

INSIGHTS

HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

May 2026 | Issue 61

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- Fundamentals of Quality Improvement Course: Arabic

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The Journey Continues ... because it never ends... The learning journey never stops; it is continual. ... read more on page 7

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Share your Inspiring True Stories!

For more details email us at

hhqi@hamad.qa



CONGRATULATIONS HHQI PROGRAM GRADUATES 2026 !!



JOY AT WORK CORNER:

Let's Play Numbers!

Hurry! The first three (3) to submit the correct answer will be published ... read more on page 9



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 Dr. Muneera Jassim Al Mohannadi, CEO & Medical Director of Al Khor Hospital and Deputy CEO & Medical Director of AAH, to share her perspective through the Leadership Message. Their insights and experience will inspire us all to lead with purpose, drive meaningful change, and strengthen our collective impact.

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



**Dr. Muneera Jassim Al
Mohannadi**

*CEO & Medical Director
of Al Khor Hospital and
Deputy CEO & Medical
Director of AAH*

Dear INSIGHTS Readers,

Delivering high-quality healthcare requires more than systems and processes, it demands a shared commitment to excellence, collaboration, and continuous improvement. Across Hamad Medical Corporation, we are strengthening a culture where patient safety, transparency, and accountability remain at the forefront of everything we do.

At the heart of this effort are our people.

I would like to sincerely commend our workforce for their unwavering commitment, compassion, and resilience. Every day, your dedication strengthens our healthcare system and positively impacts the lives of patients and communities across Qatar.

True progress is achieved when we work as one team, one family. By fostering open communication, empowering our workforce, and recognizing every contribution, we create an environment where innovation thrives and best practices continue to evolve. As we respond to the evolving needs of our nation, we are also called to do more with what we have, strengthening efficiency, optimizing resources, and adopting smarter, sustainable ways of working.

Equally important is creating supportive, high-performing environments where staff feel valued and enabled to excel. As healthcare advances, embracing digital transformation and evidence-based approaches will further enhance outcomes and patient experiences, while prioritizing staff wellbeing ensures resilience and sustained excellence.

Together, we have the opportunity to shape a safer, more responsive, and sustainable healthcare system—one that consistently delivers excellence for our patients and our community in Qatar.

Improvement Coach Program Graduates Cohort 2: Pioneering Excellence

by Ms. Iman Shoshan
Dr. Raana Siddiqui

Hamad Healthcare Quality Institute (HHQI) proudly celebrated the graduation of Cohort 2 of the Improvement Coach Program (ICP) marking the successful completion of an inspiring eight-month journey from September 2025 to May 2026.

Delivered through a blended learning model of in-person workshops, virtual sessions, practical application, and ongoing mentorship, the program provided participants with extensive opportunities to develop both technical improvement expertise and coaching capabilities. Graduates learned how to foster psychological safety, facilitate meaningful conversations, build team engagement, and support frontline staff in identifying and implementing effective solutions to complex challenges.

Throughout the program, participants applied coaching principles in improvement initiatives, helping teams navigate change, overcome barriers, and sustain progress. By combining collaborative and empathetic coaching approach, they enhanced their ability to unlock the potential of individuals and teams while driving measurable improvements in quality, safety, and patient experience.

The success of Cohort 2 reflects HHQI's commitment to building internal coaching capacity and creating a culture of continuous improvement. The graduates join a growing community of improvement coaches who serve as enablers of learning, collaboration, and innovation across the organization.



As they take on their roles as improvement coaches, these graduates are well positioned to support teams in achieving their goals, spread best practices, and foster a culture where continuous improvement becomes an integral part of everyday work. Their achievement represents not only a personal milestone but also an investment in the future capability and resilience of the healthcare system.

Congratulations to the Improvement Coach Program Cohort 2 graduates for their dedication, growth, and commitment to advancing healthcare improvement through coaching excellence.



From Learning to Leading: HPOP Cohort 3 Graduates Inspire the Future of Healthcare



by Mr. Arshad Kadavath
Dr. Raana Siddiqui

The High Performing Organizations Program (HPOP) Cohort 3 Graduation Ceremony was held on 6 May 2026 at Bayt Al Dhiyafah, Hamad Medical City, bringing together graduates, leaders, and faculty members to celebrate the successful completion of the program.

