



مؤسسة حمد الطبية
Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH صحة • تعليم • بحوث



HEALTH EDUCATION RESEARCH

ANNUAL REPORT 2014/15





His Highness Sheikh Tamim Bin Hamad Al Thani
Emir of the State of Qatar

Managing Director's Foreword

Under the vision and the direction of His Highness the Emir, Sheikh Tamim Bin Hamad Al Thani, Hamad Medical Corporation has made significant advances across a wide range of areas throughout 2014.



Under the vision and the direction of His Highness the Emir, Sheikh Tamim Bin Hamad Al Thani, Hamad Medical Corporation has made significant advances across a wide range of areas throughout 2014.

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

Under their gracious patronage, Hamad is guided by its vision to provide the safest, most effective and most compassionate care to each and every one of its patients. As the country's main hospital provider, we are proud to play an important part in the continuing development and prosperity of the State of Qatar.

As Qatar has grown in the last year, so too has Hamad in order to meet its healthcare needs. We have opened state-of-the-art new facilities, developed innovative services and cared for many more patients.

Hamad's skilled and dedicated clinicians completed two and a half million episodes of care in the last year with very high rates of patient satisfaction across all services.

We are not just providing more services to more people, but we are adapting for changing healthcare needs and leading-edge medical practice.

We are taking care closer to our patients and communities, with a significant expansion in the services offered outside the capital city and outside hospitals. In the past, nearly all of the babies born under Hamad's care were born in the central Doha Women's Hospital, but last year a quarter were born closer to home in the hospitals of Al Wakra, Al Khor and Dukhan. In close collaboration with our partners in the Primary Health Care Corporation, we are also offering more health services in people's homes to prevent avoidable hospital admission.

His Excellency the Prime Minister and Minister of Interior, Sheikh Abdullah bin Nasser bin Khalifa Al Thani, and His Excellency Abdullah bin Khalid Al Qahtani, Minister of Public Health, opening the Enaya Specialized Care Center.



As many routine health needs are managed in local hospitals and the community, it allows us to concentrate specialist expertise for complex care needs in the central Doha campus, including Hamad General, Heart, Cancer and Rumailah hospitals. We have made great progress this year in developing tertiary services for some of the most serious and prevalent health conditions in Qatar, such as diabetes, heart disease and cancer.

We are delighted that our continuing pursuit of the highest standards of healthcare has been recognized with a series of prestigious awards this year. All of our hospitals are now accredited by the Joint Commission International and our ambulance, trauma, stroke and pathology services have each been awarded top international accreditations in their specialties.

As lifestyles and patterns of disease change, more people are living longer with complex health needs, whether related to ageing, physical or mental disability, or other chronic co-morbidities. Hamad is meeting these continuing care needs with specialized and compassionate care in comfortable facilities. We have opened award-winning residential care facilities, including the new Enaya Specialized Care Center, formally opened by the Prime Minister and Minister of Public Health. We are also working with our partners to provide more holistic, community-based mental health services in line with the National Mental Health Strategy.

Hamad is linked with its main healthcare and university partners as an Academic Health System, integrating health services with education and research to deliver the highest quality of care. We are training the next generation of clinical specialists and leaders, and our physician training programs have been recognized as amongst the best in the region.

Our intellectual and physical infrastructure for healthcare research is expanding apace and we have won a range of research grants this year and begun to translate findings into tangible improvements for patients.

Whilst this report reflects on the achievements of the past year, we will not rest, and we look forward with energy and enthusiasm to providing each and every one of our patients with the safest, most effective and most compassionate care in the years ahead.

Hanan Al Kuwari PhD
Managing Director



Hamad Medical Corporation aims to deliver the safest, most effective and most compassionate care to each and every one of its patients.



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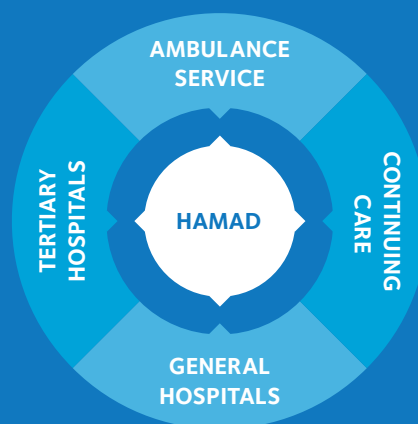
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About Hamad Medical Corporation

Hamad Medical Corporation is the main national provider of secondary and tertiary healthcare in Qatar and one of the leading hospital providers in the Middle East.



Delivering around 90 percent of acute services in the country, Hamad manages eight hospitals and operates the national Ambulance Service and a Home Healthcare Service. All of Hamad's hospitals, as well as many key services, are accredited by the Joint Commission International, which recognizes high-quality healthcare organizations.

Activity across all areas has grown significantly in recent years and in 2014 alone there were two and a half million episodes of patient care throughout Hamad's network of hospitals. Hamad plays a key role in many areas of Qatar's National Health Strategy, including diabetes, cancer, organ transplantation and mental health. Academic health is central to Hamad's healthcare vision, which at its heart combines innovative research, top-class education and excellent clinical care.

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.

Activity across all areas increased throughout 2014 as Hamad met the rising demand from Qatar's growing population.



Outpatient visits

11.7 % 

2014: 1,193,332*
2013: 1,068,507



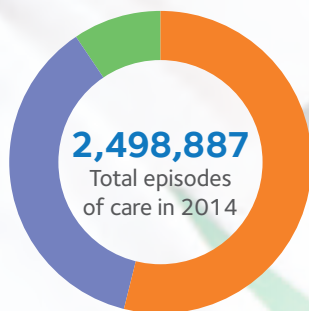
Ambulance Service call volumes

28 % 

2014: 168,332
2013: 131,482



Patient episodes



- Outpatient: 1,193,332
- Emergency: 1,044,299
- Admitted patient discharges: 261,256



Number of beds



- Heart Hospital
- Al Wakra Hospital
- Women's Hospital
- Rumailah Hospital
- Hamad General Hospital
- The Cuban Hospital
- Al Khor Hospital
- National Center for Cancer Care and Research



Emergency department visits

22.1 %

2014: 1,044,299*
2013: 855,025



Pediatric emergency centers activity

6.9 %

2014: 555,460
2013: 519,619



Births

5.1 %

2014: 21,332
2013: 20,332

*Al Khor Hospital outpatient and emergency data estimated in line with average Hamad-wide growth rates.

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.

1 Hamad General Hospital

Tertiary Hospitals Group

Bed capacity: 600

Areas of specialty:

- Trauma
- Emergency Medicine
- Pediatrics
- Critical Care
- Specialized Surgery
- Specialized Medicine
- Laboratory Medicine
- Radiology



2 National Center for Cancer Care and Research

Tertiary Hospitals Group

Bed capacity: 60

Areas of specialty:

- Medical Oncology
- Radiotherapy
- Chemotherapy
- Pain Management
- Specialist Laboratory Services



3 Women's Hospital

Tertiary Hospitals Group

Bed capacity: 330

Areas of specialty:

- Obstetrics
- Gynecology
- Neonatal Care
- Emergency Care
- Newborn Screening



4 Heart Hospital

Tertiary Hospitals Group

Bed capacity: 116

Areas of specialty:

- Interventional Cardiology
- Electrophysiology
- Cardiothoracic Surgery
- Cardiovascular Imaging
- Heart Failure
- Cardiac and Cardiothoracic Intensive Care
- Emergency Cardiology



5 Al Khor Hospital

General Hospitals Group

Bed capacity: 110

Areas of specialty:

- General Medicine
- General Surgery
- Emergency Medicine
- Pediatrics
- Obstetrics



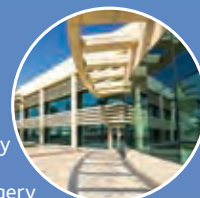
6 The Cuban Hospital

General Hospitals Group

Bed capacity: 75

Areas of specialty:

- General Medicine
- General Surgery
- Emergency Medicine
- Ophthalmology
- Orthopedics
- Rehabilitation
- Urology
- Pediatrics
- Obstetrics
- Dental Surgery
- Plastic and Cosmetic Surgery



7 Al Wakra Hospital

General Hospitals Group

Bed capacity: 190, with flexible capacity up to 260

Areas of specialty:

- General Medicine
- Emergency Medicine
- Burns and Plastics
- General Surgery
- Pediatrics and Pediatric Emergency
- Obstetrics and Gynecology



