



مؤسسة حمد الطبية
Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH صحة • تعليم • بحوث



HEALTH EDUCATION RESEARCH

ANNUAL REPORT 2015





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, and His Excellency Sheikh Abdullah Bin Nasser Bin Khalifa Al Thani, Prime Minister and Minister of Interior, we have made significant advances throughout 2015 as we strive to deliver the safest, most effective and most compassionate care to each and every one of our patients. We are also thankful for the support we have received from the government and generous donors such as The Social and Sports Activities Support Fund (Daam). This support has enabled us to expand our facilities and broaden our portfolio of services.

This year has been one of great progress in terms of both capacity growth and quality of care. We have expanded facilities, introduced new treatment technologies and rolled out innovative models of care. As well as strengthening our ability to deliver effective care, we have worked hard to educate and empower our patients, enabling them to take greater control of their own health.

Quality remains our guiding principle. The Hamad Healthcare Quality Institute actively supports the development of new care processes designed to improve quality and patient safety. The Institute has established the Enhanced Recovery after Surgery program, which aims to improve patient experience and clinical outcomes.

The quality and safety of our services was recently endorsed when we achieved the significant distinction of accreditation for all our hospitals by the Joint Commission International under the Academic Medical Center program.

This world-first accreditation is an enormous achievement for Hamad and puts us alongside an elite international group of healthcare providers to gain Academic Medical Center accreditation.

Additionally, our Department of Laboratory Medicine and Pathology (DLMP) successfully obtained accreditation from the College of American Pathologists Laboratory Accreditation Program for the entire DLMP for the first time. This certification demonstrates adherence to a high-standard of quality assurance and control as well as staff qualifications, facilities, safety programs and overall management.

Qatar's population growth led to increased activity across all areas of our hospital network. Our skilled care teams completed more than three million episodes of care in 2015. There were 1,608,971 outpatient visits across our hospitals; more than ever before. A record number of babies, 22,420, were welcomed into the world at our maternity units, and our Ambulance Service had their busiest-ever year assisting people in their time of need, receiving 210,734 calls – 25.2 percent more than the previous year.

Our general hospitals, located in the most populated areas outside Doha, continued to grow and develop. Activity at all three hospitals rose in 2015 compared to the previous year: Al Khor Hospital recorded a 33 percent increase in births, 19 percent more patients were admitted to The Cuban Hospital and Al Wakra Hospital's Emergency Department treated 9.9 percent more patients. The growth of these hospitals has given patients in the surrounding communities greater options for their care.

We opened a range of new facilities to enhance our ability to deliver specialist care. The region's first CyberKnife Suite, located at the National Center for Cancer Care and Research, provides revolutionary treatment technology for cancer, while the Heart Hospital's new Advanced Heart Failure Clinic enables patients with this condition to receive the care they need in a customized facility.

It has also been a year of medical breakthroughs, as demonstrated at the National Center for Cancer Care and Research where a highly specialized team of clinicians successfully performed the first stem cell transplants in Qatar on two patients who have an aggressive form of blood cancer called myeloma.

Our pediatric care services have been boosted by the expansion of existing facilities and the establishment of new services. Several of our existing clinics have been expanded, including the Neonatal Intensive Care Unit at Women's Hospital and the Pediatric Emergency Center Al Sadd. We have also launched the Neonatal Transport Program and opened the Pediatric Continuity Clinic at Hamad General Hospital. These expanded facilities, and new services, enhance our ability to care for young patients in modern, spacious environments using the very best medical technology.

We have introduced new models of care to ease pressure on our busy hospitals. Our Mobile Healthcare Service has made great strides since its launch in early 2015. The service enables suitable patients to be discharged early by providing support to them in their own homes while they recover fully. The patient recovery centers we opened in Hamad Bin Khalifa Medical City and at The Cuban Hospital also ease pressure on hospital bed space by enabling recovering patients to be moved out of the hospital inpatient wards earlier than before.

Academic health continues to be central to our healthcare vision, which at its heart combines high-quality research and education to deliver excellent clinical care. Our researchers continue to look for new treatments or ways of caring for our patients to ensure we deliver the very best care. Our research projects throughout 2015 have focused on the National Health Strategy priority areas, including cancer, diabetes, cardiovascular disease, genomics, respiratory medicine and neurosciences. Our research investigators received 16 grant awards through the Qatar National Research Fund, totaling \$5,147,817, while our Medical Research Center approved and supported more than 200 research studies.