A total of 28 participants graduated from the program, marking another significant milestone in HHQI's ongoing commitment to developing high-performing healthcare leaders across the healthcare system.

The ceremony commenced with welcoming remarks by Dr. Khawla Athamneh, who congratulated the graduates on their dedication, perseverance, and achievements throughout the program journey. Ms. Nesta Padbury, Executive Director of Clinical Services Development, CPESE, delivered an inspiring leadership message on behalf of Mr. Nasser Al Naimi, Chief of Patient Experience at HMC and Director of Hamad Healthcare Quality Institute. Her remarks highlighted the importance of continuous learning, collaboration, and transformational leadership in advancing healthcare excellence.



During the event, participants reflected on their learning experiences throughout the High Performing Organizations Program and shared their plans to further apply the knowledge, tools, and leadership practices acquired during the program. In addition, sponsors shared inspirational messages through a video presentation showcased during the ceremony.

The graduation ceremony was attended by several distinguished leaders and guests, including Dr. Jameela Al Ajmi, Prof. Hannadi Khamis, Mr. Ian Tully and Dr. Esmat Swallmeh, among others, who joined in recognizing and celebrating the accomplishments of the graduates.

The event concluded by reinforcing the importance of leadership, innovation, and continuous improvement. Participants left with valuable insights, practical strategies, and stronger professional connections to support ongoing efforts in enhancing healthcare outcomes.



Celebrating the Success of Clinical Care Improvement Training Program Cycle 21

by Mr. Arshad Kadavath
Dr. Jawed Iqbal

The Clinical Care Improvement Training Program (CCITP) Cycle 21 culminated in a memorable graduation ceremony held on 14 May 2026, celebrating the achievements of 24 multidisciplinary teams (MDTs) that embarked on their improvement journey on 25 August 2025. Accredited with 75 CPD points, the program brought together healthcare professionals from diverse disciplines, including 40% physicians, 29% nurses, 21% allied health and pharmacy professionals, and 10% quality and administrative staff.

Through rigorous training and coaching in Quality Improvement (QI) methodologies, participants successfully delivered 24 QI projects that generated system-wide impact by improving efficiency, enhancing patient safety, achieving cost-avoidance gains, standardizing care pathways and protocols, closing critical clinical gaps, and accelerating patient recovery.

The graduation ceremony featured inspiring leadership messages from across HMC and PHCC, recognizing the participants' dedication and achievements. Graduates presented their final project posters, completed a final MCQ assessment, and showcased their work before expert reviewers. Certificates were awarded to participants, extended team members, coaches, mentor coaches, and project sponsors, acknowledging their collective contribution to advancing quality and excellence in healthcare.

Congratulations Graduates!



HMGH Leaders Investing in People: Advancing Excellence Through the HHQI CCITP Program

At HMGH, excellence in healthcare is built through continuous investment in people. In alignment with HMC's strategic priorities for workforce development, patient safety, and quality improvement, HMGH continues to sponsor staff participation in the Clinical Care Improvement Training Program (CCITP), delivered through HHQI.

This program equips healthcare professionals with advanced quality competencies in clinical care practice, patient safety, quality improvement, and clinical leadership. It strengthens participants' ability to deliver safe, effective, and high-quality care in complex and high acuity environments, while also building capability in system thinking and evidence-based practice.

The HMHG 2026 graduates of the HHQI CCITP program reflects a growing network of empowered professionals who are driving improvement, enhancing clinical outcomes, and contributing to a stronger culture of excellence across the organization.

HMGH leadership extends sincere appreciation to the HHQI faculty for their exceptional dedication, expertise, and commitment in delivering this impactful program. Their contribution is instrumental in shaping confident, competent, and future-ready healthcare professionals aligned with HMC's strategy.

As one of HMC's healthcare facilities. HMGH proudly partner with HHQI in developing a highly skilled and empowered workforce. Together we are building capability, advancing quality, and creating lasting improvements that make a difference for our patients, staff, and communities.