8 Rumailah Hospital

Continuing Care Group

Bed capacity: 550

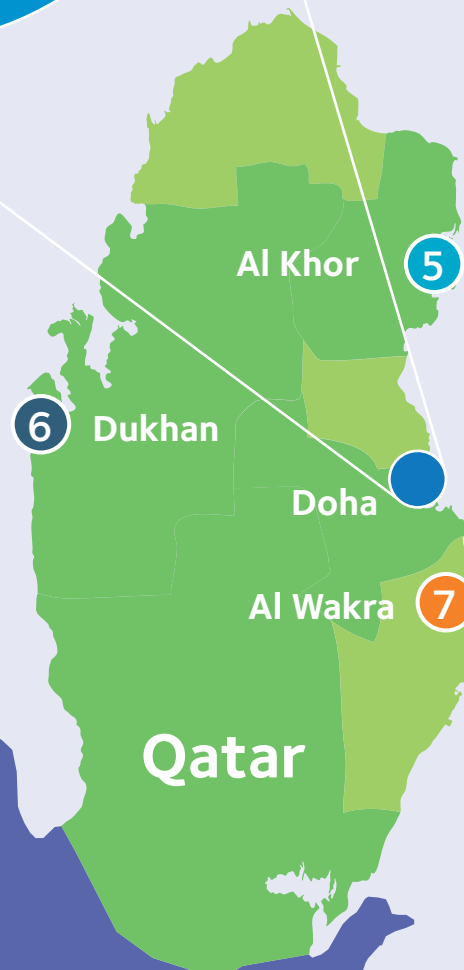
Areas of specialty:

- Adult Rehabilitation
- Children's Rehabilitation
- Dentistry
- Ear, Nose and Throat and Ophthalmic Surgery
- Medical Care for the Elderly
- Psychiatry and Residential Care
- Dermatology
- Child Development





Hamad bin Khalifa Medical City in Doha



Hospital network

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. The National Center for Cancer Care and Research, Rumailah, Women's, Hamad General and Heart hospitals provide emergency services and specialist care. These hospitals treat people with specific rehabilitation needs, patients with cancer or heart conditions, and provide maternity and pediatric care for women and newborns.

Taking care closer to our patients and communities

The communities outside Doha have benefited greatly since the opening of the general hospitals in Al Khor, Dukhan and Al Wakra. Patients living in these areas are now able to access a full range of secondary healthcare services close to home, and no longer need to travel to Doha for much of their hospital care.



25%

In 2014, 25 percent of all babies born across the Hamad network were delivered at the general hospitals. The growth and expansion of our maternity services in Dukhan, Al Wakra and Al Khor has provided expectant mothers with greater options for their care.



Hamad is committed to the development of a unified system of healthcare, delivered across multiple sites.

The fundamental principle of one system, multiple sites means that patients can expect uniformly high standards of care wherever and whenever they choose to access Hamad's services.



37.1% 

Throughout 2014, there was a 37.1 percent increase in outpatient activity across the Cuban, Al Wakra and Al Khor hospitals, compared to the previous year.

New Mobile Doctor Service launched

The Ambulance Service launched its new Mobile Doctor Service, responding to urgent calls and supporting their clinical teams in delivering care to patients in their homes. Mobile doctors support early discharge by working with medical teams to identify patients who are able to go home, but might need some level of support from a doctor when there.



43 dispatch points

The Ambulance Service continued the rollout of ambulance dispatch points across the country in 2014. There are currently 43 dispatch points, ensuring the best possible response times.

Providing patients with specialized care services

Hamad is committed to providing a range of care services tailored to suit the unique healthcare needs of Qatar's population.

Hamad strives to be its patients' first choice in specialized healthcare and is committed to developing the very highest quality secondary and tertiary healthcare services in the region.

The redesign of specialist stroke services at Hamad General Hospital in March 2014 has played a key role in a range of improvements in stroke care, including:

- A 33 percent decrease in the length of stay for stroke patients
- 100 percent increase in the percentage of patients receiving Thrombolysis treatment



800 Patient visits

A new National Diabetes Center was opened in October at Al Wakra Hospital to provide patients with improved access to specialized diabetes care. Approximately 800 patient visits per month are seen at the new facility.

The new Internal Medicine Clinic provides continuity of care to existing chronic disease patients and allows for a comprehensive follow-up program.



Specialist cancer care

In December 2014, the National Center for Cancer Care and Research formally opened its new 10-bed Supportive and Palliative Care Unit. The unit aims to ensure the best possible quality of life, supporting patients and their families in a dedicated, specialized environment.

Meeting the highest international standards



Hamad has sought and achieved accreditation from leading organizations in 2014 across many areas. Accreditation demonstrates Hamad's ability to deliver high-quality care to patients.



100%

JCI accreditation

Hamad's three newest hospitals, Heart, Al Wakra and the Cuban, have joined all the other hospitals in being awarded Joint Commission International accreditation, which recognizes high-quality healthcare organizations.

Accreditation for Hamad's hospitals and services enables them to be formally benchmarked against the highest international healthcare standards.



LifeFlight accreditation

The Ambulance Service's LifeFlight service received accreditation from the European Aeromedical Institute for both adult and pediatric critical care.

Trauma service accreditation

Hamad's trauma service has become the first system outside Canada to receive Trauma Distinction by Accreditation Canada International, one of the world's leading accreditation bodies.



Stroke service

In December 2014, Hamad's stroke service became the first of its kind in the Middle East to be accredited by the Joint Commission International.

Looking after continuing care needs

A photograph of two women walking on a paved path in front of a light-colored building with arched windows and doors. The woman on the left is wearing a brown jacket and a light-colored headscarf. The woman on the right is wearing a red and white floral top and a black headscarf. A red circular graphic is overlaid on the bottom left of the image.

Action has been taken to ensure Hamad meets the needs of patients with congenital conditions and those requiring long-term care or rehabilitation.

Hamad has placed great importance on the development of a continuing care strategy for the country to ensure services are well positioned to meet the needs of Qatar's patients. As a result, services and facilities are in the process of being realigned into a new model of care, designed to enhance the patient experience and adapt to the country's changing healthcare environment.



Hamad's rehabilitation, long-term and skilled nursing continuing care services have been remodeled to provide the highest standards of care for patients.

New residential compound opened

A new community-based mental health facility has been opened in Muaither, providing care for women and children with a range of mental health needs. The Residential Compound 2 joins the already established Residential Compound 1 rehabilitation facility, which provides long-term care in the community for male patients.



Enaya

95 % 

Renovation work to the expanded Enaya Specialized Care Center has increased capacity to 156 beds, 76 more than when the facility first opened in 2010.

Advancing mental health services

Mental health services have been working in line with Qatar's Mental Health Strategy, launched in 2013. Hamad's Children's and Mental Health Work Streams are jointly developing an inter-professional model of practice for child and adolescent mental health services.

Integrating academic health

Hamad's research projects focus on the National Health Strategy priority areas, including cancer, diabetes, cardiovascular disease, genomics, respiratory medicine and neurosciences.

Academic health is central to Hamad's healthcare vision, which at its heart combines innovative research, top-class education and excellent clinical care. Integrating teaching and research with clinical practice will deliver the highest standard of care to patients.

ACGME-I accreditation

Seven additional medical education programs have been accredited by ACGME-I, the international arm of the American Council for Graduate Medical Education. This most recent achievement further highlights the fact that Hamad meets the highest and most rigorous standards in specialized physician training.





\$1.7 million for trauma research

The Trauma Surgery Section at Hamad General Hospital's Department of Surgery was awarded two National Priorities Research Program grants worth over US\$1.7 million in 2014.

AHS supported weight-loss program

Hamad launched the Smart Weight initiative at the end of 2014, a clinically led, fully supported weight-loss program for members of the public.



MoU with Qatar Biomedical Research Institute

Hamad has signed a Memorandum of Understanding with the Qatar Biomedical Research Institute, formalizing an agreement that will see both entities harness their combined medical research capabilities.

Ambulance Service

Providing high-quality emergency care to the people of Qatar

LifeFlight accreditation

The Ambulance Service's LifeFlight service has been accredited by the European Aeromedical Institute (EURAMI) for both adult and pediatric critical care. The accreditation was awarded following rigorous evaluation of the LifeFlight service against quality, management and performance measures. EURAMI accredited aeromedical services are recognized as amongst the best in the world. The LifeFlight fleet is made up of three Agusta Westland AW139 helicopters. Two of these helicopters are in operation 24 hours a day with the aim of ensuring emergency medical care to even the most remote parts of the country. This service is operated in conjunction with the Qatar Emiri Air Force.

Mobile Doctor Service

The Ambulance Service launched its new Mobile Doctor Service (MDS) at the end of August, providing senior physician support to established clinical teams from key healthcare providers. The MDS works in collaboration with the Home Healthcare Service, responding to urgent calls and supporting their clinical teams in delivering care to patients in their homes.

Doctors in the MDS have backgrounds in family medicine and are joined by experienced ambulance paramedics, bringing local healthcare knowledge and emergency healthcare expertise to patients in their homes following discharge from hospital. Mobile doctors support early discharge by working with medical teams at Hamad General Hospital to identify patients who are able to go home, but might need some level of support from a doctor when there. The program aims to reduce the length of stay of many patients by providing extra support following discharge from the hospital.

The MDS operates a control room, 24 hours a day, seven days a week, to coordinate the service, and also provides physician cover for the Enaya Specialized Care Center and the residential compounds in Muaither.

Additionally, the MDS is responsible for the two clinics at the new Hamad International Airport. These clinics, located in the arrivals and departure areas, provide travelers and other visitors with urgent medical treatment and curative and preventive care.

