

INSIGHTS

HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

June 2026 | Issue 62

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Share your Inspiring True Stories!

For more details email us at

hhqi@hamad.qa



CONGRATULATIONS IMPROVEMENT LEADERSHIP PROGRAM GRADUATES—Cohort 8!



JOY AT WORK CORNER:

Spot *the* Difference!

Hurry! The first three (3) to submit the correct answer will be published ... read more on page 8



Mr. Nasser Al Naimi

Chief of Patient Experience and Director, Hamad Healthcare Quality Institute

Dear INSIGHTS Readers,

Welcome to this edition of HHQI Insights. I am delighted to connect with you again as we continue our journey of sharing knowledge, celebrating achievements, and fostering excellence across our healthcare community.

In this issue, I am pleased to invite Ms. Reem Khalid A A Al-Saad, Director, Dietetic and Nutrition, Clinical Services Unit to share her perspective through the Leadership Message. Her insights and experience will inspire us all to lead with purpose, drive meaningful change, and strengthen our collective impact. In addition, I would like to extend my Congratulations to the ILP Graduates Cohort 8.

We hope you find this edition insightful and engaging, as we look forward to continuing our collaboration towards improvement.

through empowered teams that embrace innovation, share expertise, and respond proactively to evolving challenges. By fostering a culture of continuous improvement and multidisciplinary partnership, Dietetics and Nutrition Services continues to strengthen its ability to deliver reliable, patient-centered care while contributing to HMC's broader mission of excellence.

Innovation has further strengthened service sustainability through data-driven decision-making and collaboration among Dietetics, Food Services, Supply Chain, and Clinical teams. These coordinated efforts have enhanced operational agility while maintaining patient-centered care.

This experience provides a leadership model, demonstrating how foresight, adaptability, and multidisciplinary collaboration can strengthen resilience, ensure service continuity, and support the delivery of safe, high-quality healthcare.



Ms. Reem Khalid A A Al-Saadi

Director, Dietetic and Nutrition Clinical Services Unit

Leadership and innovation are essential to building resilient healthcare services that maintain excellence during periods of operational uncertainty. At HMC, these principles support strategic decision-making, organizational preparedness, and continuity of essential services.

Within Dietetics and Nutrition Services, leadership has focused on ensuring uninterrupted access to therapeutic diets, enteral nutrition products, dietary supplements, and high-quality patient meals. Through alignment with Qatar's food security and healthcare strategies, strengthened partnerships, diversified sourcing, proactive inventory management, and contingency planning, the department has maintained consistent nutrition support across the continuum of care.

At the heart of these achievements is a commitment to leading with vision, collaboration, and purpose. Resilient healthcare is built not only through robust systems and processes but also



by Dr. Jawed Iqbal

Improvement Leadership Program (ILP) - Cohort 8 Successfully Graduates 28 Improvement Leaders

The Improvement Leadership Program (ILP) proudly celebrated the graduation of 28 healthcare professionals from Cohort 8 during a ceremony held last 22 June 2026 at Bayt Al Dhiyafah. The event marked the successful completion of a rigorous 10-month leadership development program focused on quality improvement, systems thinking, and high reliability in healthcare.

The ceremony brought together senior leaders, faculty members, graduates, and guests from across Hamad Medical Corporation, with leaders attending both in person and virtually to demonstrate the organization's commitment to developing improvement leaders.

Following the welcome remarks, graduates shared reflections on their personal and professional growth throughout the program. Their experiences highlighted the transformative impact of the ILP in strengthening leadership capabilities, enhancing systems thinking, and equipping participants with practical improvement science skills to address healthcare challenges.

A keynote address by Ms. Mariam Nooh J.H. Al-Mutawa, inspired graduates to embrace continuous learning, lead with purpose, and champion sustainable improvement within their organizations. The ceremony also included the presentation of graduation certificates, with family members and colleagues joining in celebrating the achievements of all 28 graduates.

A key milestone of the event was the launch of the ILP Impact Report, which showcases how Cohort 8 participants applied improvement methodologies to address leadership challenges through case studies and improvement projects. The report highlights the measurable impact of their work in advancing patient care, quality, and operational excellence.

The celebration concluded with closing remarks, a group photograph, and a networking lunch, providing an opportunity for graduates, faculty, and leaders to strengthen connections and celebrate the cohort's success.