**Dr. Adel Mohd. A Wahab
A. Alnaimi**
*Deputy CEO & Medical
Director, HMGH*



Mr. Ali Alnaimat
*AED Clinical Service
Bed/Case Management
HIM-MRD/ QPS, HMGH*

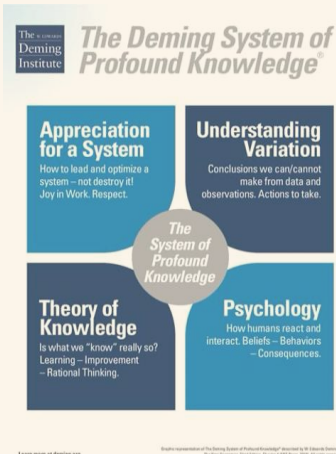


Mr. Glenn Ocampo
*Improvement Specialist (IS)
HMGH*

Congratulations HMGH CCITP Graduates!



It's over two years since my last reflection for HHQI Insights. I shared my entry into the realm of Quality (notice I don't limit myself to QI, think of Juran's Trilogy, plus I underpin my approach with Dr Deming's System of Profound Knowledge (SOPK) for transformation).



Why do we have the expression, title, team or a department titled Continuous Improvement? Why do we sometimes hear of Continual Improvement? Does it matter?

The learning journey never stops; it is continual. Like testing change ideas against our hypothesis, the aim is to make an improvement. This

process is not continuous; it has steps to reach the next level of improvement (using PDSA). Like a cycle of start-stop-start-stop rhythm, similar like how we learn.

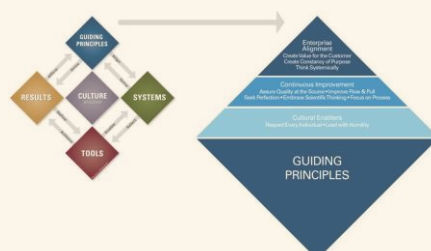
Continuous implies never stopping – I know I need to sleep even though I love to learn, so learning, like improvement, can't be continuous, yet continual.

Check out the conversation between Bill Bellows and Ed Baker for a great analogy.

Toyota and others kept learning

I continued my study of Toyota Production/Management System (TPMS) through becoming a Shingo Institute Alumni, Dr Shingo being a significant contributor to TPMS and developing a model to help translate this into other organizations. There were many references to Dr. Deming, I was in heaven!

Like SOPK, the model consists of interdependent components based on the Guiding Principles. Designed systems support the desired culture, uses tools, to develop desired 'behaviours' of the system that produce the desired results.



Dr. James Laughton
IHI Improvement
Advisor (IA)
ASG

TPMS and Deming refer to focusing on improving the process or system to ultimately achieve results. Also, remember from Dr. Deming, 94% of the results (good or bad – well, let's keep it simple for now, don't get me started on how we should apply the Taguchi Loss Function) are dependent on the system or process, not the people. Results will improve by improving the process (not all change ideas lead to improvement, but they still develop our learning).

I continually try to apply my learning, observing what is around me, thinking about this using SOPK, and sometimes craft a blog article under the moniker of Quality Rebel.

Recommendations

- Bellows B. Continuous vs. continual improvement: an ongoing conversation with Ed Baker (Episode 1, January 28, 2019) [Internet]. New York: The W. Edwards Deming Institute; 2019 [cited 2026 Apr 29]. Available from: <https://deming.org/ongoing-conversation-with-ed-baker-episode-1-january-28-2019/>
- Neave HR. The Deming Dimension. Knoxville (TN): SPC Press; 1990. Search on '12 Days to Deming' as Henry Neave's in-depth course to support learning more about Dr Deming. Either study alone or join a group (I'm currently waking at 1am on a Tuesday morning to join an online group running from New Zealand and Australia).
- Quality Rebel Blog: <https://quality-rebel.ghost.io/ghost/#/site>

References:

Shingo Institute. Shingo Model™ for Operational Excellence. Logan (UT): Shingo Institute; 2019.



by Dr. Jawed Iqbal

Healthcare professionals are dedicated to delivering excellent patient care, but today's healthcare systems also require leaders who can improve the processes and structures that shape patient outcomes. Developing expertise in quality improvement (QI) enables clinicians, nurses, and allied health professionals to expand their influence beyond individual patient encounters and contribute to safer, more effective care for entire populations.

