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Institute for  
Healthcare  
Improvement

# Middle East Forum on Quality and Safety in Healthcare **2024**



10 YEARS

**OF INSPIRING IMPROVEMENT**

**“Road Map to Client Experience Excellence”(Clinical / Guest)**

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# Learning Objectives

- ❖ Implementing the hotel-hospital concept including patient focused hotel-like built environments and hotel-like hospitality services will deliver enhanced 'client' satisfaction and retention
- ❖ Adopting hotel-style hospitality in hospitals involves creating a more comfortable and personalized environment for patients. This includes providing amenities such as comfortable beds and linens, personalized services, and aesthetically pleasing spaces.
- ❖ Streamlined check-in and check-out processes, enhanced communication, and guest amenities contribute to a positive patient experience.
- ❖ Training staff in customer service skills, establishing guest relations departments, and seeking feedback for continuous improvement are also important.



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# HOTEL-HOSPITAL CONCEPT

“Road Map to Client Experience Excellence”  
(Clinical / Guest)

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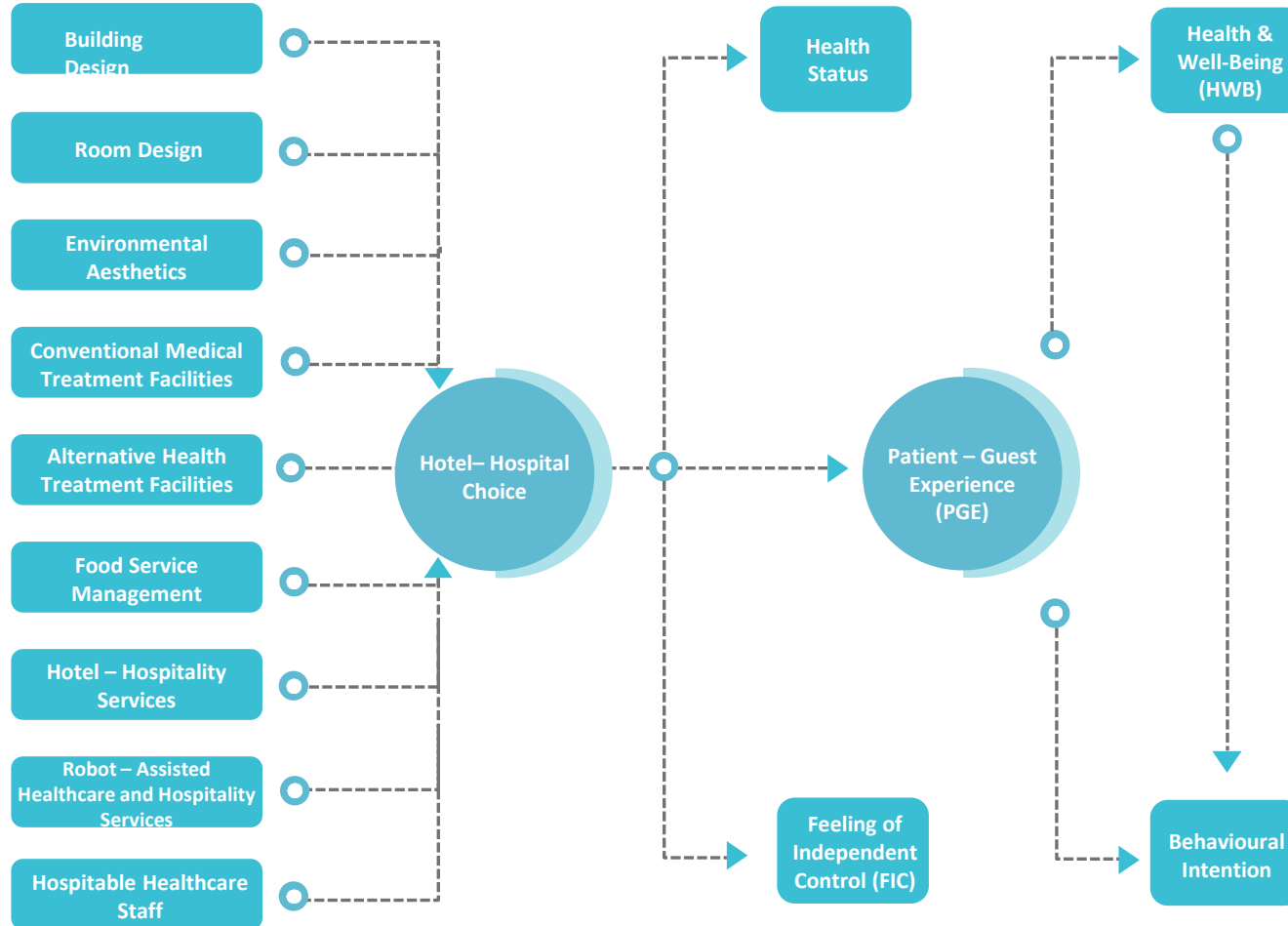


