

INSIGHTS

HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

June 2025 | Issue 50

Check out
more on
page 10

HHQI LEARNING EVENTS

- Intermediate Quality Improvement Course
- Clinical Care Improvement Training Program- Improvers Club

PROGRAM HIGHLIGHTS

CCITP Cycle 20 Complete: Teams That Transform Care... The CCITP has not only developed the improvement capabilities of our teams but also strengthened our organization's commitment to continuous learning and excellence in healthcare scenarios....read more on page 6

CPD Graduates: Pioneering Delivering Excellence....read more on page 4

HPOP: Workshop 3 and Graduation....read more on page 5

Growing Our Impact: Highlights From The 2025 IQIC Graduates Survey....read more on page 7

QI SPOTLIGHT

A Symphony Of Two Hearts By Many Hearts ...Heart Hospital at Hamad Medical Corporation launched the program through ethical planning, institutional readiness assessments (FMEA), and the development of transplant-specific nursing competencies.. read more on page 3

QI INSIGHTS

Seven (7) Steps For Conducting Effective Meetings.....read more on page 8

JOY AT WORK SERIES

Share your Inspiring True Stories!

For more details email us at

hhqi@hamad.qa



BRIDGES OF SUCCESS: DIVERSE PROGRAMS, ONE JOURNEY FORWARD



JOY AT WORK CORNER:

Two Perfect Squares

Hurry! The first three (3) to submit the best answer will be published ... read more on page 10



Mr. Nasser Al Naimi

*Chief of Patient
Experience Officer and
Director Hamad
Healthcare Quality
Institute*



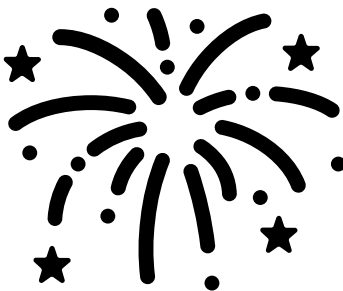
Dr. Jameela Alajmi

*Chief Quality
Officer, Hamad
Medical
Corporation*

Dear INSIGHTS Readers,

Today, we celebrate more than just the completion of cohort and cycle of multiple programs offered by Hamad Healthcare Quality Institute that is more than a professional development journey — we honor your commitment to growth, excellence, and the pursuit of better healthcare outcomes, for ourselves, our teams, and our communities. Each step you've taken reflects not just learning, but leadership in action. Your dedication inspires a culture of continuous improvement and drives our collective success. Congratulations on this achievement — may it be the foundation for even greater impact ahead. Once again, Congratulations on this milestone — and thank you for being champions of quality.

In this issue, I would like to introduce our Chief Quality Officer, Dr. Jameela Alajmi, sharing her leadership message to everyone.



CONGRATULATIONS!

Dear Colleagues,

It is a privilege to address you through the HHQI INSIGHTS newsletter in my new role as Chief Quality Officer at Hamad Medical Corporation (HMC). I am truly honored to lead a Quality team so deeply committed to excellence, compassion, and continuous improvement.

As I step into this role, I do so with deep appreciation for the significant achievements already made across our organization. Building on this strong foundation, I look forward to working with all of you to elevate quality and patient safety even further across all HMC services.

The Hamad Healthcare Quality Institute (HHQI) stands at the core of our quality improvement efforts. It is a key driver of our organizational quality strategy and plays a vital role in capability building and education across our system. I am especially thankful for the strong collaboration between the Corporate Quality Office and HHQI, led by our esteemed colleague, Mr. Nasser Al Naimi, Chief of Patient Experience.

HHQI's impact is clear, from fostering a culture of safety to embedding improvement science into daily practice. As we look ahead, one of the key priorities will be to strengthen our use of data, to enable real-time insights, predictive analytics, and better-informed decision-making at all levels. HHQI will remain a strategic partner in shaping agile, data-driven quality strategies aligned with global standards.