The graduation of ILP Cohort 8 reflects Hamad Medical Corporation's ongoing commitment to building leadership capability and fostering a culture of continuous improvement. Graduates now join a growing community of Improvement Leaders dedicated to advancing excellence, innovation, and patient-centered care across the healthcare system.



Four Years of Collaboration Culminate in BMJ Open Quality Publication on HMC-Wide Patient Flow Collaborative- Reducing Unnecessary Bed Days

After four years of dedicated collaboration, innovation, and continuous improvement, the Hamad General Hospital (HGH)-Medical Teams has reached a significant milestone with the publication of its work in BMJ Open Quality. This publication represents the culmination of their participation in the HMC-wide Patient Flow Collaborative undertaken in partnership with the Institute for Healthcare Improvement (IHI) and Hamad Healthcare Quality Institute (HHQI) to address one of healthcare's most complex challenges—optimizing patient flow across the continuum of care.

The study is the first published report from the Medical Multidisciplinary Team, Medical Nursing and Medical Patient Flow teams describing the implementation and outcomes of HMC's collaborative approach to improving patient flow. It reflects years of multidisciplinary teamwork, shared learning, and a commitment to translating improvement science into sustainable operational change.

The project demonstrates how a coordinated, system-wide collaborative can successfully implement targeted, multi-level interventions that address both internal hospital processes and external factors influencing patient flow from the Emergency Department to inpatient units. Through data-driven decision-making, iterative testing using QI methods, MDT collaboration, frontline staff engagement, and guidance from international experts, the initiative achieved meaningful and sustainable improvements while standardizing effective practices across services.

Beyond celebrating a publication, this achievement was followed by last year's recognition of the team in the 2025 Star of Excellence Gala night. This also highlights HGH's commitment to advancing healthcare quality through scholarship and evidence-based practice. It also serves as an important contribution to the global QI community, providing a practical model for healthcare organizations seeking to improve patient flow, optimize capacity, and enhance patient outcomes through collaborative system redesign.



Mr. Kenneth Jun Logrono
Improvement Specialist (IS)
Head Nurse, Practice &
Performance Improvement
HGH

This publication stands as a testament to what can be achieved when teams unite around a common purpose and remain committed to continuous improvement.

Thanks to the leaders, authors, and ALL members of this project, especially to the Medical Nursing, Medical Patient Flow Teams and the HMC Clinical Services and Transformation Department

Full manuscript can be accessed here:
<https://doi.org/10.1136/bmjopen-2025-003682>

Citation: Logrono J, Khalil MS, Abuqamar M, Tamara Biong E, Alsmadi L, Jalmasco J, et al. Reducing unnecessary bed days to optimise flow and improve demand-capacity mismatch: learning from a system-wide patient flow collaborative. *BMJ Open Quality*.2026;15:e003682.

<https://doi.org/10.1136/bmjopen-2025-003682>



When Leaders Engage, Teams Are Inspired

HMGH Leadership in Action. Excellence Through Engagement.

At Hazm Mebaireek General Hospital (HMGH), leadership is more than guiding strategy, it is about being present, listening, and empowering people to succeed. When leaders actively engage with their teams, they foster a culture where staff feel valued, supported, and inspired to deliver their very best every day.

The recent visit of the *Hamad Healthcare Quality Improvement (HHQI) Team* reaffirmed this shared commitment to continuous improvement. Through meaningful engagement with leaders and frontline staff, the visit highlighted the value of collaboration, knowledge sharing, and strengthening a culture of quality across the organization



Mr. Glenn Ocampo
Improvement Specialist (IS)
Head of Quality Improvement
HMGH



The *National Value Improvement Collaborative (NVIC) IP2 Weekly Improvement Huddles* reflect this commitment to leadership in action. As part of the Hamad Healthcare Quality Improvement (HHQI) Program, these huddles bring leaders and frontline teams together to celebrate successes, discuss challenges, share innovative ideas, and align priorities that enhance patient safety, quality of care, and operational excellence.

Visible leadership creates meaningful connections. By listening, encouraging collaboration, and recognizing the contributions of every team member, leaders strengthen trust, inspire accountability, and cultivate a shared commitment to continuous improvement.