Ambulance Service

Communication Center

The Ambulance Service Communication Center has been named an Accredited Center of Excellence by the International Academy of Emergency Dispatch (IAED). This achievement, which makes the Communication Center the first in the Middle East to receive this accreditation, is the result of two and a half years of hard work and commitment to meet the 25 requirements of the IAED. The Communication Center provides a number of tools to the Ambulance Service to triage the received calls and deploy the most appropriate resource in a standardized and consistent manner.



National Health Strategy response targets

Target 1: Within 10 minutes for 75% of calls in urban areas (Doha)

84.0% ✓

Target 2: Within 15 minutes for 75% of calls in rural areas (outside Doha)

94.0% ✓

Target 3: Within 15 minutes for 95% of calls in urban areas (Doha)

97.8% ✓

Target 4: Within 20 minutes for 95% of calls in rural areas (outside Doha)

98.2% ✓

A robust paramedic system that utilizes bikes, Segways and golf carts operates within the new Hamad International Airport terminals.



JCI ACCREDITED IN 2011
REACCREDITED IN 2014

خدمة الإسعاف Ambulance Service

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Location: Nationwide

Ambulances: 167

Rapid response vehicles: 20

Helicopters: 3



European Aeromedical
Institute accredited in 2014



International Academy
of Emergency Dispatch
accredited in 2014



Call
volumes

28%

2014: 168,332
2013: 131,482



LifeFlight
activations

27.6%

2014: 2,861
2013: 2,243

Hamad General Hospital

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

Internal Medicine Clinic

The new Internal Medicine Clinic opened its doors to patients at the beginning of September. Located in Hamad Bin Khalifa Medical City, the new clinic provides continuity of care to existing chronic disease patients and allows for a comprehensive follow-up program. Part of Hamad's expanding outpatient chronic disease management services, the clinic is an important element of the focus on developing patient-centered treatment protocols and facilities that provide patients with the right care, in the right setting, at the right time. Bringing together related services in one building, the Internal Medicine Clinic enables patients with chronic diseases, such as diabetes, hypertension, asthma, arthritis, and kidney and heart disease, to manage their medications and conditions.

ECMO system

A new procedure that uses a machine to take over the work of the lungs and the heart is leading the way in innovative patient care. The system, Extracorporeal Membrane Oxygenation (ECMO), is the only one currently in operation in the Middle East and can be used in critical cases for babies, children and adults.

The machine element, acting as the lungs or heart, ensures the body gets sufficient oxygen by circulating the blood outside of the body while the patient is undergoing treatment or recovering from serious injuries.

Hamad General Hospital is the only hospital with a fully mobile ECMO team in the GCC and recently became accredited to The Extracorporeal Life Support Organization, the international authority overseeing extracorporeal care across the world.

Emergency Department Psychiatry Liaison Service

The Emergency Department (ED) Psychiatry Liaison Service was set up to look at ways of improving the delivery of mental health care to patients, with the ED often the entry point for patients with a mental health illness. The service evaluates new patients twice daily, led by a consultant, resulting in a reduction in waiting times. The implementation of evidence-based clinical pathways ensures service delivery is consistent and safer for both patients and staff. The pathways detail how doctors and nurses should safely treat patients who arrive at the ED with an aggressive manner and who require immediate medication and treatment.

As a result of the service, psychiatric patients are being more rapidly and appropriately assessed, cared for, treated and referred to internal and external psychiatric facilities.

Adolescent Medicine Program

The Adolescent Medicine Program at Hamad General Hospital provides multi-disciplinary care to patients between the ages of 10 and 18. Care is given primarily on an outpatient basis, although a number of ward-based referrals are also seen. Since its launch, up to 1,000 patients and families have been seen and clinics have been developed jointly with mental health, endocrinology and cystic fibrosis teams.

The aim of the project is to establish a comprehensive dedicated service for adolescents which is inter-professional in approach, targeted at the specific needs of this patient group and in line with international best practice.



Date of opening: 1982

Location: Doha

Bed capacity: 600

Areas of specialty include: Trauma, Emergency Medicine, Pediatrics, Critical Care, Specialized Surgery, Specialized Medicine, Laboratory Medicine and Radiology

Hospital group: Tertiary Hospitals Group

The innovative ECMO system at Hamad General Hospital is currently the only one of its kind in operation in the Middle East.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012

مستشفى حمد العام Hamad General Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

14.3%

2014: 523,523
2013: 458,014

**43,000 registered
organ donors**

23,000 new organ donors were registered during Hamad's Ramadan Organ Donation Campaign 2014, taking the total to 43,000 registered donors from 108 nationalities.



Emergency
visits

4.9%

2014: 464,601
2013: 442,693

Hamad General Hospital

Trauma system accreditation

Hamad's trauma system has received the Trauma Distinction award from Accreditation Canada, a leading accreditation body. The accreditation is given only to trauma services that fulfill a range of stringent measures and achieving distinction indicates that Hamad has demonstrated national leadership in the provision of high-quality trauma care. This accreditation represents many years of hard work from the entire trauma team to build a Level 1 Trauma Center for Qatar.

Organ Donor Registry

Following a successful 2014 Ramadan Organ Donation Campaign, 23,000 new organ donors registered on the Organ Donor Registry. The 40-day campaign, which reached out to Qatar residents and citizens to register as organ donors, was carried out by more than 450 trained staff in 12 malls across Qatar. This year's campaign gave the public an opportunity to register on the spot and receive their organ donor card at the same time. There are now more than 43,000 registrations from 108 nationalities on the registry.

Improvements in care for stroke patients

The redesign of a specialized stroke service at Hamad General Hospital in March 2014 has played a key role in a range of improvements in stroke care. A multi-disciplinary team consisting of stroke neurologists, rehabilitation physicians, stroke nurses, allied health professionals, stroke coordinators and clinical nurse specialists has been formed to provide specialist care. This has led to a number of improvements in care, including:

- The average length of stay (LOS) for stroke patients declined continuously in 2014. In January, the average LOS was 12 days, a figure that fell to just eight days by the end of the year. The shorter LOS demonstrates the effective nature of the care being given. Patients benefit greatly from being discharged as early as possible, when clinically appropriate, to continue their recovery at home with ongoing support from the care teams.

- The percentage of patients receiving Thrombolysis treatment (which must be administered within 4.5 hours of the onset of symptoms) has doubled since 2013. Thrombolysis is a very effective treatment that can greatly increase a stroke patient's chances of making a full recovery.
- The rate of complications fell during each quarter in 2014.

In December 2014, the stroke service became the first of its kind in the Middle East to be accredited by the Joint Commission International (JCI). JCI accreditation is based on quality and safety across all clinical and management functions.



Improvements in stroke care have led to a reduction in the average length of stay and a lower rate of complications.



A number of service areas work together with one common goal; to deliver the safest, most effective and most compassionate care for stroke patients in Qatar.

Women's Hospital

Providing specialized care for women and newborn babies

Clinical Information System goes live

The Clinical Information System (CIS) marked another major milestone at the end of October 2014 with its successful implementation at Women's Hospital. CIS will see the hospital replace its existing paper-based patient clinical records system with new electronic records. The implementation is part of a phased rollout across Hamad hospitals and primary health centers. This latest development at Women's Hospital, one of Hamad's busiest hospitals, is a major achievement for the program.

InstyMeds medication dispensing project

The InstyMeds dispenser project was approved for implementation in September 2014, following a two-year improvement initiative study. The project aims to improve patient experience by installing an outpatient automated medication dispensing system. Three InstyMeds dispensers have been placed in the Women's Hospital inpatient discharge, outpatient and emergency areas, making it the first hospital in the Middle East to install this unique system.

The InstyMeds dispensers allow patients to go directly from their doctor to the medication dispensing machine to receive their medication, for high-usage, acute-care medications. This process helps to reduce the load on the main pharmacies as well as allowing patients to receive their prescribed medication more quickly and without medication errors.

Improving patient experience

Women's Hospital has implemented a number of significant improvements throughout the Outpatient Department aimed at improving patient experience. The Admitting Department has been redesigned to improve patient flow by providing additional admitting counters, a separate waiting area for female patients and an automated ticketing system. A new Discharge Lounge was also opened in early 2014. Located on the ground floor, the lounge is capable of accommodating up to 27 discharged patients, including babies. The Discharge Lounge provides a comfortable, safe environment for discharged patients awaiting collection by family or friends. Additionally, the Outpatient Pharmacy area has been renovated to provide more space for patients, helping to relieve congestion.

Women and Newborn Health Network

The Women and Newborn Health Network brings together the services for mothers and their babies at Women's, Al Wakra, Al Khor and the Cuban hospitals. Launched at the end of 2013, the network has been working to encourage greater use of the three maternity units outside Doha by families who live in these areas. As a result there has been a welcome growth in the number of deliveries at Al Wakra, Al Khor and the Cuban hospitals. The fundamental principle of one system, multiple sites, means that patients can expect uniformly high standards of care wherever and whenever they choose to access Hamad's services. The network ensures these standards apply to all obstetric and gynecological services, as well as neonatal and postnatal care, ensuring mothers and their babies are provided excellent healthcare services throughout all Hamad's hospitals.