We will also continue to expand HHQI's collaborative platforms, including harm reduction, value improvement, and care flow transformation initiatives that are empowering frontline teams to lead meaningful and sustainable change.

I recognize the tremendous value of HHQI's capability development programs, which have helped cultivate a highly skilled, improvement-focused workforce. I am committed to scaling these efforts in support of HMC's goals around leadership, innovation, and system-wide resilience.

Thank you for your continued dedication. Together, we have a powerful opportunity to shape the future of healthcare quality in HMC and across Qatar.

A SYMPHONY OF TWO HEARTS BY MANY HEARTS: ADVANCING PERSON-CENTERED NURSING IN QATAR'S FIRST HEART TRANSPLANT

“In every heartbeat lies a story of resilience, science, and care.”

Qatar's first orthotopic heart transplant, performed in March 2025, marked a transformative milestone in the region's healthcare landscape. This article presents the strategic, multidisciplinary approach that enabled the successful execution of this complex procedure, with a focus on nursing system adaptation and person-centered care.

As we met the recipient and identified a suitable donor heart, the journey toward Qatar's first heart transplant began with a shared commitment to clinical excellence and compassionate care. Heart Hospital at Hamad Medical Corporation launched the program through ethical planning, institutional readiness assessments (FMEA), and the development of transplant-specific nursing competencies.

This achievement was made possible through the unwavering support of hospital leadership and the expert guidance of the cardiac surgery team, whose dedication ensured seamless coordination and clinical success.

The nursing model integrated Watson's Human Caring, Peplau's Interpersonal Relations, and Roy's Adaptation Model, alongside Lewin's Change Theory and Donabedian's Quality Framework. These guided care delivery without expanding infrastructure, relying on internal capacity building and interdisciplinary collaboration.

Postoperative care emphasized infection control, tailored nutrition, early mobilization, and psychosocial support. Language services and creative therapies enhanced patient engagement. Despite challenges such as staff inexperience and limited facilities, the team upheld high standards through education, mentorship, and daily multidisciplinary meetings.

This initiative demonstrates the power of person-centered nursing and collaborative practice in delivering complex care within resource-conscious settings. Qatar's experience offers a replicable model for emerging transplant programs, emphasizing sustainable strategies rooted in nursing theory, ethical integrity, and holistic care with available resources.



Siddiha Poovelil Shahulhameed
Clinical Nurse Specialist Intern

The Team:

Ian Stewart McDonald, Sahar Ali Al-Haddi, Emad Al Omari, Indirani Savarimuthu, Mincy Shaji, Khadijeh Hindash, Shiny Shiju, Asma Saif Ibrahim



The Peninsula

Qatar/Health

Qatar's first heart transplant successfully performed at Heart Hospital



ICPDP GRADUATES: PIONEERING DELIVERING EXCELLENCE

The Hamad Healthcare Quality Institute (HHQI) and the Institute for Healthcare Improvement (IHI) proudly announced the successful completion of the Improvement Coach Professional Development Program (ICPDP) Cohort 1.

This transformative eight-month initiative (October 30, 2024–May 20, 2025) marks a new era of professional growth and capability for all participants.

The ICPDP was engineered to elevate improvement expertise and advance proficiency for team success through a dynamic hybrid model—integrating in-person workshops with virtual sessions, participants gained personalized guidance and ongoing mentorship and by mastering the improvement of science and execution strategies, graduates now expertly navigate complex team dynamics with empathy, grounded in real-world implementation insights through all the program.

Their hands-on collaboration in identifying growth opportunities and formulating actionable plans positions them to coach teams with precision. And make them stand ready to ignite a ripple effect of excellence, which fundamentally strengthens improvement capabilities across all initiatives.

The demonstrable growth and inspiring enthusiasm in every graduate confirm this ICPDP program serves as a core system-wide transformation. As they are poised to drive a ripple effect of excellence, fundamentally strengthening improvement capabilities across all organizational initiatives and setting standards for sustainable impact in healthcare advancement.