As Qatar's main healthcare provider we understand that we have an important role to play in health education and the prevention of ill-health. This much-needed focus on prevention is not unique to Qatar. Across the world we are faced with an increase in the incidence of chronic conditions such as diabetes, heart disease and obesity. It is not enough to simply treat the symptoms of these long-term conditions; we are determined to make every effort to prevent their onset.

Our clinical and communications teams worked collaboratively to run national awareness campaigns on stroke and diabetes, while the Kulluna for Health and Safety campaign continued its focus on a wide range of health and safety topics including water safety, traffic safety, heart health and heat-related health concerns. Our campaigns all featured messaging highlighting the signs and symptoms of these serious conditions and educated people about the importance of following a healthy lifestyle.

We are committed to continuing the development and expansion of our services to provide the best care possible for our patients. Over the next 18 months we will embark on our largest ever expansion program that will deliver a range of specialist hospitals and significantly increase our bed capacity. These facilities, along with our dedicated care teams, will ensure we continue to provide world class care for generations to come.

Throughout these pages you can read more details about the considerable progress we have made at each of our hospitals and across our corporate services. I encourage you all to look at the highlights spreads at the beginning of this report which provide a brief insight into our achievements across some of our key focus areas.

Her Excellency Dr. Hanan Mohamed Al Kuwari

Minister of Public Health and Managing Director of Hamad Medical Corporation



We aim to deliver the safest,
most effective and most
compassionate care to each
and every one of our patients.

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About Hamad Medical Corporation

Delivering around 90 percent of acute services in the country, we manage eight hospitals and operate the national Ambulance Service and a Home Healthcare Service.

All of our 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 and in 2015 there were more than three million episodes of patient care across our network of hospitals. We play 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 our 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 we are at the forefront of this vital work. We are currently advancing plans to begin delivering services from four new hospitals in Hamad Bin Khalifa Medical City: the Women's Wellness and Research Center, the new Ambulatory Care Center, the Qatar Rehabilitation Institute and the Communicable Disease Center, while ambitious plans have been announced to expand capacity across our network through to 2030.

Focusing on both preventative and curative care, we are guided by the principle that a healthy population, served by a world-class, well-managed healthcare system, is essential to the country's development.



3,000,000+

Total episodes of care in 2015



Patient episodes

- Admitted patients: 302,853
- Outpatient: 1,608,971
- Emergency: 1,119,951



2,100 beds

Across 8 hospitals



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

Activity across all areas continued to increase throughout 2015.



15.8%[⬆]

Total admitted patients

2015: 302,853 | 2014: 261,477



7.2%[⬆]

Emergency department visits

2015: 1,119,951 | 2014: 1,044,299



3.9%[⬆]

Pediatric Emergency Center visits

2015: 576,875 | 2014: 555,460



5%[⬆]

Births

2015: 22,420 | 2014: 21,357



25.2%[⬆]

Ambulance Service calls

2015: 210,734 | 2014: 168,332



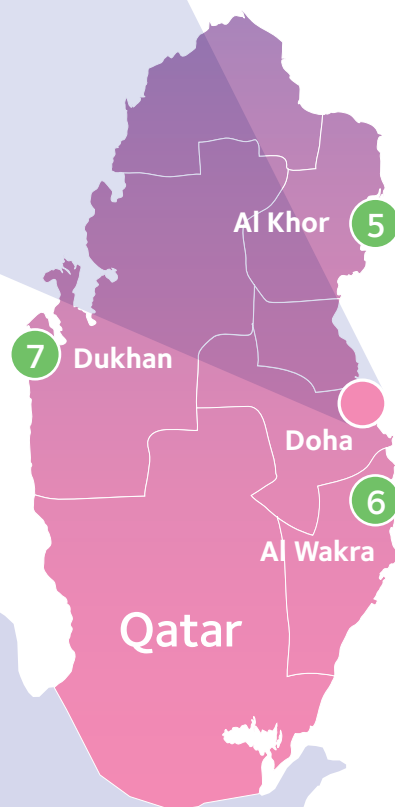
At a glance

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.



Tertiary Hospitals

Our four tertiary hospitals – Women’s, Hamad General, Heart and the National Center for Cancer Care and Research – deliver a comprehensive range of acute services, including emergency and specialist care for patients with cancer and heart conditions, and provide maternity and pediatric care for women and newborns.