Date of opening: 1988

Location: Doha

Bed capacity: 330

Areas of specialty include:
Obstetrics, Gynecology,
Neonatal Care, IVF, Emergency
Care and Newborn Screening

Hospital group: Tertiary
Hospitals Group

Pharmacy processes at Women's Hospital have been boosted by the InstyMeds dispenser project, helping improve patient experience.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012

مستشفى النساء Women's Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

3.4 %

2014: 113,557
2013: 117,555



Emergency
visits

4.1 %

2014: 73,362
2013: 70,451



Births

4.6 %*

2014: 16,269
2013: 17,051

*Increased deliveries at the general hospitals resulted in a fall in deliveries at Women's Hospital.

National Center for Cancer Care and Research

Delivering advanced treatment and care
for people with cancer and blood disease

Patient experience app launched

In September 2014, the National Center for Cancer Care and Research began a new initiative for gauging patient experience. As part of this initiative, called 'Putting Patients First', an interactive patient experience app was launched. The application is available throughout the hospital for patients to answer survey questions, allowing the hospital to measure the quality of the patient experience in the hospital in real time, which enables action to be taken quickly from the results received.

Available on iPads installed in key areas within the hospital, the app allows patients to rate the hospital on services such as the welcome they received from the staff, the level of staff responsiveness, the quality of healthcare received from their doctors and nurses, and how well their symptoms were managed during the visit.

New 10-bed supportive and palliative care unit

The National Center for Cancer Care formally opened its new 10-bed Supportive and Palliative Care Unit (SPCU) in December 2014. One of the recommendations of the National Cancer Strategy was the refurbishment of a ward area to provide cancer patients with an environment which would help them cope with the symptoms and pain of an incurable disease. The SPCU aims to ensure the best possible quality of life, supporting patients and their families in a dedicated, specialized environment.

In addition to the 10 private patient rooms, the unit has an activity room and a multi-disciplinary team to look after patients, including specialist doctors and clinical nurse specialists as well as other healthcare professionals, such as dietitians and clinical psychologists. The unit is a tranquil environment, conducive to providing end of life and palliative care.

Interventional Radiology Unit opens

A new facility featuring state-of-the-art imaging equipment for diagnosing and treating cancer opened in early 2014. Interventional radiology is a specialty within radiology which utilizes minimally invasive, image-guided procedures to diagnose and treat diseases using X-rays, CT imaging, ultrasound and MRI. These minimally invasive techniques allow the doctor to insert tiny and very advanced medical instruments, such as medical catheters, into the body. The images provide road maps that allow the interventional radiologist to guide these instruments through the body to the required location. Medical treatment can then be delivered with the highest degree of accuracy. Procedures that once required large surgical incisions can now be done with a minimal incision. These new methods will ensure effective, high-quality care that is more convenient, less stressful and less painful for the patients.



Date of opening: 2004

Location: Doha

Bed capacity: 60

Areas of specialty include:
Medical Oncology, Radiotherapy,
Chemotherapy, Pain Management
and Specialist Laboratory Services

Hospital group: Tertiary
Hospitals Group

A dedicated team of specialists provides clinical support around the clock to the patients in the new Supportive and Palliative Care Unit.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012

المركز الوطني لعلاج وأبحاث السرطان National Center for Cancer Care & Research

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

12.7 %

2014: 19,858
2013: 17,617

Interactive patient experience app

The National Center for Cancer Care and Research began a new initiative for measuring patient engagement and experience, using an interactive patient experience app to record feedback.



Palliative Care Unit

The new 10-bed Supportive and Palliative Care Unit is in line with the recommendations of the National Cancer Strategy.

National Center for Cancer Care and Research

Adaptive Brachytherapy

A team from the Department of Radiation Oncology last year successfully implemented a sophisticated initiative – Magnetic Resonance Image-Guided Adaptive Brachytherapy (MR-IGABT) – for the treatment of patients with advanced cervical cancer.

MR-IGABT is an evidence-based treatment technique that can significantly improve the results of treatment in cases of inoperable cervical cancer. With the use of MR-IGABT in advanced cervical cancer, cure rates of up to 90 percent can be achieved. This represents a 20–30 percent improvement compared to conventional brachytherapy techniques. This innovative method of treatment is also proven to reduce the rate of complications and allow an improved quality of life for patients.

MR-Guided Focused Ultrasound

The Department of Radiation Oncology completed the clinical introduction and successful launch of MR-Guided Focused Ultrasound for the treatment of cancer that has metastasized (spread) to the bones. The National Center for Cancer Care and Research is the first hospital in the GCC region and one of only seventeen centers globally with the capacity to perform these treatments under MRI guidance.

MR-Guided Focused Ultrasound is a non-invasive thermal ablation technique that enables the physician to perform localized ablation, or destruction, of the tumor tissue. This is done by focusing therapeutic ultrasound energy precisely and at the targeted volume. MR guidance allows real-time monitoring of the location and the intensity of the rise in temperature at the site of treatment, allowing for careful localized treatment and monitoring of the therapeutic procedure.



The new cancer treatments demonstrate Hamad's commitment to providing patients with access to cutting-edge diagnostic and treatment monitoring technologies.



The new interventional radiology facility will ensure effective, high-quality care that is more convenient, less stressful and less painful for the patient.

Heart Hospital

A state-of-the-art center for the treatment of adults with heart conditions

Heart attack service

In 2014, the Percutaneous Coronary Intervention service was utilized to great effect for some of the more than 800 acute heart attack patients successfully treated at the Heart Hospital. The 24-hours-a-day, seven-days-a-week Percutaneous Coronary Intervention service, enables patients with a heart attack caused by a blocked coronary artery to be brought as quickly as possible from the community or the emergency departments of another of Hamad's hospitals to the Catheter Laboratory in the Heart Hospital. The consultant cardiologist then unblocks 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.

Its success is the consequence of integrated teamwork between the Ambulance Service, the ECG Telemetry Service and the clinical staff in the Emergency Department and Catheter Laboratories at the Heart Hospital.

Infection control measures successfully implemented

Teams at the Heart Hospital have implemented a range of infection control measures to lower the rate of catheter-associated urinary tract infection (CAUTI). The procedures now in place at the Heart Hospital have resulted in the CICU being completely free of CAUTI since June 2014.

A number of initiatives were put in place in order to reduce the rate of infection, including:

- Automatic Stop Orders for urinary catheters after 48-72 hours unless indication for the urinary catheter has been documented by the physician
- Extensive Perineal Care for diarrheic patients
- Appreciation letters for nurses for initiating and removing urinary catheter
- The use of alternative types of catheter
- Increased focus on the early removal of catheters for chronic cases

The dedicated efforts of nursing staff, infection control teams, support staff and safety teams have meant this important reduction in CAUTI has been possible.

Innovations in cardiothoracic surgery

The cardiology team has developed and implemented a unique device which was showcased at the World Innovation Summit for Health. In prolonged adult cardiac surgeries, and in child cardiac surgical cases, the heart may dilate and make closure of the chest problematic. The Q-Stent device acts as a stable sterile device to hold or prop the patient's chest open, thereby maximizing patient safety. The Q-Stent design provides firm stenting of the sternum and is expected to replace the currently-used, hand-crafted solutions for stenting the sternum for delayed closure. Support from the Academic Health System office enabled an application to be filed for a patent for Q-Stent, which is currently pending.



Date of opening: 2011

Location: Doha

Bed capacity: 116

Areas of specialty include:
Interventional Cardiology,
Electrophysiology, Cardiothoracic
Surgery, Cardiovascular Imaging,
Heart Failure, Cardiac and
Cardiothoracic Intensive Care
and Emergency Cardiology

Hospital group: Tertiary
Hospitals Group

The Q-Stent device developed at the Heart Hospital provides firm stenting of the sternum and is expected to replace current suboptimal solutions for stenting the sternum for delayed closure.



JCI ACCREDITED IN 2014

مستشفى القلب Heart Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

13.8%

2014: 58,995
2013: 51,845



315 heart operations

In 2014, the Cardiothoracic Surgical team performed 207 cardiopulmonary bypass and 108 thoracic operations at the Heart Hospital. This included 11 procedures using state-of-the-art robotics, which in selected cases allows greater surgical precision.



Emergency
visits

14.3%

2014: 9,596
2013: 8,393

Al Khor Hospital

Delivering healthcare services to the growing population in the northern region of Qatar

Outpatient Department developments

Al Khor Hospital has implemented a number of changes in the Outpatient Department aimed at increasing the range of services offered to patients and improving patient experience. The Obstetrics and Gynecology Unit in the Outpatient Department has been expanded to add more rooms, while evening clinics have also commenced. Additionally, the hospital has renovated the Outpatient Pharmacy to enable face-to-face interaction between patients and pharmacists, with eight designated pharmacy windows.

