children’s health, the TRI will provide researchers with ready access to facilities and will enable Hamad to develop as an internationally recognized health research organization.

Qatar National Research Fund grants

Each year, the Medical Research Center puts forward proposals to the Qatar National Research Fund (QNRF). QNRF, the research funding agency for Qatar Foundation, strives to advance knowledge and education by supporting original, competitively selected research. During 2013, research investigators at Hamad received 11 grant awards through QNRF’s sixth cycle, totaling $10,124,193.

Medical Research Center Internal Grant

The Medical Research Center is committed to the promotion of high-quality research in Qatar through internal funding and resource support. Currently, there are more than 200 ongoing internal research studies approved by the center from a total of 444 submissions throughout the year. Over 80 researchers were funded by the Medical Research Center in 2013 to attend local and international conferences where they presented their research results. Additionally, 69 articles were published in peer reviewed journals regionally and internationally.

To encourage research participation across Hamad, funds are allocated each year for internal grants for Hamad research projects. The Internal Research Grant Awards encourage quality publications and innovations in their respective fields which would otherwise be limited by a lack of funding. In 2013, more than QR3,000,000 was awarded through the internal research grants for 143 research proposals, and 53 studies were approved without funding out of the total 444 research submissions.

Joint Institutional Review Board

The Joint Institutional Review Board (JIRB) is a recently launched partnership between Hamad and Weill Cornell Medical College, focused on providing unbiased ethical review of research. To facilitate high-quality ethical research, the JIRB provides a single ethical review for human research projects involving Hamad and Weill Cornell Medical College.

Research Strategy and Assurance Committee

The Research Strategy and Assurance Committee (RSAC) at Hamad was established for the purpose of developing and implementing strategic decisions relating to research, as well as providing site-specific approval for all scientific, budget and governance pertaining to the conduct of research. The committee will follow the standards of research governance, as well as the principles of good clinical practice for research, as outlined in the Supreme Council of Health’s guidelines and by the International Conference on Harmonization and Food and Drug Administration.

In 2013, more than QR3,000,000 was awarded through internal research grants for 143 research proposals.
EDUCATION AND TRAINING

The continued education and training of staff at Hamad Medical Corporation is vital in order to enable them to deliver the highest standards of care to patients. During 2013, staff were given access to many internal and external training courses to help them improve and develop their skill set and knowledge.

Nursing Leadership for Change Program

Fourteen Qatar nurses at Hamad Medical Corporation are driving positive change in their unit through the new Leadership for Change program. Developed by the International Council of Nurses (ICN), the program was launched in Qatar in 2013 and is a partnership between the World Health Organization, the Supreme Council of Health, Hamad and the Primary Health Care Corporation. The program is the first of its kind in Qatar and is designed to assist nursing leaders in the effective management and implementation of strategic and tactical plans.

Fellowship in Emergency Medicine launched

This three-year post graduate training program provides an opportunity for emergency doctors to train in Doha to achieve a qualification equivalent to other international Fellowships (such as Fellow of College of Emergency Medicine UK). Local programs ensure that senior health professions with the opportunity to learn about quality improvement and patient safety.

Free access for staff to the IHI Open School

To enable staff to build on the lessons learned at the 2013 Middle East Forum on Quality Improvement in Healthcare, Hamad staff were given free access to the Institute for Healthcare Improvement's (IHI) Open School.

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.

- 5,511 staff registered for the Open School
- 40,939 courses were completed
- 1,078 staff completed 16 courses, earning the IHI Open School Certificate
- 2,024 staff completed five priority courses

Accreditation from the American Nurses Credentialing Center

In early 2014, Hamad became the first organization in the GCC, and only the third in the Middle East, to be accredited as a provider of continuing nursing education by the American Nurses Credentialing Center (ANCC). This achievement places Hamad among an elite class of healthcare organizations around the world and demonstrates the importance placed on providing staff with professional development opportunities.

The accreditation is valid for two years and requires adherence to rigorous standards. The ANCC is a subsidiary of the American Nurses Association (ANA) and is dedicated to the promotion of excellence in nursing and healthcare through credentialing programs. ANCC accreditation is a voluntary peer review process intended to strengthen and sustain the quality and integrity of continuing nursing education. ANCC's internationally renowned credentialing programs certify and recognize individual nurses in specialty practice areas.

Seven residency programs receive Accreditation Council for Graduate Medical Education – International accreditation

In December 2013, seven core residency programs at Hamad successfully achieved (ACGME-I) accreditation: Internal Medicine, Pediatrics, Emergency Medicine, Psychiatry, Family Medicine (PHC), Diagnostic Radiology and Urology. The accreditation of these programs follows Hamad's overall accreditation for its institutional medical education which took effect from July 2012. By doing this, Hamad became the only second national healthcare system outside the US to be accredited by ACGME-I.