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# Context | Patient Focused Hotel – Hospital Environment



# Hospitality vs. Healthcare – Customer Service Perception

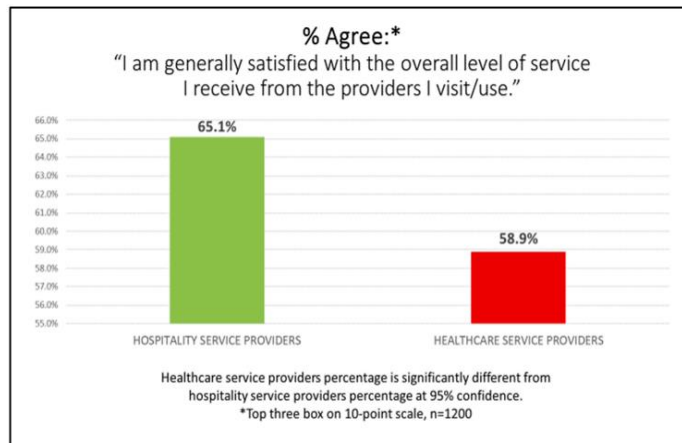


Fig. 1. Satisfaction with hospitality and healthcare service providers.



Fig. 8. Speed of resolving disputes about service quality.



Fig. 9. Impression of the arrival environment.

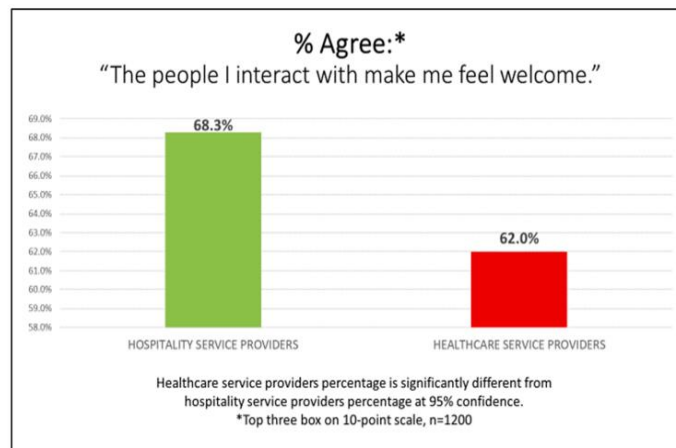


Fig. 13. Sense of welcome.



# Examples of Hotel-Hospital Facilities





# Hospitality Summary



## Grand Resort, Bad Ragaz Switzerland

- Wellness and luxury resort
- Health and wellness packages available
- Specializing in wellness and nutritional science, vitality and health cleansing
- Thermal pools and spas



## Mount Elizabeth Hospital, Singapore

- Private hospital as part of a larger healthcare network
- Specializing in cardiology, oncology, neuroscience and multiorgan transplants
- JCI accredited
- 345 beds
- 13 operating theatres
- IVF clinic
- Health Screening Packages
- VIP and Royal Suites



## Ersta Hospital, Sweden

- Non-profit Hospital focusing on dignified and idea-based care
- USV (University Healthcare Unit) conducting research, education and development
- Care by referral only
- Specializing in surgery, anesthesia, medicine and radiology
- Homecare available