1

Hamad General Hospital

Bed capacity: 600

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



5

Al Khor Hospital

Bed capacity: 110

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



Continuing Care

Our continuing care services provide care for patients with long-term conditions. These services are delivered across a number of settings: in patients’ homes, residential care facilities and hospitals.

8

Rumailah Hospital

Bed capacity: 364

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





2 Women's Hospital

Bed capacity: 330

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



3 Heart Hospital

Bed capacity: 116

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



4 National Center for Cancer Care & Research

Bed capacity: 60

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



6 Al Wakra Hospital

Bed capacity: 190, up to 260

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



7 The Cuban Hospital

Bed capacity: 75

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



Mental health services

We play a leading role in the delivery of care for people with a mental illness. Guided by Qatar's National Mental Health Strategy, we are working with partners in Qatar to develop a high-quality mental health system and transform the way mental illness is perceived and treated.



Residential and home care

Caring for partially or long-term dependent patients outside a hospital setting is of great importance. The Enaya Specialized Care Center, the Muaither residential care compounds and the Home Healthcare Service all provide services for patients with specialist care needs.

Our front-line care services are organized into three groups: Tertiary Hospitals, General Hospitals and Continuing Care. The groups concentrate specialist expertise around patient pathways.



Highlights

Comprehensive pediatric services





Caring for babies and children in Qatar is a high priority to nurture the future of the country. Our pediatric teams introduced a range of new services throughout 2015 aimed at providing the most advanced pediatric care in the region.



Neonatal transport program launched

The Qatar Neonatal Transport Program is a nationwide emergency transportation service provided by Women's Hospital and the Ambulance Service to bring high-risk babies to the Women's Hospital Neonatal Intensive Care Unit for specialist tertiary treatment. All public and private hospitals across Qatar can utilize this emergency service.



Expanded facilities

The expansion of the Neonatal Intensive Care Unit at Women's Hospital means that it is now the largest unit of its kind in the GCC, providing care for high-risk or critically ill newborns.

The Pediatric Emergency Center Al Sadd has been expanded to provide additional space and equipment in order to enhance the patient experience. The developments are expected to ensure patients are seen faster and in a welcoming environment.



Pediatric Continuity Clinic opened

The new clinic at Hamad General Hospital features eight themed treatment rooms and provides continuity of care for children's general outpatient services. Children regularly visiting the clinic will be seen by the same multi-disciplinary team over time, creating a closer relationship between the child, their family and the care team.

Introducing new models of care





We are committed to developing innovative models of care to ensure we are well positioned to meet the increasing demands placed on our services by Qatar's expanding population.



Mobile Healthcare Service growth

Our Ambulance Service's Mobile Healthcare Service responds to urgent calls and supports patients in their homes. The service expanded significantly in 2015. This growth has provided support for 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.



Patient recovery centers opened

The new patient recovery centers at The Cuban Hospital in Dukhan and Bayt Al Dhiyafah in Doha provide care for patients who have received treatment and no longer require acute medical intervention. The centers provide continuity of care and allow additional recovery time for patients before being fully discharged.



New processes to improve efficiency

Leadership teams have been looking at new ways to increase efficiency across the system. A seven-day service, same-day admission for surgery and weekend discharges are all processes that aim to ensure we provide effective and efficient care.



Leading edge medicine



We introduced a range of advanced new services in 2015 across our hospital network, highlighting our continued commitment to advancing our services to ensure patients receive the very highest standards of care.



Qatar's first stem cell transplants

A highly specialized team of clinicians at the National Center for Cancer Care and Research successfully performed the first stem cell transplants in Qatar on two patients who have an aggressive form of blood cancer called myeloma.



Region's first CyberKnife Suite opens

The CyberKnife Suite offers a state-of-the-art revolutionary treatment technology for cancer. Located at the National Center for Cancer Care and Research, CyberKnife is able to treat tumors in most parts of the body more accurately – meaning high radiotherapy doses can be delivered to the tumor site with fewer side effects and less damage to the surrounding healthy tissues.



Advanced Heart Failure Unit

An Advanced Heart Failure Unit has been opened at the Heart Hospital to provide specialized multi-disciplinary care for people living with the condition. The new unit is fitted with state-of-the-art equipment and offers clinic consultations, diagnostic tools, short-stay admission, patient education, inpatient consultation and home telemonitoring services, among other services.