Quality improvement initiatives

One of the recent successes in improving quality and patient safety has been evident at Al Khor Hospital with the development and implementation of a guideline for appropriate indication, insertion and care for catheters. The Al Khor Medical Ward has significantly reduced catheter-associated urinary tract infection rates. They have achieved this by working with frontline staff to design ways to ensure that they increase compliance with the urinary insertion bundle.

Their performance has improved dramatically with their ongoing goal of 100 percent compliance. Teams are fully engaged in designing the new processes and systems that are in place and are encouraged to display their data on the ward for all staff to see.

Canadian Triage and Acuity Scale

Throughout 2014, staff across clinical areas at Al Khor Hospital underwent training for the Canadian Triage and Acuity Scale. The training focused on prioritizing patient care requirements and examining patient care processes, workload and resource requirements in relation to the community needs, enabling staff to:

- Triage patients according to the type and severity of their presenting signs and symptoms
- Ensure that the sickest patients are seen first
- Reassess care while in the Emergency Department

National Database of Nursing Quality Indicators

In February 2014, Al Khor Hospital began the implementation and assessment of the National Database of Nursing Quality Indicators (NDNQI), including pressure ulcers, falls and peripheral infiltration. The NDNQI is a nursing database that provides quarterly and annual reporting of structure, process and outcome indicators to evaluate nursing care. After implementing the indicators at Al Khor there was a significant increase in staff awareness and involvement in relation to peripheral infiltration and pressure ulcer monitoring.



Date of opening: 2005

Location: Al Khor

Bed capacity: 110

Areas of specialty include:
General Medicine, General Surgery,
Emergency Medicine, Pediatrics
and Obstetrics

Hospital group: General
Hospitals Group

The implementation of quality improvement initiatives has been a key focus at Al Khor Hospital.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012

مستشفى الخور Al Khor Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

11.3 %

2014: 132,400*
2013: 118,994



Emergency
visits

15.2 %

2014: 168,700*
2013: 146,458



Births

7.3 %

2014: 1,187
2013: 1,106

*Al Khor Hospital outpatient and emergency data estimated in line with average Hamad-wide growth rates.

The Cuban Hospital

Servicing the healthcare needs of the population in the west of Qatar

New laboratories opened

The Cuban Hospital opened two new laboratory services: a serology and virology laboratory, providing specialist testing services on site. This is the first serology and virology service outside of Doha and enables an increased range of testing for the local community, as well as supporting the country's capacity in the event of a pandemic or infectious disease situation by providing additional capacity for patient testing and contact tracing.

The serology laboratory facilitates the measurement of serum antibody titers in infectious disease, while the virology laboratory provides local testing of viral strains, including enhanced capacity to support testing epidemics such as Middle East Respiratory Syndrome (MERS).

Endoscopy suite

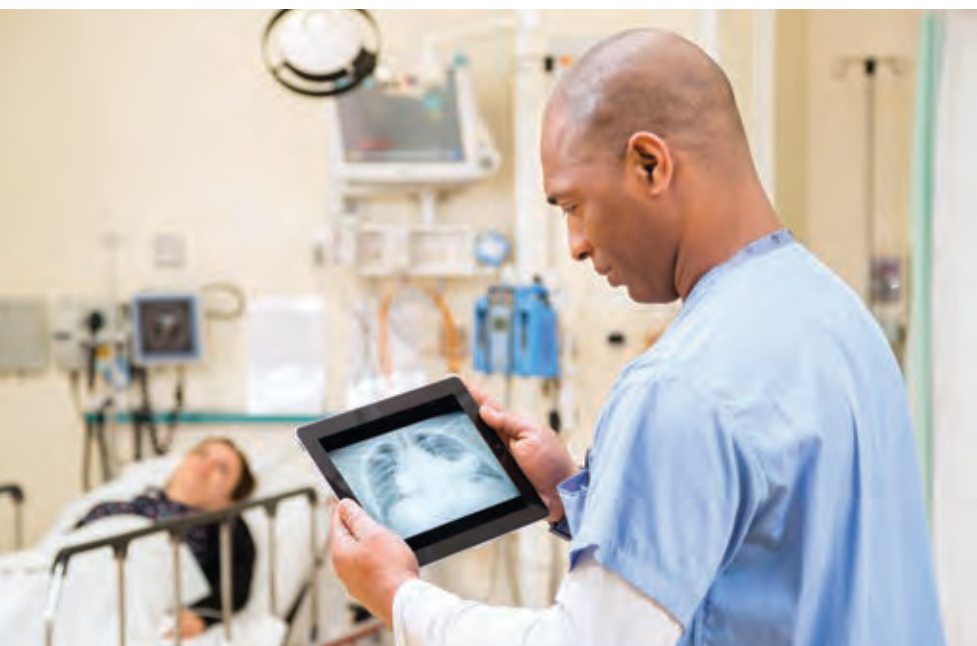
A new two-room day surgery endoscopy suite opened in December, 2014. The facility provides a purpose-built endoscopy unit with the latest specialized sterilization equipment and scoping technologies. The opening of the endoscopy suite has enabled activity to increase significantly, with further growth expected in 2015.

Expanded blood bank and phlebotomy service

The Cuban Hospital has expanded its blood bank and phlebotomy service in the Outpatient Department. These services now support a wider range of surgical procedures and provide a one-stop phlebotomy service. Additionally, the hospital has opened a specialist hematology clinic.

Attracting greater numbers of patients from Doha

New highways and roads have made it possible for residents living in the western districts of Doha to travel to Dukhan easily and quickly. When first opened, The Cuban Hospital predominantly cared for people living in Dukhan and the surrounding areas, but the improved road network, as well as greater awareness of the hospital's services, has meant its catchment area has now extended to the outskirts of Doha. More than half the babies delivered at The Cuban Hospital are to mothers resident in Doha.



Date of opening: 2012

Location: Dukhan

Bed capacity: 75

Areas of specialty include: General Medicine, General Surgery, Emergency Medicine, Ophthalmology, Orthopedics, Rehabilitation, Plastic and Cosmetic Surgery, Urology, Dental Surgery, Pediatrics and Obstetrics

Hospital group: General Hospitals Group

Activity at The Cuban Hospital has increased across many areas, with growing numbers of patients taking advantage of the hospital's specialized services.



JCI ACCREDITED IN 2014



المستشفى الكوبي
The Cuban Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

45 %

2014: 35,913
2013: 24,770



Emergency
visits

57.2 %

2014: 25,715
2013: 16,363



Births

100.8 %

2014: 251
2013: 125

Al Wakra Hospital

Providing care for the rapidly growing population in the south of Qatar

National Diabetes Center opens

A new first-class National Diabetes Center was opened in October at Al Wakra Hospital during a ceremony led by the Minister of Public Health, HE Abdullah bin Khalid Al-Qahtani. Located on the ground floor of the Outpatient Department, the center provides diabetic patients living in Al Wakra, and the growing communities in the country's southern region, with improved access to specialized diabetes care.

Approximately 800 patient visits per month are expected at the new facility, modeled on the National Diabetes Center at Hamad General Hospital, which opened earlier in 2014. Treating patients during morning and afternoon clinics, the new facility at Al Wakra Hospital uses a multi-disciplinary approach in caring for patients and is providing a range of services, including foot care, counseling and education, blood investigation and insulin pump therapy.

Introduction of new services

Neurology service

At the end of 2014, Al Wakra Hospital launched its new neurology service. The service provides inpatient consultations to all departments in the hospital as well as outpatient clinics twice a week. The hospital now provides diagnosis and treatment for a full range of neurological conditions, through a dedicated neurology team.

Pediatric Endoscopy Unit relocated

The Pediatric Endoscopy Unit was transferred to Al Wakra Hospital from Hamad General Hospital in December 2014. Pediatric patients can now benefit from the move by having access to a modern facility, with a highly trained endoscopy team.

New dialysis treatment

Al Wakra Hospital has successfully introduced a new renal replacement treatment, Continuous Renal Replacement Therapy. The therapy is used to replace the lost kidney function in patients who are severely sick, particularly patients with multi-organ failure. Provided in the Intensive Care Unit, this slower form of dialysis is gentler on the patient's body and works continuously for many hours.

Outpatient pharmacy automation

Al Wakra Hospital has been redesigning the way its pharmacy operates with the aim of improving efficiency and output. Through the introduction of a new dispensing robot, queue management system, revised workflow and a medication barcode system, the pharmacy has reduced waiting times, improved stock management, and increased patient satisfaction. Following implementation of the new processes, waiting time for patients has decreased by more than half, to an average of 10 to 15 minutes. Additionally, the number of prescriptions processed each day has risen, from around 280 per day in 2013 to 350 per day in 2014.

Post Discharge Phone Follow-up initiative

Patients at Al Wakra Hospital can now receive personalized advice about managing their medications after discharge through a newly-introduced Post Discharge Phone Follow-up initiative. The aim of the service, run by the Pharmacy Department, is to ensure patients take their prescribed medication correctly once they are discharged from the hospital. The patient will be called three days after their discharge for a review of all prescribed and over-the-counter medications they are using. Discharged patients are provided with medication management advice via personalized phone calls. It provides pharmacists with the opportunity to reinforce discharge instructions, and identify, prevent and resolve different drug-related issues such as medication compliance, adverse drug reactions, contraindications and drug interactions.