## Bumrungrad International Hospital, Thailand

- One of the largest private hospitals in South East Asia
- Multi-Speciality
- JCI and Global Healthcare Accredited
- Bumrungrad Hospital Foundation – non-profit Program providing underprivileged communities with healthcare
- 580 beds
- 19 operating theatres
- Health Screening Packages available
- VIP and Royal Suites

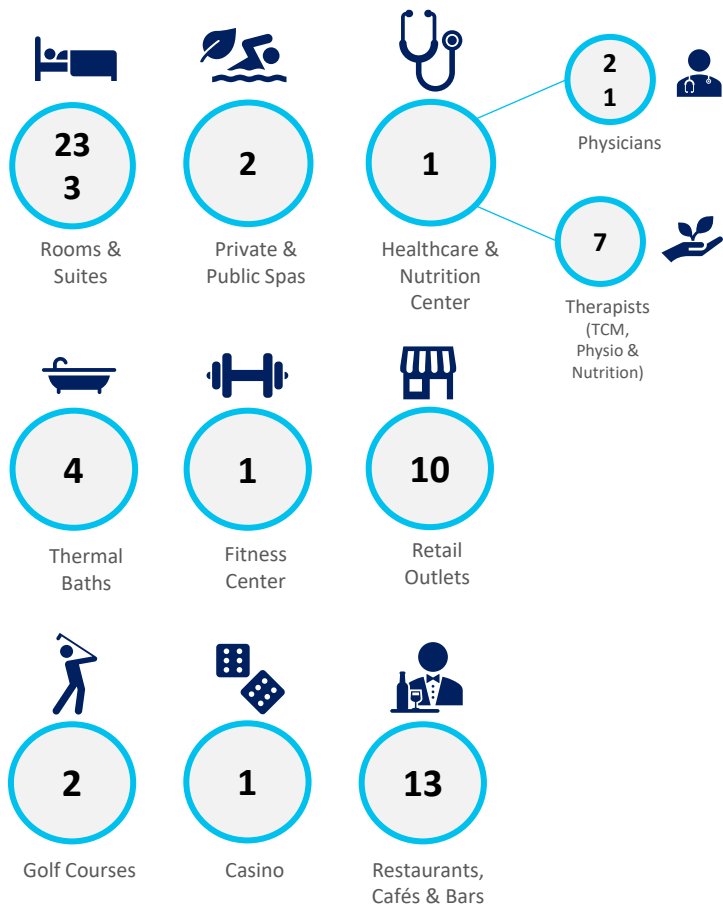
## Grand Resort Bad Ragaz, Switzerland (A)



- Wellness and luxury resort with its own thermal spring and medical health center located in Bad Ragaz, Eastern Switzerland
- Constructed in 1868 by Bernhard Simon, this 5 star resort consists of the Grand Hotel Hof Ragaz and the Grand Hotel Quellenhof & Spa Suites
- Tamina Therme - Europe's first indoor thermal water pool built in 1872 which is used to treat circulatory diseases, rheumatism, paralysis and recovery from accidents
- Listed in The Leading Hotels of the World
- Received multiple awards & accolades for Hotel and Spa of the Year and Michelin Star restaurants



# Grand Resort Bad Ragaz, Switzerland (B)





# Mount Elizabeth Hospital, Singapore (A)



- Opened in 1979, Mount Elizabeth is a private hospital located in Singapore, operated by Parkway Health and owned by Parkway Holdings Ltd (Parkway Pantai Ltd.), *Southeast Asia's largest private healthcare provider*
  - Parkway Holdings own 21 hospitals including 4 private hospitals in Singapore and more than 60 medical centres, clinics and ancillary healthcare facilities in Singapore, HK, Malaysia, India and China
- Specializes in Cardiology, Oncology, Neuroscience and Multi-Organ Transplants
- JCI Accredited, the facility features innovative medical technology
  - TomoTherapy – a revolutionary radiotherapy innovation
  - Robotic Surgical Systems



345

bed  
capacity



13

operating theatres



1

IVF Clinic



## Mount Elizabeth Hospital, Singapore (B)



Single Room | 28 Sqm



Executive Deluxe Suite | 29.5 Sqm



VIP Room | 59 Sqm



Regal Suite | 158 - 180Sqm  
(separate living room, dining room)