Developing high-quality research



Research plays a central role in ensuring our patients receive the highest possible standards of care. Throughout 2015, our research leadership has put in place systems and processes to ensure quality remains the focus for our researchers.



Strong research output

In 2015, our research investigators received 16 grant awards through the Qatar National Research Fund, totaling \$5,147,817. Our Medical Research Center also approved and supported more than 200 research studies.



Launch of the Research Forum

This regular forum aims to promote and encourage a strong research culture. The forum provides a platform where health professionals, residents, fellows and medical students can come together to exchange research ideas.



Governance processes introduced

New governance processes, including hospital-based committees, have been introduced to ensure that our research is credible and ethical, and that the intended outcomes are relevant to Qatar's population.



Research Strategy published

The Academic Health System Program Office published our Research Strategy 2015–2018. The strategy outlines key goals to grow the effectiveness of scientific research activity within Qatar through academic health partnerships.

Promoting health in the community





Improving the health of the population of Qatar is central to our purpose. Throughout 2015, we ran a number of initiatives to raise awareness of important health and injury prevention issues.



Kulluna health and safety campaign

Our campaign to raise levels of awareness amongst the public about important health and safety issues in Qatar continued throughout 2015. Run in association with ConocoPhillips, the Kulluna campaign organized many high-profile events throughout the year, focusing on a wide range of health and safety topics including water safety, traffic safety, heart health and heat-related health concerns.



Stroke awareness campaign

We ran a public campaign to raise awareness of the signs and symptoms of stroke, and the correct action to take if people suspect a stroke. The awareness campaign used the internationally established F.A.S.T. message to highlight the major signs of stroke and reinforce the need to act quickly.



Diabetes campaign

Our 18-month public diabetes awareness campaign included outdoor, online, print and radio adverts, and provided management and prevention strategies for both type 1 and type 2 diabetes. The campaign also included an innovative 'pledge' website where participants were able to commit to easy, yet effective, measures to take charge of their own health.

Ambulance Service

Providing high-quality emergency care to the people of Qatar

Response time targets met

The Ambulance Service continued to meet its National Health Strategy response targets throughout 2015. This impressive performance has been achieved despite an increase in the number of calls received by the service. In recent years the Ambulance Service has expanded the LifeFlight service, introduced a new state-of-the-art ambulance fleet and built dispatch points around the country. These steps have enabled the service to reach patients quickly, regardless of their location.

Specialized emergency management

The Ambulance Service has taken delivery of a fleet of new trucks and specially designed containers carrying equipment to enable the service to be better prepared to respond to major incidents. The containers include major incident response, logistical and decontamination equipment for dealing with incidents. The Ambulance Service is now able to respond to a large-scale major incident or multiple major incidents simultaneously, as well as attending to large public or sporting events.

In addition the service has focused on the planning and management of emergency preparedness, including major incident response, and public and event cover. A full set of trucks and equipment containers will also be located at Hamad International Airport, to be operated jointly with the airport authorities in preparation for any major emergencies they may face.

Growth of the Mobile Healthcare Service

The Ambulance Service launched its new Mobile Healthcare Service (MHS) in early 2015, providing senior physician support and nursing care to patients outside the hospital setting. The service 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. MHS doctors support early discharge by working with medical teams at the hospitals to identify patients who are able to go home, but might need some level of support from a doctor when there. The program reduces the length of stay of many patients by providing extra support following discharge from the hospital. The benefits of the MHS are already evident. It is estimated that more than 2,000 bed days have been saved in 2015, a figure expected to rise as the service expands.

Intensive care ambulances

The Ambulance Service introduced new specialized intensive care ambulances to its fleet in 2015. The vehicles have been designed to cater for the treatment and transport of high acuity patients with a range of serious conditions. Key features include intensive care stretchers, the ability to access the patient from all sides, seating for an expanded specialized medical team, additional storage to accommodate customized medical equipment and medications, and a rear lift which permits loading of the specialized stretchers. In conjunction with the Ambulance Service's strategic partners, the fleet is utilized for all intensive care transfers – including the Specialized High Acuity Adult Retrieval Program, the Neonatal Retrieval Program, the Extracorporeal Membrane Oxygenation program – and for the air transfer of patients flown in or out of Qatar.