Date of opening: 2012

Location: Al Wakra

Bed capacity: a flexible capacity up to 260 beds

Areas of specialty include: General Medicine, General Surgery, Pediatrics and Pediatric Emergency, Burns, Obstetrics and Gynecology

Hospital group: General Hospitals Group



The National Diabetes Center at Al Wakra has brought together highly-specialized services in one location, providing patients with the tools they need to manage their disease from the onset.



JCI ACCREDITED IN 2014

مستشفى الوكرة Al Wakra Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient
visits

54.9 %

2014: 98,408
2013: 63,514



Emergency
visits

77.1 %

2014: 302,325
2013: 170,667



Births

78.2 %

2014: 3,653
2013: 2,050

Rumailah Hospital

Delivering healthcare services for both acute and long-term rehabilitation patients

Partnership with world-renowned rehabilitation institute

A new partnership with the Rehabilitation Institute of Chicago (RIC) that will build upon the world-class physical medicine and rehabilitation services at Hamad was announced in May, 2014. Through this partnership, Hamad's patients will gain access to RIC's inpatient and outpatient clinical expertise and research, leading to better recovery and patient outcomes. The institute will assist Hamad in designing and implementing system-wide enhancements. The RIC is a recognized leader in rehabilitation patient care, research and education, and has been ranked the 'Best Rehabilitation Hospital in America' by US News & World Report for 23 consecutive years. HMC is the first healthcare organization outside the US to partner with RIC.

Al Hayat Unit opened

The newly-refurbished unit was opened to provide care to patients requiring long-term care. The unit provides a variety of services, both medical and personal, to people who are unable to manage independently in the community.

Long-term care involves providing a level of medical care that requires the expertise of skilled practitioners to address the often chronic, complex conditions associated with older populations. Long-term care may be needed by many people and is not exclusive to the elderly.

Physical therapy

Rumailah Hospital's Physical Therapy Department has expanded throughout 2014 to provide services to the newly opened Burns Unit at Al Wakra Hospital as well as the Enaya Specialized Care Center. A Lymphedema Clinic was established in the National Center for Cancer Care and Research under the lead of a certified Lymphedema therapist, providing a complete range of decongestive therapy care.

The Physical Therapy Department has also been restructured to offer active rehabilitation, pain management and long-term care services to the Elderly and Neuro-rehabilitation Physical Therapy Outpatient Unit.

Additionally, the Female Musculoskeletal Outpatient Unit has been divided into three areas: spine, extremities and traumatic post-surgical services.

This has improved patient access to care and aided the service's response to patients' needs based on acuity of the individual patient's condition. This has led to greater patient satisfaction and enabled therapists to provide improved quality of care.

Redesigning Continuing Care Services

Working with the Supreme Council of Health, Primary Health Care Corporation and other key stakeholders, Hamad is developing a Continuing Care Strategy for the country to ensure services are well positioned to meet the emerging needs of Qatar's patients. As a result, services and facilities are in the process of being realigned into a new model of care, designed to enhance the patient experience and adapt to the country's changing healthcare environment.



Date of opening: 1957

Location: Doha

Bed capacity: 550 beds spread across Rumailah Hospital, Enaya, Mental Health and Residential Care

Areas of specialty include: Ear, Nose and Throat, Adult Rehabilitation, Children's Rehabilitation, Ophthalmic Surgery, Psychiatry, Dentistry, Medical Care for the Elderly, Residential Care, Dermatology and Child Development

Hospital group: Continuing Care Group

Long-term patients requiring ventilation have benefited from the newly-refurbished Al Hayat Unit at Rumailah Hospital.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012

مستشفى الرميلة Rumailah Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits

2.6% ↘

2014: 210,678
2013: 216,198



Partnership with the
Rehabilitation Institute
of Chicago

The partnership with the Rehabilitation Institute of Chicago will help Hamad become an internationally recognized world-class center for medical rehabilitation, education and research.



Therapy visits

3.0% ↗

2014: 305,993
2013: 297,075

Residential and Home Care

Enaya Specialized Care Center

In the presence of His Excellency the Prime Minister and Minister of Interior, Sheikh Abdullah bin Nasser bin Khalifa Al Thani and His Excellency Abdullah bin Khalid Al Qahtani, Minister of Public Health, the expanded Enaya Specialized Care Center was opened on 13 February, 2015. The expansion has seen its bed numbers nearly double.

Located in Hamad bin Khalifa Medical City, the newly-refurbished healing environment now houses 156 inpatient beds, with extra rooms available in three isolation units. The focus of the Enaya Specialized Care Center is to provide an advanced care system for long-term patients with chronic illnesses and degenerative diseases that restrict their ability to care for themselves. To do this, we utilize a dedicated team of specialized professionals who not only provide excellent medical care, but also enhance the ability of our patients to function independently, to engage more with family and friends, and where possible, help to bring a sense of normality into patients' lives.

The facility features modern patient rooms with personal TV screens, a local landline, smart lighting systems and state-of-the-art beds.

Amenities include activity rooms, male and female gyms, therapy rooms, a sensory stimulation room, hair salon, laundry and a portable x-ray machine. The center's expanded capacity also means that long-term care patients can now be transferred from any Hamad facility to Enaya, where they will continue to receive round-the-clock care in a more appropriate setting.

New Residential Care Compound

A new community-based mental health facility has been opened in Muaither, providing care for women and children with a range of mental health needs. The introduction of community-based facilities, which are conducive to health, well-being and recovery, are noted to be more appropriate than hospital-based care for a number of patients; ultimately leading to better patient outcomes and more successful recovery from mental illness.

The community-based residential compound provides an environment where patients receive care in a customized environment outside of the hospital. The second Residential Care Compound joins the already-established Residential Care Compound, which provides long-term care in the community for male patients.

Home Healthcare

INR monitoring service


Home Healthcare Services, in coordination with the Point of Care Testing Corporate Committee, introduced International Normalization Ratio (INR) testing in patients' homes in December 2014. The INR is a way of measuring how fast a person's blood clots. All Home Healthcare staff nurses were trained in the use of the test and nurses were provided with hand-held devices. In order to validate the accuracy of the tests, the results are cross-checked with the Hamad General Hospital laboratory services.

Pediatric Home Total Parenteral Nutrition

The Pediatric Home Total Parenteral Nutrition (TPN) Service is a family-centered, child-focused and trans-disciplinary service that was introduced to facilitate the discharge of children who rely on TPN due to intestinal failure. The service provides training to caregivers to do the TPN connection and care at home. This results in a better quality of life for parents and children, enabling them to get back into a normal family environment and reducing the amount of times they need to visit the hospital.



His Excellency the Prime Minister and Minister of Interior, Sheikh Abdullah bin Nasser bin Khalifa Al Thani, and His Excellency Abdullah bin Khalid Al Qahtani, Minister of Public Health, opening the Enaya Specialized Care Center.



The aim of the Enaya Specialized Care Center is to enhance the ability of patients to function independently and to engage more with family and friends, under the care of a dedicated team of skilled medical professionals.



HOME HEALTH CARE SERVICE:
JCI ACCREDITED IN 2009
REACCREDITED IN 2012



156 inpatient beds

Located in Hamad bin Khalifa Medical City, the newly-refurbished Enaya Specialized Care Center now houses 156 inpatient beds, with extra rooms available in three isolation units.

Tailoring care to patients' needs

By providing services across a range of condition-appropriate environments, Hamad's residential services cater to the varying stages of diagnosis, treatment, rehabilitation and recovery – tailoring care to patients' needs.



Home Healthcare visits

5.9% 

2014: 28,994
2013: 27,367

Mental Health

New tool for psychosis

An innovative tool to train doctors has been introduced by the Psychiatry Department with the aim of enhancing the treatment and care of patients experiencing psychosis. The Labyrinth Psychotica tool was developed to investigate in more depth what it is like to experience psychosis. Labyrinth Psychotica is well-established in Europe and is now being introduced for the first time in Qatar. The Psychiatry Department is using it for the training of doctors with the aim of enhancing treatment for patients experiencing psychotic episodes, including schizophrenic patients and some patients with severe depression and bipolar disorder, who may also experience psychosis. The equipment, known as the Wearable, is an augmented reality cinema that allows users to perceive their direct surroundings as if in psychosis. Each participant's experience is different as their individual physical responses to the hallucinations determine how deep he or she enters into the psychosis. Participants can be filmed and later review the footage.

Needs-based services

The Department of Psychiatry has established a range of sub-specialist services in order to support the provision of tailored, high-quality services to Qatar's community. These services are led by Clinical Directors and supported by multi-disciplinary teams to ensure comprehensive care delivery. The services are being delivered across a range of settings, both hospital- and community-based. Further expansion is planned in the coming months and years.