As pioneers of sustainable change, these coaches will embed best practices, and accelerate measurable outcomes, their unique blend of technical mastery and person-centered leadership ensures lasting impact, inspiring teams to achieve bold goals and affect positively on quality performance.



Iman Refaat Shoshan
ICPD Program Manager



Leadership
Message



PROGRAM: WORKSHOP 3 & GRADUATION

The High Performing Organizations Program reached its final milestone with the successful completion of Workshop 3 and the Graduation Ceremony, held over two insightful days on May 11 and 12, 2025. This capstone event brought together 30 participants from Hamad Medical Corporation (HMC), Primary Health Care Corporation (PHCC) and Qatar Red Crescent Society (QRCS).

Dr. Khawla Athamneh, AED, Hamad Healthcare Quality Institute commenced the session with a warm welcome to the participants and faculties. Day 1 of the workshop focused on strengthening leadership behaviors, alignment, safety culture, and patient-centered practices. A range of high-impact sessions were delivered by distinguished experts. Mr. Ian Tulley, CEO – Mental Health Services led a dynamic session on Creating Alignment and Resolving Disagreements. The session explored how organizations can achieve strategic alignment, navigate conflicts, and maintain cohesion through effective leadership communication. Mr. Frank Federico from IHI emphasized the importance of Staff/Workforce Safety, focusing on systems thinking and continuous improvement. And Ms. Nadia Al-Rauili, Executive Director of Nursing – PNS & HHCS, shared strategies for strengthening Patient Engagement through trust, communication, and shared decision-making.

Participants showcased the progress and strategic direction of their individual or team projects, providing peer learning opportunities and insights into real-world application.

Day 2 opened with a reflection followed by two engaging learning sessions from Ms. Maryanne Gillies on “*What Matters*”, *Staff & Fostering Joy in Work* and *Primer on*

on Quality Management System (QMS). The participants presented their program highlights, key learnings, and next steps for implementing change within their organizations.

The event culminated in a formal graduation ceremony. Mr. Nasser Al Naimi, Chief of Patient Experience and Director of the Hamad Healthcare Quality Institute, addressed the participants and awarded certificates of completion and appreciated the group dedication and reinforced HHQI’s continued support for fostering leadership excellence and forming a High Performing Organization.

The program concluded with a renewed call to leadership, innovation, and continuous improvement. Participants left with enriched knowledge, actionable strategies, and a strengthened network of peers committed to improving healthcare outcomes.

Arshad Kadavath
HPOP Co-Program Manager



CCITP CYCLE 20 COMPLETE: TEAMS THAT TRANSFORM CARE

The recently concluded Clinical Care Improvement Training Program (CCITP) marked a significant milestone in advancing quality improvement (QI) across our healthcare institution. This intensive program brought together a multidisciplinary team of clinical staff—including physicians, nurses, pharmacists, and allied health professionals—who collaborated on innovative QI projects aimed at improving patient care and system efficiency.

Through hands-on training and guided mentorship, participants were empowered to identify gaps in care, apply data-driven strategies, and implement sustainable solutions. The strength of the program lay in its emphasis on teamwork, fostering a culture of collaboration and shared responsibility among healthcare professionals from diverse backgrounds.

Each QI project showcased the dedication of our clinical staff to improving outcomes, enhancing patient experience, and ensuring safer, more reliable care delivery. From reducing medication errors to streamlining patient education, these initiatives demonstrate the power of collective action and evidence-based practice.

The CCITP has not only developed the improvement capabilities of our teams but also strengthened our organization's commitment to continuous learning and excellence in healthcare.

Congratulations to the newly CCITP graduates! Our heartfelt thanks to the sponsors, leaders, coaches and faculty to the never-ending support.

Catherine N. Jamias
CCITP Program Manager



**The CCITP
Core Team**



GROWING OUR IMPACT: HIGHLIGHTS FROM THE 2025 IQIC GRADUATES SURVEY

Since its beginning in May 2021, the Intermediate Quality Improvement Course (IQIC) has aimed to help healthcare professionals grow their knowledge and skills in quality improvement. This year's graduate survey, conducted from April 17 to May 18, received 193 responses, representing various roles and departments across HMC.