## Ersta Hospital, Sweden (A)



- Originally founded in 1851, Ersta Hospital's new hospital building is due to open in August 2023
- **A non-profit hospital** focusing on providing dignified and idea-based welfare for all patients
- Designated as a University Healthcare Unit (USV) where research, education, development and innovation are integrated into healthcare
- Digital service "My Care" enabling patients who require help to contact their clinics during staffed opening hours online, thus avoiding phone queues and receiving information in writing about their query
- Referrals required to seek care and treatment at Ersta as they do not accept emergency visits
- Ersta Hospital partnered with another food supplier for vitamin-enriched quality food to meet patient nutritional needs and support the healing process during post-operative period
  - Research shows extra care in food service management improved patients eating capacity by 15-20% and reduced food waste





## Care at Ersta Hospital

### Specialist Care

- Surgery and Anesthesia
- Medicine
- Radiology

### Palliative Clinic

- Palliative Care Ward
- Lilla Erstagården

### Rehabilitation

- Physiotherapy

### Home Care

- Advanced Healthcare at Home (ASIH)

## Occupancy to commence in August 2023



90

bed  
capacity



100  
k

Expected  
patient  
visits per  
year



600  
0

Expected  
operations  
per year



23k

Sqm  
+ 8 floors



# Bumrungrad International Hospital, Thailand (A)



- Bumrungrad meaning “Care for the People” in Thai, is a public company traded hospital on the Stock Exchange of Thailand founded in 1980
- Multi-specialty hospital and one of the largest private hospitals in Southeast Asia with 580 bed capacity
- Joint Commission International (JCI) and Global Healthcare Accreditation
- Leader in cutting-edge technology and innovative patient services, the first IBM Watson for Oncology site in the world.
  - A machine learning AI, assisting physicians by analyzing data from historical cases, medical journals, clinical trials
- Majority of the Physicians have international board certifications from countries well known for high medical standards such as US, UK, Australia and Japan.

## The Bumrungrad Hospital Foundation

- Registered non-profit foundation operating public and charitable programs to provide the underprivileged communities with healthcare
- The Rak Jai Thai (healing Hearts) program provides surgeries at no cost to underprivileged children with congenital heart disease