In order to achieve accreditation, the programs were peer reviewed for compliance with accreditation requirements by the ACGME-I Residency Review Committees. ACGME-I accreditation confirms Hamad's provision of high-quality postgraduate clinical education on par with accredited programs and institutions internationally. Notably, it makes Hamad highly attractive to the best international and medical graduates and strengthens its residency programs.

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.
The CIS program will ensure that all clinical information on patients is available at the point of care. This will result in high-quality care and reduce clinical risk. CIS is streamlining patient care and contributing to better overall outcomes.

Advanced Support Systems

To enable clinical staff to deliver high-quality care to patients, Hamad is investing in its information systems and infrastructure. These advanced support systems will directly and indirectly improve patient safety, reduce errors and streamline processes.

Clinical Information System to support patient care

Since the partnership was launched formally in early 2012, Hamad and the Primary Health Care Corporation (PHCC) have been working in partnership with Cerner and Dell on the Clinical Information System (CIS), a groundbreaking project to digitize the entire public health system of Qatar and provide each patient with a personal electronic health record. Throughout 2013, the commissioning program to install and configure the integrated Enterprise CIS, as well as development of the support and maintenance systems, continued to make progress.

The CIS program will ensure that all clinical information on patients is available at the point of care. This will result in high-quality care and reduce clinical risk. CIS is streamlining patient care and contributing to better overall outcomes.

Key achievements in 2013 include:
- Testing of design and integration including medical devices completed, and user acceptance script preparation completed
- Clinical transformational activities, including future state process mapping workflows, have been optimized for the first group of sites
- Readiness preparations carried out for Al Khor Hospital and the first PHCC sites
- Clinical staff engagement is growing and further communication events are planned to increase this to all areas
- 23 clinical coordinators have completed training and awareness of the program and will now be moving to support specific areas across Hamad, particularly order set preparation using Zynx to deliver major benefits to clinical staff with corporate clinical pathways and Governance Committee agreed standards

e-Business

The e-Business project, established in 2011, aims to implement advanced business systems and processes in the Finance, Human Resources and the Supply Chain Management functions throughout Hamad, right down to departmental level in all hospitals. The new Oracle system will replace the current paper-based systems with best practice process solutions.

Building on the successful deployment in late 2012 of the Oracle e-Business Financial and Supply Chain Management modules, the e-Business Human Resources project team focused on the Oracle Human Resources Go Live, which was successfully delivered in November 2013.

This major milestone for the Hamad Human Resources business transformation was achieved on target, and over time it will bring about more timely and integrated HR services from a world-class talent management system. By introducing much closer and more comprehensive integration between Hamad’s recruitment, budgeting and financial management functions, together with the introduction of a new and improved payroll system, e-Business has delivered key Oracle HR assets.

The e-Business 2013 program has also included work within the information systems framework for Hyperion (costing and billing), Billing (MyCare) and the National Health Insurance Scheme.
COMMUNITY HEALTH PROMOTION

Improving the health of the people of Qatar is a priority for Hamad. Throughout 2013 we have been working closely with our local healthcare partners, including the Supreme Council of Health and Primary Health Care Corporation, to raise awareness of important health and injury prevention issues.

Al Seha magazine
During 2013, Hamad’s patient-focused health publication, Al Seha, built on the success since its launch the previous year. Al Seha increased its publication frequency, moving from three times a year to four, as well as widening its distribution, notably including distribution onboard Qatar Airways flights and in their lounges. Throughout 2014, Al Seha will be reconfigured to feature a greater percentage of health information for readers, with the goal of becoming the leading health and lifestyle magazine in Qatar. By focusing on the promotion of healthy living, Al Seha aims to help improve the lives of Qatar’s population and also position Hamad as an authoritative subject matter expert on health and wellbeing.

Kulluna health and safety campaign
In 2012, Hamad Medical Corporation, in association with ConocoPhilips, launched a five-year campaign to raise levels of public awareness regarding health and safety in Qatar. This campaign is coordinated by the Hamad International Training Center (HITC) to create and foster awareness among nationals and expats in Qatar about the basic and essential principles and actions required to ensure wellbeing and safety.

During 2013, Kulluna ran a number of high-profile campaigns focusing on a wide range of health and safety topics, including water safety, traffic safety, heart health and heat-related health concerns.

Such has been the success of the campaign that HITC was recognized for its efforts by Safe Kids Worldwide, resulting in a partnership identifying HITC as a part of its global network of countries and organizations working on child safety issues and initiatives.

Hamad Injury Prevention Program
The Hamad Injury Prevention Program (HIPP) has focused its efforts on strengthening its partnerships with internal and external stakeholders. The program has been able to identify high-risk groups, partner with relevant government and non-government organizations and educate the public through traditional (print, TV and radio) and new media (online magazines). HIPP has collaborated with the Ministry of Labor for construction worker safety, with schools for pedestrian safety education, and with the Ministry of Interior for worker pedestrian safety. During 2013, HIPP organized and participated in local and global efforts related to injury prevention, specifically for pedestrian safety and for victims of road traffic injury.
Through its participation in local and international healthcare events, Hamad Medical Corporation is able to collaborate and share knowledge with world leaders in healthcare. During 2013, Hamad organized and attended some of the largest healthcare events in the region.