The results are overwhelmingly positive. An impressive 98% of respondents agreed that IQIC improved their knowledge, skills, and confidence in applying QI practices. The course's content—ranging from practical exercises to interactive discussions—was rated highly relevant and valuable.

Notably, 77% of graduates have participated in at least one or two QI initiatives post-training, while 23% have been involved in three or more. A strong 90% remain actively engaged in QI work, contributing to major collaborative efforts like the National Value Improvement Collaborative and System-Wide Patient Flow initiatives.

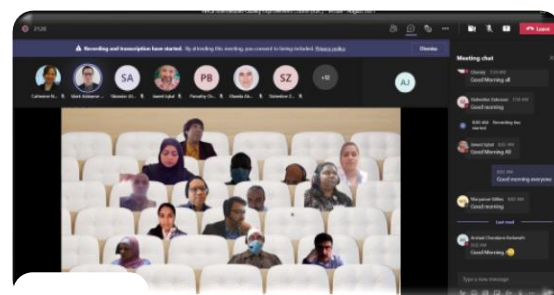
Graduates shared their gratitude and also suggested next steps—offering refresher sessions, more advanced courses, and involving leaders in future training. Some also asked for more chances to apply what they've learned.

The IQIC continues to be a powerful catalyst for improving patient care and building a culture of quality.

Mark Agramon
IQIC Program Manager



The IQIC Core Team



2021



2024



2022



2025



2023



by Khawla Athamneh

Running purposeful and well-structured meetings is essential to driving team success. Below are seven key steps to help ensure your meetings are productive and impactful:

1 Review the Meeting Objective

Start by clearly stating the purpose of the meeting.

For example: “To identify and organize ideas to improve the purchasing process.” This provides focus and sets clear expectations for the discussion.

2 Assign Meeting Roles

Assigning specific meeting roles promotes accountability and smooth facilitation: (example)

- Leader: Ali
- Facilitator: Mona
- Recorder: John
- Timekeeper: Arshad



Rotate these roles in each meeting to allow team members to develop new skills and perspectives

3 Review the Agenda

Walk through the agenda so participants understand the flow of topics and allocated time. This keeps the meeting focused and ensures all items are addressed.

4 Work Through the Agenda (Topic, Tool, Time)

Use structured tools to guide discussions. Sample agenda items may include: (example)

- Affinity Diagram training – Cathy, 5 minutes
- Idea generation using Nominal Group Technique (NGT) or Multi-Vote – Everyone, 10 minutes
- Cluster and label ideas – 3 volunteers, 5 minutes
- Review final diagram – Open discussion, Everyone, 5 minutes

5 Review the Meeting Record

Summarize key points, decisions, and action items. The Recorder should document responsibilities and deadlines clearly.

6 Plan Next Steps and Next Agenda

Define follow-up actions, assign responsibilities, and gather input for the next meeting's agenda.

7 Evaluate the Meeting

Reflect briefly on meeting effectiveness. Was the objective achieved? Was time well spent? Use a quick 1–10 rating scale from each participant and calculate the average to guide improvement.

By following these steps, teams can foster better communication, collaboration, and continuous improvement.

References: The Dartmouth Institute for Healthcare Clinical Practice- microsystem academy



by Cathy Jamias

JOY AT WORK: BUILDING TRUST AND TEAM SPIRIT THROUGH HUDDLES, GAMES, AND GRATITUDE

Creating joy at work is more than just having fun—it's about cultivating a positive environment where teams feel connected, valued, and inspired. Simple yet meaningful activities such as daily huddles, team games, and spontaneous gifting can strengthen collaboration and build a culture of appreciation.