# Bumrungrad International Hospital, Thailand (B)



580

Bed  
Capacity



275

Examination Suites



550  
0

Outpatient  
Capacity Per Day



480  
0

Employees



120  
0

Physicians & Dentists



900

Nurses



19

Operating Theatres



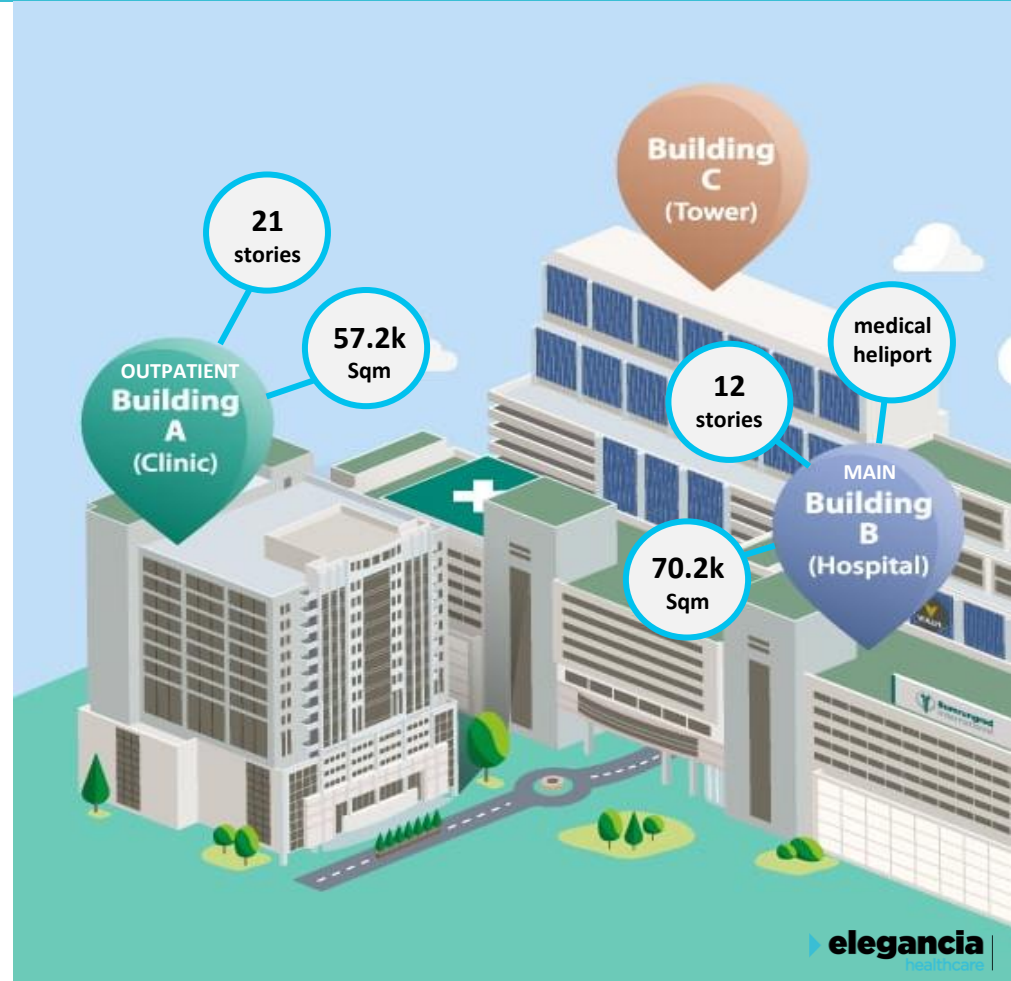
1.1  
m

Patients Treated Per  
Year (OPD and IP)



520  
k

International Patients  
from 190 countries  
p/a



## Multiple Inpatient Room types

Single & Double Rooms	VIP & Premier Suites
Deluxe & Super Deluxe	Premier Atrium & Premier Royal



VIP Suite - 71 Sqm



Premier Royal Suite  
146 Sqm

Premier Atrium Suite - 90 Sqm





A close-up photograph of several hands of different skin tones clasped together in a circle, symbolizing teamwork, partnership, and unity. The hands are positioned in the center of the frame, with some wearing dark blue business suits and others in lighter-colored clothing. The background is blurred, showing what appears to be an office setting with papers and a desk. A teal banner with white text is overlaid across the middle of the image.

# Affiliation Partners



Cedars Sinai,  
Los Angeles, USA

- Non-profit teaching hospital
- Multi Specialty academic health science center
- Focuses on biomedical research
- Multiple research centers
- 886 beds
- 500 clinical trials and 900 research projects underway
- Ranked 2<sup>nd</sup> best hospital in the US in 2022-2023



ASAN Medical Center  
South Korea

- Known as “Korea’s Most Respected Hospital” focusing on social responsibility
- Leading medical development of Korea with medical skills and cutting edge technology
- Parent hospital among 8 hospitals under the ASAN Foundation
- 2732 beds
- 18k International Patients per year



Memorial Sloan Kettering  
Cancer Center

MSKCC  
New York

- Cancer treatment and research hospital
- Ranked as second best cancer care hospital in the US
- One of the world’s most respected centers for cancer care
- 514 beds with 88% bed occupancy rate
- 24,000 patient admissions per year
- 686,000 outpatient visits per year

## Cedars Sinai, Los Angeles (A)



- A non-profit, tertiary, 886 bed teaching hospital in Los Angeles, California
- Multi specialty academic health science center focusing on biomedical research and technologically advanced medical education
- Multiple research centers covering cardiovascular, genetics, gene therapy, gastroenterology, neuroscience, immunology, surgery, organ transplantation, stem cells, biomedical imaging and cancer
- Over 500 clinical trials and 900 research projects in progress
- Serves more than 1 million patients each year in over 40 locations
- Ranked in 2022-2023 as the best hospital in California and 2<sup>nd</sup> best hospital in the US