**Second Middle East Forum on Quality and Safety in Healthcare**

Hamad's commitment to quality improvement led to the renewal of its partnership agreement with the Institute for Healthcare Improvement (IHI) in 2013. As part of the expanded agreement, Hamad again collaborated with the IHI to co-host the second annual quality improvement conference; the 2014 Middle East Forum on Quality and Safety in Healthcare, held in April at the Qatar National Convention Center.

This event featured high-caliber industry experts in quality and patient safety, who are part of the renowned IHI faculty and are committed to sharing their knowledge and experience with healthcare professionals in the Middle East. The forum brought together thousands of local, regional and international experts to discuss quality improvement imperatives and challenges facing healthcare professions, in general and specific to the Middle East region.

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. The forum is one of the region's main conferences on quality improvement and innovation in healthcare and delivers the IHI's signature courses.

Senior Hamad leaders take part in the World Innovation Summit for Health

In December 2013, Hamad Medical Corporation participated in the World Innovation Summit for Health (WISH), held in Doha under the patronage of Her Highness Sheikha Moza Bint Nasser. This high-profile initiative aimed to promote and facilitate innovation in the delivery of healthcare around the globe, while serving to highlight Qatar’s growing role as an emerging center for healthcare innovation.

The summit brought together governments, business leaders, academics, clinicians, new media pioneers and charity leaders from around the world to help unravel some of the most pressing global health challenges of today.

Speakers at the two-day summit included Boris Johnson, Mayor of London, and Daw Aung San Suu Kyi, one of the founding members and present Chairperson of the National League for Democracy (NLD) party in Burma.

Eight forums, each focused on a key issue currently facing healthcare, were led by recognised subject experts and brought together groups of experts from government, academia and industry. Senior leaders from Hamad were engaged in the forums, with Dr. Hanah Al Kuwari, Managing Director, and Dr. Hassan Al Thani, Head of Trauma, participating in the discussions for Patient Engagement and Road Traffic Injuries, respectively.

Hamad participates at Medhealth

In early 2013, Hamad Medical Corporation participated in the 12th annual Congress of the Arab Hospitals Federation (AHF) – Medhealth - in Cairo, with the theme “Guide Your Hospital Towards 2020.”

This was the fifth consecutive year that Hamad has been invited to participate at Medhealth, one of the most prestigious congresses and exhibitions for the region’s healthcare industry. Hamad showcased its healthcare capabilities as well as using the congress as a forum for exploring collaborations with other healthcare organizations in the region.
Throughout 2013, Hamad Medical Corporation received honors for its staff and projects, both locally and internationally. Hamad is proud of its people and the recognition they have received for their ongoing commitment to delivering the best possible care to the people of Qatar.

Arab Health Awards
Hamad’s achievements were formally recognized at the 2014 Arab Health Awards, held in Dubai in January. Hamad’s Cancer Transformation Program received top honors in the Patient Centered Care Award, while the Emergency Radiology team won the Excellence in Radiology category. In addition, Dr. Ibrahim M Fazwy Hassan, Director of Medical Intensive Care at Hamad General Hospital, Deputy Medical Director for the Hamad Ambulance Service and Assistant Professor of Medicine and Genetic Medicine at Weill Cornell Medical College Qatar, took home the Cleveland Clinic Young Clinician of the Year Award.

The Arab Health Awards recognize the outstanding achievements of individuals and organizations that have contributed to the growth and development of the healthcare industry in the Middle East.

Outstanding projects recognized at Stars of Excellence 2013
More than 800 members of staff attended Hamad’s Stars of Excellence Awards ceremony at the Qatar National Convention Center in November 2013. Now in its fourth year, Stars of Excellence highlights the outstanding work ongoing throughout Hamad and showcases the commitment from staff.

The ceremony saw 17 projects win awards and a further 13 projects receive recognition for their achievements. The winning projects were selected from more than 250 submissions based on their performance against key criteria, such as how the project compares and is benchmarked against international best practice, what direct improvements came about as a result of the project and how the project has impacted on patient care and the overall patient experience.

The Ambulance Service project was given the Managing Director’s Special Award at the ceremony. The project involved implementing clinical guidelines to make the service more efficient and effective in dealing with pre-hospital patient care. The outcomes of the project are beneficial for the organization and, most importantly, for our patients.

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Building projects recognized at awards
Two Hamad building projects were recognized for excellence in their design at prestigious regional awards ceremonies. The Positron Emission Tomography (PET CT) Center at the NCCCR was awarded ‘Best Designed Hospital Facility in the Middle East’ at the Hospital Build and Infrastructure Middle East Exhibition and Congress in Dubai, while ‘The Community and Culture Project Award’ was given to Hamad’s Skilled Nursing Facility at the Cityscape Qatar 2013 Exhibition.

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