The clinical programs are:

- Adult Mental Health
- Child and Adolescent Mental Health
- Older Person's Mental Health
- Consultation and Liaison Services
- Substance Misuse Services
- Forensic Services
- Women's Mental Health

Muaither Community Mental Health Hub


A new Community Mental Health Hub at Muaither has been opened, providing:

- Child and Adolescent Mental Health Outpatient Services
- Adult Community Outreach Services
- Older Adult Community Outreach Services
- Female Residential Recovery Services

This new Community Mental Health Hub was established in a specially adapted residential compound in the Muaither community. The facility provides an easily accessible, functional and attractive community base for mental health services. A community-based setting helps minimize the stigma often associated with institutional or psychiatric hospital settings.



The Department of Psychiatry is establishing a range of specialist services to deliver high-quality care for both adults and children with mental health issues.

A photograph of a middle-aged man with a grey beard and mustache, wearing a light blue button-down shirt and brown trousers, sitting on a wooden chair. He is looking towards the camera with a slight smile. Behind him, a woman wearing a black hijab, glasses, a beige cardigan over a black top, and a black skirt is leaning forward, smiling at him. She has a gold watch on her left wrist and a gold ring on her left hand. She is also wearing a blue ID badge. The background is a blurred outdoor setting with green grass and trees.

Hamad is committed to advancing care for patients with mental health issues in line with the Qatar Mental Health Strategy.

Clinical transformation across Hamad



The Hamad Healthcare Quality Institute will focus on healthcare improvement and provide a framework to grow and develop programs that enhance efficiency, improve quality, and build capacity and capability.

Hamad Healthcare Quality Institute

Hamad announced the launch of the Hamad Healthcare Quality Institute at the 2014 Middle East Forum on Quality and Safety in Healthcare. The institute will focus on healthcare improvement in Hamad and Qatar, working closely with the Institute for Healthcare Improvement (IHI). The institute seeks to enable a single focus on healthcare improvement and provide a framework to grow and develop programs that enhance efficiency, improve quality and build capacity and capability.

The formation of the Hamad Healthcare Quality Institute builds on Hamad's partnership with the IHI in helping to share international best practice tools and methodologies, focusing on patient safety and reviewing how teams can work together to improve the quality of care. The Hamad Healthcare Quality Institute will include a number of divisions spanning a range of priority areas in the healthcare improvement field. These include: Health Research, Innovation and Improvement, Implementation and Knowledge Transfer and Education.

Hamad/Sidra Joint Affiliation Office

The Joint Affiliation Office (JAO) was established in early 2014 by the Joint Partnership Committee (JPC) to act as a central hub responsible for all communication, activities and work programs between Hamad and Sidra Medical and Research Center in relation to women's and children's healthcare services in Qatar. By bringing together clinical teams from both organizations, the JAO aims to translate strategic decisions made by the JPC into operational plans, focusing on international best practice to ensure the highest possible quality specialized care will be provided to women and children in Qatar.

Best Care Always

Now in its second year, the Best Care Always campaign aims to build improvement capability across Hamad. Working closely with the Institute for Healthcare Improvement (IHI), the campaign has promoted the sharing of targeted improvement methodologies across different clinical teams. 2014 has seen the establishment of an internal and external Quality Improvement Fellowship Program designed to develop a growing cohort of clinical leaders to help spread quality improvement methodologies and processes.

As part of the program, a select group of clinicians and quality improvement managers have been engaged in a year-long collaborative effort to learn about the science of improvement and best practice implementation methodologies.

A dedicated Best Care Always stand was a key element of the Middle East Forum on Quality and Safety in Healthcare. Part of the Knowledge Zone, the stand provided an engaging and interactive experience for delegates, giving them the opportunity to reflect on how they personally impact their patients' healthcare experiences and to share this with other attendees.

Hamad's commitment to raising awareness of quality improvement within the organization has also led to the promotion of the IHI Open School, a voluntary online learning program for staff to further their healthcare knowledge and quality of care. By the end of 2014, nearly 7,000 staff had registered for the Open School, completing more than 50,000 courses.



Research



A particular focus of Hamad's academic health vision is on transforming the practice and delivery of care through high-quality multi-disciplinary research programs.

Annual Research Day

More than 300 senior leaders and researchers from across Hamad and other organizations came together in October for Annual Research Day 2014. The event showcased the considerable research efforts of Hamad staff and highlighted the role of research and its application in improving patient care. Delegates heard presentations from experts at Hamad on a number of topics, including 'Research in the context of an academic health system', 'Building the foundations for the future of research', and 'Honoring the pioneers of Hamad research'.

Awards were presented to researchers during the event, recognizing the best research carried out in 2013. There were also 49 abstracts for poster presentations and five abstracts for oral presentations on display, highlighting the vibrant research culture at Hamad and promoting researchers' efforts to improve outcomes for patients through the implementation of new practices and treatments.

Biomedical research methods and clinical research course

In collaboration with Weill Cornell Medical College in Qatar, Hamad held a 12-day 'Concepts in Biomedical Research Methods and Clinical Research' course in November 2014.

The course was organized by Hamad's Academic Health System and attended by more than 300 participants including physicians, nurses, pharmacists and allied healthcare professionals. Lectures showcased the various methodologies of conducting biomedical and clinical research and explained how researchers could organize their studies into a translational scientific plan for Hamad. Themes covered in the course featured biostatistics in medical research, health information technology, translational informatics, drug development and the role of technology transfer.

Trauma research grants

The Trauma Surgery Section at Hamad General Hospital's Department of Surgery was awarded two National Priorities Research Program (NPRP) grants worth over US\$1.7 million in 2014. The NPRP is the competitive flagship program of the Qatar National Research Fund (a member of Qatar Foundation) which funds research projects of national importance.

The two winning projects, Young Kids in Safe Seats (Y-KISS) Qatar Project: A Randomized Study to Increase Child Restraint Use in Qatar and A Unified Registry for Workplace Injury Prevention in Qatar were among the 162 projects awarded during the NPRP's recently-concluded funding cycle. Each is a three-year multi-phase grant.

Young Kids in Safe Seats (Y-KISS) will survey local child restraint knowledge, attitudes and practices of parents and caregivers of young children below the age of five. It will conduct evaluations to identify the best means of increasing the use of child restraints through innovative educational programs. The second project involves the creation of a Unified Registry for Workplace Injury Prevention in Qatar that will identify, collect and analyze all data on occupational or workplace injuries in order to better understand the complex factors that lead to these injuries.

Memorandum of Understanding between Hamad and QBRI

Hamad has signed a Memorandum of Understanding (MoU) with the Qatar Biomedical Research Institute, formalizing an agreement that will see both entities harness their combined medical research capabilities. The agreement will also further enhance an environment in which clinical discoveries will be translated into practical applications for the benefit of patients more quickly. The MoU is expected to lead to further development of a skilled national healthcare workforce, providing numerous career and professional development opportunities for clinicians, researchers and faculty.

The new agreement will boost the resources of existing research teams studying health problems like diabetes, cancer, degenerative diseases and genetic disorders, and pave the way for new research studies.

Academic Health System supported weight-loss program

Hamad launched Smart Weight at the end of 2014, a clinically led, fully supported weight-loss program for members of the public. Funded by the Academic Health System, the aim of Smart Weight is to increase awareness of nutrition and bring about behavioral and lifestyle changes, with the purpose of reducing the prevalence of obesity and other associated chronic diseases in Qatar. The results of the program will be analyzed and used to shape future weight-loss advice and programs at Hamad. The overall outcomes and successes of the program will also be used to publish a research paper based on the results.

Education and training



Hamad has expanded its education and training programs for staff to support the delivery of high-quality patient care.

ACGME-I accreditation

Seven additional medical education programs have been accredited by ACGME-I, the international arm of the American Council for Graduate Medical Education (ACGME). To achieve accreditation, physicians in ACGME-I programs are assessed on their medical knowledge, clinical skills, interpersonal and communication skills, and professionalism. In 2013, seven of Hamad's residency training programs were accredited by the prestigious ACGME-I. The seven new programs include anesthesiology, obstetrics and gynecology, ophthalmology, orthopedic surgery, otolaryngology, surgery and transitional year. The accreditation is valid from 1 July 2014, and will remain effective for two years. This most recent achievement further highlights the fact that Hamad meets the highest and most rigorous standards in specialized physician training.

Recognition for Hamad's ultrasound training

Hamad's emergency ultrasound training has been officially recognized by the Canadian Emergency Ultrasound Society, endorsing the high-quality training provided. Hamad became the first training center outside Canada to be recognized in this way.

The announcement follows the successful completion of four recent Emergency Department Echo/Ultrasound courses at Hamad. In addition, 10 emergency physicians at Hamad were honored as Independent Practitioners, a role under which they can continue to offer training to other physicians in Qatar.

Qatari nurse development, support and succession planning office

As part of the ongoing nursing transformation process, a new 'office' designed to support Qatari nurses in their career growth opened in May 2014. The office was established to help Qatari nurses explore, and plan for, future steps in their career at Hamad. Through building a pathway-based framework, the primary function of the office is to guide nurses in their career choices, encourage upgrading of credentials and allow progression to both advanced qualifications and higher-level positions. Aligned with Qatar's National Vision 2030, the office assists Qatari nurses in establishing clear and consistent objectives, and identifying the knowledge and skills required to support their career progression through completing personal development plans.