# Cedars Sinai, Los Angeles (B)



15k

Employees



299  
3

Physicians



102  
2

Licensed  
Beds



1.7  
m

Outpatient Visits



50k

IP Admissions



125  
k

Emergency Visits



#2  
in  
USA

Digestive & Liver  
Disease Program



#3  
in  
USA

Heart Program



#3  
in  
USA

Orthopedic  
Program



#10  
in  
USA

Neurology & Surgery  
Program



Multiple Inpatient Room Types  
Available



Paediatrics  
Room of The Future



Paediatrics  
Childrens Room



Deluxe Maternity Suite

## ASAN Medical Center, South Korea (A)



- Established in June 1989, ASAN Medical Center has achieved status as a world-class, patient centered medical institution through generous investment in clinical treatment and R&D
- Known as “Korea’s Most Respected Hospital” by carrying out its social responsibility and fulfilling the spirit of “Respect for Life” and “Sharing Pain with Neighbours”
- Leading medical development of Korea with competitive medical skills and cutting-edge technology
- Parent hospital among 8 hospitals under the ASAN Foundation
- ASAN Foundation established in 1977, providing non-profit programs in social and medical welfare, scholarship and academic research
  - Opened hospitals in rural areas where modern medical resources are scarce



## ASAN Medical Center, South Korea (B)



**273  
2**

Bed  
Capacity



**14k**

Outpatient  
Per Day



**900  
k**

Inpatients  
Per Year



**18k**

International Patients  
Per year



**125  
k**

Emergency Visits  
per year



**70k**

Surgeries  
per year





VIP Suite  
162 Sqm



VIP Lounge  
50 Sqm



VIP Garden  
137 Sqm



# Memorial Sloan Kettering Cancer Center (MSKCC), New York (A)



Memorial Sloan Kettering  
Cancer Center

- A cancer treatment and research hospital in New York City
- Founded in 1884 as the New York Cancer Hospital, later changed to General Memorial Hospital for the Treatment of Cancer and Allied Diseases
- Ranked the second best cancer care hospital in the US after MD Anderson Cancer Center
  - One of the world's most respected comprehensive centers for cancer care
- State of the art imaging technology to detect cancer. Issued more than 200k pathology reports in 2020 to determine a precise diagnosis and extend of disease
- Oncologists pioneered intensity-modulated radiation therapy allowing higher, more effective doses of radiation to be delivered to tumors with minimal exposure to surrounding tissues and organs





514

Bed Capacity  
88% Bed  
Occupancy Rate



23k

Patient Admissions  
Adult



990

Patient Admissions  
Children



686  
k

Outpatient Visits  
per year



27k

Surgical  
Cases



7.18

Average Patient  
Stay (Days)



72k

Square foot  
surgical center



145  
7

Physicians



464  
5

Nurses



22k

Total Staff



# The View Hospital





# The View Hospital, Doha, Qatar (A)



- A modern healthcare institution focusing on delivering world-class clinical excellence through highly experience multi-disciplinary professional teams and systems
- Operating Rooms are equipped with the Da Vinci and Artis pheno robotic equipment which facilitates more precise, quicker and fewer complicated surgeries resulting in faster recovery
- First private nuclear medicine department in Qatar with 3T MRI, Open MRI and a state of the art 256 CT Scanner
- International affiliation with Cedars Sinai, an academic healthcare organization in LA, California
  - Cedars Sinai is one of the best hospitals in the US and is ranked nationally in multiple specialties by *U.S. News & World Report*





## Multiple Inpatient Room types

Private <del>available</del> En-suite	VIP & Ambassador Suites
Deluxe En-suite	Presidential & Royal Suites



Royal Suite  
334 Sqm



Presidential Suite  
140 Sqm



Ambassador Suite  
105 Sqm



# Next Steps



1

## External Review

- Gap analysis of the current process, systems, staffing, skills and customer service standard experience within the hospital.
- Current state review of workflows, process maps
- Future state process redesign

2

## Feedback/Surveys

Feedback from customers about service quality, guest satisfaction, operational efficiency etc.

- To design review the current patient experience surveys, google reviews, opinions and feedback

3

## Corporate Strategy Review

Patient centered care, Physical environment, Customer service, service excellence, loyalty programs, food and dining services etc.

- Create a detailed timeline for the hotel-to-hospital conversion, outlining the specific steps, milestones, and deadlines for the project's successful implementation.