At HMGH, every huddle is more than a meeting, it is an opportunity to lead with purpose, inspire excellence, and empower teams to make a difference. When leaders engage, teams are motivated. When teams are motivated, patients receive safer, higher-quality care. Together, we continue to build a culture where leadership inspires action, collaboration drives innovation, and excellence becomes everyone's responsibility.

Human-Centered Healthcare in the Age of Artificial Intelligence



Healthcare has always been, and will always remain, a profession founded on humanity. At its core are compassion, empathy, ethical responsibility, professional judgment, and an unwavering commitment to improving the lives of patients and their families. As we enter an era increasingly shaped by Artificial Intelligence (AI), we are presented with remarkable opportunities to transform healthcare delivery. Yet, alongside these opportunities comes an equally important responsibility: to ensure that innovation never compromises the values that define our profession.

*The question is no longer whether AI will become part of healthcare—it **already has**. The more important question is, **how do we protect the values of healthcare while embracing innovation?** This question reminds us that technology should never become the purpose of healthcare. Rather, it should remain a means to achieve our enduring purpose: delivering safe, effective, equitable, and compassionate care.*

Artificial Intelligence has the potential to enhance learning, support clinical and operational decision-making, improve quality improvement initiatives, identify patterns in healthcare data, and reduce administrative burden. However, AI cannot replace the human qualities that patients value most: empathy, compassion, ethical reasoning, cultural understanding, and professional accountability. These qualities are developed through experience, reflection, collaboration, and a deep commitment to caring for others.



As healthcare professionals, our responsibility extends beyond learning how to use AI. We must also learn when to use it, how to use it responsibly, and when human judgment must remain the final authority. AI should complement clinical expertise and Improvement Science, *“not replace them”*. Every recommendation generated by AI must be interpreted within the context of patient needs, organizational values, ethical principles, and evidence-based practice.

This reflection has strengthened my belief that the future of healthcare should never be a choice between people and technology. Instead, it should be a partnership where technology enhances, rather than replaces the human touch. Our greatest investment should always be in developing compassionate healthcare professionals who use innovation responsibly while keeping patients at the center of every decision.

Healthcare is, and always will be, about people. Technology is at its best when it helps us care for one another more safely, more wisely, and more compassionately. AI may transform healthcare, **but it will never replace the human heart that gives our profession its purpose.**

“Innovation should never be measured by how advanced our technology becomes, but by how much it improves the lives of the people we serve. Our responsibility is not merely to adopt Artificial Intelligence, but to ensure that it reflects the values of healthcare; compassion, integrity, excellence, and respect for human dignity. When technology strengthens these values, it becomes a force for good. When it diminishes them, we must have the courage to choose a different path.”

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Topol, E. (2019). *Deep medicine: How artificial intelligence can make healthcare human again*. Basic Books.
World Health Organization. (2021). *Ethics and governance of artificial intelligence for health*. World Health Organization.
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Resilience in Orbit: What Space Explorers Teach Healthcare Professionals



by Dr. Jawed Iqbal

In the unforgiving environment of space, resilience is not just a virtue, it is a survival skill. Astronauts spend years preparing for emergencies where calm thinking, teamwork, and adaptability determine success. One of the most powerful examples is the Apollo 13 mission in 1970.



Shortly after launch, an oxygen tank exploded aboard the spacecraft carrying astronauts Jim Lovell, Jack Swigert, and Fred Haise. The explosion severely damaged the command module, leaving the crew with limited oxygen, power, and water while stranded more than 300,000 kilometers from Earth. Rather than panic, the astronauts and NASA's ground teams demonstrated remarkable resilience by focusing on one problem at a time. Engineers improvised solutions using only materials available on the spacecraft, while the crew carefully followed procedures to conserve resources and use the lunar module as a lifeboat. Through teamwork, innovation, and disciplined decision-making, the astronauts safely returned home.

A similar display of resilience was seen during the COVID-19 pandemic. Hospitals worldwide faced overwhelming patient volumes, shortages of equipment, and rapidly changing treatment guidelines. Healthcare professionals worked in an environment where uncertainty was constant and protocols evolved daily.

In response, multidisciplinary teams rapidly redesigned care processes.