The role of a Quality Improvement Champion has become increasingly important across healthcare organizations. These professionals combine clinical knowledge with improvement science to identify system gaps, enhance patient safety, and lead initiatives that strengthen healthcare delivery. For many healthcare workers, the journey into quality improvement begins with a desire to create safer, more efficient, and patient-centered systems.

At Hamad Medical Corporation (HMC), this journey is supported through programs offered by the Hamad Healthcare Quality Institute (HHQI). HHQI follows a capacity and capability building approach, providing progressive learning opportunities that guide professionals from foundational knowledge to advanced leadership in improvement science. Through workshops, webinars, and experiential learning programs, staff develop the competencies needed to lead improvement initiatives within their departments and across the organization.

Foundational courses introduce essential concepts such as patient safety, systems thinking, process redesign, and measurement for improvement. These programs help healthcare professionals understand how structured methodologies and data-driven approaches can address complex healthcare challenges.

As professionals advance in their quality improvement journey, international certifications can further strengthen their expertise and career development. Credentials such as the Certified Professional in Healthcare Quality (CPHQ) and the Certified Professional in Patient Safety (CPPS) validate knowledge in healthcare quality, patient safety, risk reduction, and performance improvement. Additional learning opportunities are available through organizations such as the International Society for Quality in Health Care (ISQua) and Joint Commission Resources (JCR), which offer programs in quality management, patient safety, accreditation standards, and risk management.

Complementary certifications including PMP, PRINCE2, and Six Sigma also provide structured approaches to project management, process analysis, and reducing variation in healthcare systems.

Ultimately, becoming a Quality Improvement Champion is not defined solely by certifications. Meaningful growth comes through active participation in improvement projects, collaboration with multidisciplinary teams, and applying improvement science to real-world challenges. By combining clinical expertise with quality methodologies, healthcare professionals can evolve into system improvers and leaders who help build safer, more reliable, and patient-centered healthcare systems.



by Ms. Ana Jimena

Let's Play Numbers! Answer in numbers only. Email your answer at hhqi@hamad.qa

- How many federal states (Bundesländer) make up the Federal Republic of Germany?
- How many squares are there on a standard chessboard?
- How many separate NASA missions successfully landed astronauts on the surface of the Moon during the Apollo program?
- How many lines are in a Shakespearean sonnet?
- What is the maximum number of clubs a golf player is legally permitted to carry in their bag during a competitive round?
- In a standard deck of cards, how many kings does not have a moustache?
- What number is expressed as MCMLXX in Roman numerals?
- How many stars are on the national flag of New Zealand?
- How many official languages does the United Nations have?
- How many symphonies did Beethoven complete?
- How many letters are in the Greek alphabet?
- How many novels did Jane Austen complete?
- How many constellations are officially recognized by the International Astronomical Union?

***"To KNOW, is to know
that you know
NOTHING."***

Socrates

CONGRATULATIONS!

Bini John Babu

Nurse/Midwife Educator I, HGH

Fayez Abdulla

Aide, Learning & Development-HR

Menaka Simpson Raj

Charge Nurse/Midwife, WWRC

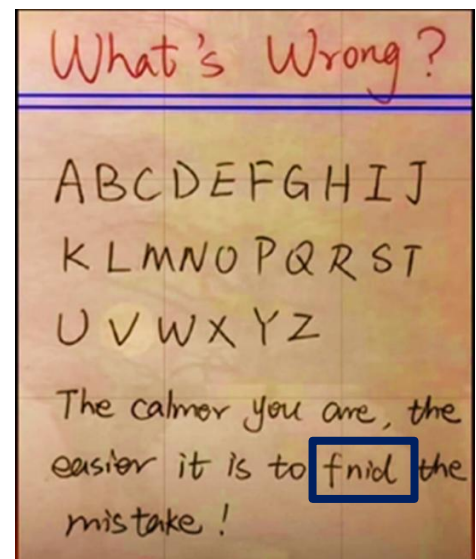
Share your insights with us at hhqi@hamad.qa

HHQI
LEARNING
EVENTS

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Issue 60 Answer : *What's Wrong in the Picture*



Dr. Sahar Al-Shamari



Dr. Khawla Ahmed



Dr. Reham Hassan



Dr. Jawed Iqbal



Ana Jimena



Dr. Raana Siddiqui

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