Nurse Leadership Program

Over 200 nurses completed the Nurse Leadership Program during 2014. Focused on the development of essential skills that promote and support strong leadership and management in the nursing profession, the program is part of the significant investment in professional development being undertaken in support of Hamad's Nursing Strategy. The four-month program was mandatory for all Hamad Directors of Nursing and Head Nurses and was developed in partnership with US-based Partners Healthcare International. Sessions focused on two core competencies: managing self and leading others, and emphasized the behaviors of exemplary leaders. Incorporating lectures, group discussions, experiential learning and self-assessment, the program was designed to enhance the skills of nurse managers and equip them with the tools to lead Hamad into the future.

Hamad Internal Fellowship Program

The Hamad Internal Fellowship Program was launched in June 2014. The program aims to develop clinical leaders with theoretical and practice expertise in improvement science. These experts will become Hamad's local resource for teaching, coaching and mentoring, helping to support quality and safety initiatives.

The Association of Academic Health Centers International

In 2014 Hamad was invited to host the MENA Regional Office of the Association of Academic Health Centers International (AAHCI) with two members of its leadership appointed as regional ambassadors for the organization. AAHCI is an organization focused on bringing together institutions that share the goal of advancing and applying knowledge to improve health at the population level. It is the only global organization representing the education, research and patient care missions of fully developed, and developing, academic health systems. In the coming years, AAHCI members in the MENA region will work together to ensure patients receive care that meets or exceeds international standards, creating an environment that promotes the identification, adoption and application of innovation and best practice.

Support systems



The PACS imaging system has been rolled out across the Department of Dentistry, providing rapid access to patients' electronic x-ray images on wards and image-viewing stations.

Clinical Information System

Significant progress was made throughout 2014 on the Clinical Information System (CIS) program. CIS is a groundbreaking project to digitize the entire public health system of Qatar and provide each patient with a personal electronic health record. Hamad and the Primary Health Care Corporation (PHCC) have been working in partnership with Cerner and Dell to implement CIS into all Hamad hospitals and the primary health centers.

In 2014, CIS was successfully implemented at Al Khor Hospital in March and in Women's Hospital in October, in addition to three primary health centers. The benefits of CIS are already evident. For example, clinicians in the primary health centers can now see clinical notes that were made for antenatal patients in Women's Hospital in a single patient record, while there is evidence that the system has reduced medication errors in Al Khor Hospital.

In February 2015, CIS implementation took another step forward with the program going live at Heart Hospital and the National Center for Cancer Care and Research.

Clinical imaging and devices

The Department of Dentistry has introduced the Picture Archiving and Communication System (PACS) across its clinics and primary health centers. PACS is a medical imaging system providing authorized clinicians with rapid access to patients' electronic x-ray images on wards and image-viewing stations across all hospitals, regardless of the hospital location or where the imaging took place.

The Health Information and Communications Technology department has also implemented a system to capture images on a range of scoping machines, including endoscopy, gastroscopy and, eventually, bronchoscopy and laryngoscopy.

Additionally, a new Vendor Neutral Archive system is used to store, retrieve, exchange and share images which will support national eHealth initiatives. For example, the system has provided a way to share a range of images between The Cuban Hospital, which was opened with a different PACS system, and the rest of Hamad and PHCC.

e-Business

The e-Business project is delivering advanced business systems and processes in the Finance, Human Resources and Supply Chain Management functions throughout Hamad.

Once fully implemented, the new Oracle system will replace the current paper-based systems with best-practice process solutions. In 2014, Al Khor Hospital led the implementation for the Oracle e-Business and Billing Projects as part of the Cerner Millennium Clinical Information System rollout. The success of the implementation at Al Khor, and the lessons learnt during the process, ensured a successful subsequent introduction at Women's Hospital.

Additionally, as part of the e-Business program, Human Resources went live in 2014 with the new Hamad payroll system, building on last year's implementation of the Oracle Human Resources Core Services Suite. This was a significant achievement and created a new benchmark for teamwork and collaboration between departments.

This completed the main elements of the base e-Business System implementation and lays the foundation for further developments, as well as planning to consolidate and improve use of the system. The implementation of budgeting and costing systems is under way, in addition to planning for how Hamad's systems will more closely support the processes needed for national health insurance.

Accreditation for Hamad's catering service

The Catering Department successfully achieved two key international certifications in late 2014 for maintaining consistent and high-quality organization-wide catering services: Hazard Analysis and Critical Control Points (HACCP) and International Organization for Standardization for dealing with food safety (ISO 22000).

HACCP is a world-renowned food safety and risk management system adopted by many catering and food industries internationally in order to prevent food contamination and food-borne illnesses.

The certification is provided to organizations that demonstrate adherence to the HACCP principles, which include identification, prevention and elimination of all potential physical, chemical and biological hazards that may affect the food chain from production through to consumption. The ISO 22000 international certification is a globally recognized standard designed to systematically ensure food safety within an organization. The standard is built on four essential components: interactive communication within the food chain, system management, implementation of pre-requisite programs and integration of the HACCP principles.

Awards and events



نجوم التميز
Stars of Excellence
مبادرة من حمد
An initiative by Hamad



Stars of Excellence 2014

The fifth annual Stars of Excellence Awards Ceremony took place in front of nearly 500 staff in October. Stars of Excellence highlights the outstanding work undertaken by teams of staff across Hamad and showcases their commitment and efforts to provide the very best level of care to patients.

The winning projects were selected from a record 370 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.

Stars of Excellence winners

- Managing Director's Award: Venous Thromboembolism (VTE) Prevention Program
- Clinical Practice: Implementation of MRI Guided Brachytherapy
- Collaborative Achievement: Safe transfer of patients to their home country
- Operational Performance Award: Lighting power saving for a better environment
- Patient Experience Award: Pediatric Home Total Parenteral Nutrition (TPN)
- Quality and Patient Safety Award: Implementation of the Medical Priority Dispatch System at accreditation level
- Education Award: Baby Friendly Hospital (BFH) Project
- Research Award – Best Translation of Research into Patient Benefit: 1) Research outcome delivery; bronchiolitis 2) Q-Stent
- Research Award – Developing an Infrastructure to embed research into the organization: First integrated research unit in trauma

Hospital design awards

Hamad has been honored with three design accolades at the Hospital Build & Infrastructure Middle East Awards 2014, held in Dubai. The awards are for the recently refurbished Enaya Specialized Care Center and the PET-CT Center for Diagnosis and Research at the National Center for Cancer Care and Research (NCCCR). Rumailah Hospital's Enaya Specialized Care Center picked up two honors: Best Hospital Design Award and Best Healing Environment Award, while NCCCR's PET-CT Center won Best Physical Environment Award. In total, Hamad was shortlisted for ten prizes across all eight award categories and was the only health organization to collect more than one award.

World Innovation Summit for Health

The second World Innovation Summit for Health (WISH) took place at Doha's Qatar National Convention Centre on 17 and 18 February 2015. The two-day conference provided a wonderful opportunity for HMC to showcase the fantastic work that goes on in innovation across the organization.

During this year's event Hamad showcased a number of recent innovations:

- The patient experience app being piloted at the National Center for Cancer Care and Research
- The Q-Stent cardiac invention developed by a team at Heart Hospital
- New treatments for cancer: The introduction of MRI-guided brachytherapy for patients with cervical cancer and the MR-guided ultrasound for patients with bone metastases
- Innovative models of care, such as the Al Muaither Compound, under Enaya, and how they help people living with disabilities to be part of the community

Senior Hamad leaders also participated in several panel discussions at the conference: global diffusion of healthcare innovation, diabetes and children's mental health.

Third Middle East Forum on Quality and Safety in Healthcare

The three-day Middle East Forum on Quality and Safety in Healthcare 2015 (ME Forum) took place at the Qatar National Convention Centre. Organized by Hamad, in collaboration with the Institute for Healthcare Improvement, the event has become an important stage for the collective showcasing of best-practice healthcare improvements from the region and globally.

Now in its third year, the ME Forum 2015 attracted more than 2,500 doctors, nurses and allied healthcare professionals as well as senior hospital executives.

The ME Forum featured internationally renowned plenary speakers, over 40 interactive workshops, a knowledge zone, poster and storyboard competition and a quality and safety trade exhibition, where experts in the field of medical equipment showcased their latest devices and technology.

Congress of the Arab Hospitals Federation (MedHealth)

Hamad was invited by the Arab Hospitals Federation (AHF) to participate in the 14th annual Congress of the Arab Hospitals Federation (MedHealth) in Cairo, in February 2014. The congress featured panel and roundtable discussions with a focus on the latest advancements in the Arab healthcare sector. The congress included a scientific program on the partnerships in the Arab health sector that coincided with the exhibition of regional and international healthcare organizations, healthcare providers and medical equipment manufacturers.