Physicians, nurses, respiratory therapists, and quality improvement specialists collaborated to expand ICU capacity, improve patient flow, and strengthen infection-control measures. Operating rooms were converted into critical care units, telemedicine was rapidly deployed, and innovative approaches were developed to manage limited resources. Like the Apollo 13 crew, healthcare teams succeeded by focusing on the next immediate step—stabilize the patient, adapt the process, support colleagues, and continue learning.



Both stories highlight the same leadership principles.

- ✓ **Preparedness and training are essential.** Astronauts rely on rigorous simulations, while healthcare professionals depend on clinical training and continuous improvement programs to prepare for high-pressure situations.
- ✓ **Teamwork is critical.** No mission in space or healthcare succeeds alone; collaboration across disciplines enables effective problem-solving and coordinated action.
- ✓ **Adaptive thinking is vital.** When standard systems fail or conditions change unexpectedly, innovation becomes the pathway forward.

Although the settings differ—from outer space to hospital corridors—the mindset remains the same. Resilience, supported by preparation, teamwork, and adaptability, enables individuals and organizations to overcome adversity, protect lives, and achieve extraordinary outcomes.

And like astronauts returning safely from space, and healthcare staff safely discharging patients, their greatest achievement is bringing people back home.

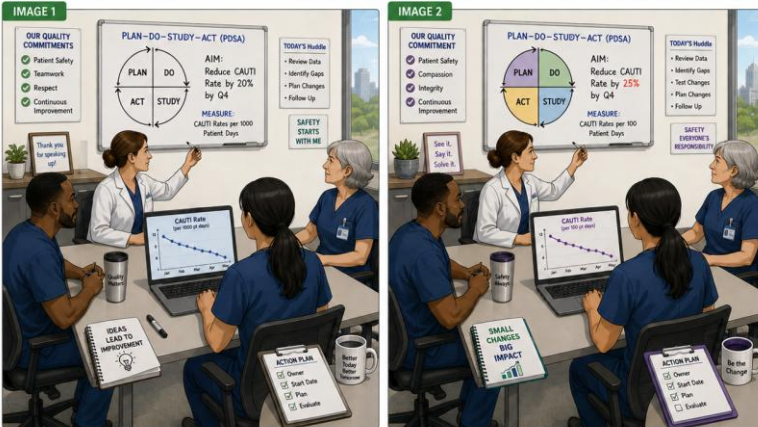
by Ms. Ana Jimena

Spot the Difference! Find the 10 differences. Email your answer at hhqi@hamad.qa

SPOT THE DIFFERENCE

Find 10 differences related to **QUALITY IMPROVEMENT**
Every detail drives better care.

TIP
Look closely. Small changes can lead to big improvements!



Quality is everyone's responsibility.
See a difference.
Make a difference.

CAN YOU FIND THE 10 DIFFERENCES?

1. _____ 2. _____ 3. _____ 4. _____ 5. _____
6. _____ 7. _____ 8. _____ 9. _____ 10. _____



We improve today for a better tomorrow.

Thank you for everything you do!

**"The purpose of
KNOWLEDGE is ACTION,
not knowledge"**

Aristotle

CONGRATULATIONS!

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HHQI
LEARNING
EVENTS

J U L Y
2 0 2 6

2 Fundamentals of Quality Improvement Course: English

Issue 61 Answer : *Let's Play Numbers!*

- Germany has **16** federal states (Bundesländer)
- A standard chessboard has **64** squares
- The NASA Apollo program had **6** successful Moon landings with astronauts
- A Shakespearean sonnet has **14** lines
- In competitive golf, the maximum number of clubs allowed is **14**
- In a standard deck, only **1** king has no moustache (King of Hearts)
- Roman numeral **MCMLXX = 1970**
- The national flag of New Zealand has **4** stars
- The United Nations has **6** official languages
- Ludwig van Beethoven completed **9** symphonies
- The Greek alphabet contains **24** letters
- Jane Austen completed **6** novels
- The International Astronomical Union officially recognizes **88** constellations



Did you know?

*Associates in Process Improvement (API) helped shape modern quality improvement by developing the **Model for Improvement**, a simple framework built around three questions: **What are we trying to accomplish? How will we know a change is an improvement? What changes can we make?** This approach, combined with **PDSA** cycles, has helped healthcare teams worldwide test ideas, learn quickly, and improve care*



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