4

## Clinical Quality service

- Quality measures for transitioning a hotel to hospitality services should focus on ensuring a high level of customer satisfaction and delivering exceptional guest experiences
  - Patient outcome measures
  - Hospital acquired infection rate
  - Adherence to clinical practice guidelines
  - Timeliness of care
  - Clinical documentation
  - Timely release of reports

# Hospital to Hotel Roadmap

Starting  
August 1<sup>st</sup>, 2023

Conduct a  
Needs  
Assessment

Define the  
Vision and  
Objectives of  
the Program

Create a  
Cross - Functional  
Transformation  
Team

Function	Team Member
CEO & Chairman	Matthew Dronsfield
Senior Hospitality Manager	Arriving first week September, 2023
QPS Director	Shwetha Akshaya
Patient Admin Director	Farah Aboul Hosn
Supper Services Manager	Chaitanya Haribandi
HR Team Lead L&D	Layal Ghanem
QA & Services Excellence Manager, Waldorf Astoria	Jacquelin Serrao

Successful  
Transformation  
&  
Patient Centric

1

Establish a  
Patient-  
Centered  
Culture

Foster a culture that prioritizes patient safety and quality of care. This includes promoting open communication, encouraging patient feedback, and involving patients in decision-making

2

Staff Training  
&  
Education

Provide comprehensive training to staff members on patient safety protocols, infection control, customer service skills and clinical competencies

3

Standardization  
of  
Processes

Standardize processes and workflows to ensure consistency and reduce the risk of errors

4

Patient &  
Customer  
Service  
Centric Rounds

Conduct regular patient safety and customer centric rounds to identify potential risks and areas for improvement.

5

Seamless  
Communication  
Channels

Team huddles, software integration, phraseology, language training, The View story, hospital strategy; vision, mission, values sessions for staff, regular town hall meetings

Context	Next Steps	Responsibility
Building Design	<ul style="list-style-type: none"> <li>Design review with UCC Management</li> <li>Review UCC Snagging</li> </ul>	<ul style="list-style-type: none"> <li>Khaled Adib (Snr. Design Manager, UCC)</li> <li>Miguel Ibarro (Manager, Biomed Engineering, TVH)</li> </ul>
Room Design		
Environmental Aesthetics	<ul style="list-style-type: none"> <li>Review by Support Services/Contractors/PED                             <ul style="list-style-type: none"> <li>dehumidifiers, plants, flowers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Chaitanya Haribandi (Manager, Support Services, TVH)</li> </ul>
Conventional Medical Treatment	<ul style="list-style-type: none"> <li>Equipment and Consumables Availability</li> <li>Licensing Services and Doctors</li> </ul>	<ul style="list-style-type: none"> <li>Frederick Chambers (Group Procurement Director)</li> <li>Dr. Rauf Ghani (CMO, TVH)</li> </ul>
Alternative Health Treatment Facilities	<ul style="list-style-type: none"> <li>Korean Medical Center</li> </ul>	<ul style="list-style-type: none"> <li>Dr. Ahmed Al Kalla (General Manager, KMC)</li> </ul>



Context	Next Steps	Responsibility
Food Service Management	<ul style="list-style-type: none"> <li>❖ Under review by Support Service Manager/Senior Hospitality Manager</li> <li>❖ Uniforms; Dress Policy</li> <li>❖ Patient itinerary/engagement plan for patient upon arrival</li> <li>❖ Clinical Pathways</li> <li>❖ Housekeeping</li> </ul>	<ul style="list-style-type: none"> <li>• Chaitanya Haribandi (Manager, Support Services)</li> <li>• Shwetha Akshaya (Quality &amp; Patient Safety Director)</li> <li>• Senior Hospitality Manager</li> <li>• Matthew Dronsfield (CEO, TVH)</li> </ul>
Hotel – Hospitality Services		
Robot – Assisted Healthcare and Hospitality Services	<ul style="list-style-type: none"> <li>❖ IT gadgets</li> <li>❖ IT enabled Services</li> <li>❖ Wayfinding Technology/Robotics</li> </ul>	<ul style="list-style-type: none"> <li>• Asim Khan (Chief of IT, EHC)</li> <li>• Senior Hospitality Manager</li> </ul>
Hospitable Healthcare Staff	<ul style="list-style-type: none"> <li>❖ Hospitality Training</li> <li>❖ Clinical Services Improvement Program</li> </ul>	<ul style="list-style-type: none"> <li>• Chaitanya Haribandi (Mgr, Support Services)</li> <li>• Farah Aboul Hosn (Patient Admin Director, TVH)</li> <li>• Senior Hospitality Manager</li> <li>• Ian Reid (Snr HR Business Partner, TVH)</li> <li>• Colette Kitt (Manager, Nurse Education)</li> </ul>