In HHQI our weekly huddles are quick but powerful touchpoints that keep everyone aligned and energized. It promotes open communication and reinforce trust among team members. Adding light games or fun challenges during these meetings helps break routine and sparks laughter—a small but significant step toward workplace happiness. Occasionally, we are giving gifts, whether tokens of appreciation or surprise treats, shows thoughtfulness and reinforces the message that people are seen and valued.



Likewise, setting aside time to appreciate each other's efforts—publicly or privately—builds morale and mutual respect. Intentional teambuilding moments—whether through planned activities or informal bonding—nurture strong relationships. When people trust each other and feel appreciated, it becomes easier to collaborate, support one another, and drive meaningful work.

Nothing brings people together like good food! Our recent Bring-a-Dish Huddle added a flavorful twist to our usual team check-in. Everyone brought something to share—homemade or store-bought—and it turned our huddle into a mini feast of flavors and stories.



In the end, joy at work isn't accidental—it's created through conscious efforts that celebrate people, build trust, and make space for connection.

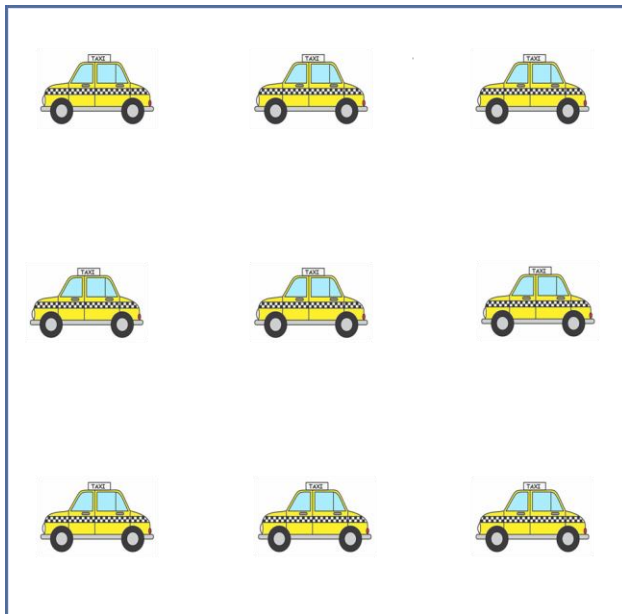


I have attended the *HMC Thank you Campaign 2025* last May, and I won in one of the games, "Survey Says". I have gathered some ideas and brought them to my colleagues. So, thank you...and thank you for reading this.



by Ana Jimena

Keep all the taxicab on their own parking spot by drawing two (2) perfect squares (should be perfect square!). Email your answer at hhqi@hamad.qa



Issue 49 Suggested Answer : *Change One Word*

1. COLD → WARM

COLD → CORD → CARD → WARD → WARM

2. HEAD → TAIL

HEAD → HEAL → TEAL → TELL → TALL → TAIL

3. FISH → BIRD

FISH → DISH → DASH → DARN → BARN → BIRD

4. LOVE → HATE

LOVE → HOVE → HAVE → HATE

5. LION → BEAR

LION → LOIN → COIN → CORN → BORN → BEAN → BEAR

CONGRATULATIONS!

John Sundar Albert
Accident & Emergency
Al Khor Hospital

Sumy Kankuserry Basheer
PLTCU2/AMC
Al Wakra Hospital

Arif Ahamed Aboobacker Pazhankarayil
Clinical Services Unit
Laboratory



Share your insights with us at hhqi@hamad.qa

HHQI
LEARNING
EVENTS

JULY
2025

- 3 Fundamentals of Quality Improvement Course (English)
- 10 Clinical Care Improvement Training Program- Improvers Club
- 14 LearnQI with HHQI
- 21 Fundamentals of Quality Improvement Course (Arabic)
- 22 Improvement Specialist Program- AP Call 6
- 29-31 Intermediate Quality Improvement Course

“Accountability isn’t about blame—it’s about ownership. When a team holds itself accountable, trust and results follow.”

Unknown



**HHQI
INSIGHTS
EDITORIAL
TEAM**