# Benchmarks



- A Saudi Physician and founder and chairman of Dr. Sulaiman Al Habib Medical Services Group (HMG) in Saudi Area, UAE and Bahrain.
- Net worth of \$3.7 billion, making him a member of the list of the 50 richest men in Saudi Arabia
- The Dr. Sulaiman Al Habib Medical Services Group has 23 healthcare facilities and hospitals serving more than three million patients across Saudi Arabia, the U.A.E., and Bahrain.
- Multiple investments in the medical field namely:
  - Olaya Medical Complex in Riyadh, with which the first launch of the group was in 1995.
  - Dr. Sulaiman Al Habib Hospital in Al Rayyan – East Riyadh, which was opened in 2010.
  - Dr. Sulaiman Al Habib Hospital in Al Qayyim.
  - Bone, Joint and Spine Hospital.
  - Maternity and Women's Hospital, which opened in 2008.
  - Opened in 2012, Dr. Sulaiman Al Habib Specialist Hospital is one of the most advanced healthcare facilities and the largest specialized center for cardiac medicine and cardiac catheterization.
  - Dubai Medical Complex in Dubai – United Arab Emirates.
  - Dr. Sulaiman Al Habib Hospital in Al Suwaidi – Riyadh.
  - University Medical Center in King Abdullah Medical City, Kingdom of Bahrain.

## Multiple Inpatient Room types

Personal & Suite Rooms	Executive Suite
Semi Royal Suite	Royal Suite



Royal Suite  
160 Sqm



Semi Royal Suite  
125 Sqm



Ambassador Suite  
70 Sqm



## Action Points from Waldorf Astoria Mystery Audit Review to TVH – July 2023

Touch Points	Examples	Corrective Actions	Responsibility	Deadline
Maintenance	<ul style="list-style-type: none"> <li>Cracked Grouting</li> <li>Red pen markers on the wall &amp; ceiling</li> <li>Curtains stains</li> <li>Stickers damaged and faded</li> <li>Wallpaper damages</li> <li>TV channels not connected</li> <li>Wall mounted light not working</li> <li>Dirty fingers marks</li> </ul>	<ul style="list-style-type: none"> <li>Snagging list of all the findings to be prepared for action</li> </ul>	TVH Support Service Department	By 15 <sup>th</sup> August, 2023
Hospitality (look & feel)	<ul style="list-style-type: none"> <li>Furniture pamphlets are still not removed from furniture</li> <li>Tissue roll tips not folded</li> <li>Cleaning tracking sheets not updated by the cleaners</li> <li>Different brands of water bottle served</li> <li>Stains on food servers uniforms</li> <li>Bathroom amenities setup is incomplete</li> <li>Layout of furniture not standardized</li> <li>No flowers, plants or fruit baskets in the room</li> <li>No signature scent (Aroma) within the building</li> </ul>	<ul style="list-style-type: none"> <li>Training for the staff on 5-star luxury set up and service to be provided</li> <li>Hiring of a Hospitality manager for TVH</li> </ul>	TVH support Service & HR Department	<p>By end of August 2023</p> <p>Already Done</p>
Support Services	<ul style="list-style-type: none"> <li>Lack of engagement by the F&amp;B servers when ordering the food</li> </ul>	<ul style="list-style-type: none"> <li>Standardization of the luxury language across all the patients facing staff</li> <li>Training the F&amp;B on service and food handling</li> </ul>	TVH Support Services & HR Department	Till end of August 2023

Thank you