JCI ACCREDITED IN 2011
REACCREDITED IN 2014

- Location: Nationwide
- Ambulances: 167
- Rapid response vehicles: 20
- Helicopters: 3
- European Aeromedical Institute accredited in 2014
- International Academy of Emergency Dispatch accredited in 2014

The Ambulance Service introduced new specialized intensive care ambulances to its fleet in 2015. The vehicles have been designed to cater for the treatment and transport of high acuity patients with a range of serious conditions.

25.2%^⑦

Call volumes

2015: 210,743 | 2014: 168,332

National Health Strategy response targets	2015
Within 10 minutes for 75% of calls in urban areas (Doha)	91.8%
Within 15 minutes for 95% of calls in urban areas (Doha)	99.0%
Within 15 minutes for 75% of calls in rural areas (Outside Doha)	97.2%
Within 20 minutes for 95% of calls in rural areas (Outside Doha)	99.4%



خدمة الإسعاف Ambulance Service

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Hamad General Hospital

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

Prime Minister opens expanded PEC Al Sadd

His Excellency Sheikh Abdullah bin Nasser bin Khalifa Al Thani, Prime Minister and Minister of Interior, officially opened the expanded Pediatric Emergency Center (PEC) in Al Sadd in December 2015. The expanded PEC features an additional 13 treatment rooms, six triage rooms, an emergency procedure room and an isolation unit. 22 beds have also been added, bringing the total to 86, while 30 more nurses have been recruited to care for the emergency needs of children attending the center. The development of the PEC Al Sadd will extend our pediatric health services infrastructure to meet the healthcare needs of the population. The expansion is expected to enhance the patient experience by reducing waiting times and providing a modern and welcoming environment in which patients are treated.

Pediatric Continuity Clinic opens

The new Pediatric Continuity Clinic, located in Hamad General Hospital's Outpatient Department, features eight themed treatment rooms providing continuity of care for general outpatient services for children.

The clinic is staffed by a multi-disciplinary team of nurses, pediatricians and medical residents, and complements existing specialty pediatric clinics at the hospital. The Pediatric Continuity Clinic is operated under a patient-centered care model. This means that patients will not have to move around from place to place. Instead, they are assigned a treatment room, where the nurse, doctor, pediatric specialist or medical resident comes to them. Children regularly visiting the clinic will be seen by the same multi-disciplinary team over time, creating a closer relationship between the patient, family and their care team.

Bayt Al Dhiyafah patient recovery center

A new care center for patients who have received hospital treatment but no longer require acute medical intervention has been opened in Hamad Bin Khalifa Medical City. Bayt Al Dhiyafah provides a 40-bed service which offers a home-like environment and caters to patients with a variety of conditions who have been treated within our hospitals and would benefit from extra recuperation time before discharge. The facility is staffed by nurses who visit their patients frequently and monitor their recovery progress, ensuring any prescribed medicines are correctly administered. The new facility also allows hospitals to free up acute patient beds for those who require inpatient medical care.

Specialty thyroid gland unit

Hamad General Hospital opened a specialty unit providing care and surgical needs to patients with thyroid gland disorders. A multi-disciplinary team comprised of general surgeons, ear, nose and throat surgeons, neck and maxillofacial surgeons, endocrinologists, nuclear medicine specialists, radiologists and pathologists provides high-quality care at the clinic.

New section for Acute Care Surgery

A surgical team at Hamad General Hospital is piloting an advanced model of acute care surgery as a progressive approach to specialization and consultant-based care for patients. A multi-disciplinary team of surgeons and clinical experts will provide emergency acute surgical care to patients and make early prognosis decisions on each case received. The team will also map out treatment plans and refer patients to operating theaters or inpatient wards for further treatment. The initiative comes as part of our plans to establish separate facilities for various surgical subspecialty services. This began with urology, breast, gastrointestinal and endocrine surgeries, in addition to organ transplants. This acute care surgery service is the first of its kind in the region.



JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012



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



Tertiary Hospitals Group

The new Pediatric Continuity Clinic, located in Hamad General Hospital's Outpatient Department, features eight themed treatment rooms providing continuity of care for general outpatient services for children.

مستشفى حمد العام Hamad General Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits

2015: 558,612



14.1% [↑]

Total admitted patients

2015: 142,930 | 2014: 125,242



34% [↑]

Total number of beds at PEC Al Sadd



Women's Hospital

Providing specialized care for women
and newborn babies

Improving the patient experience

Women's Hospital has implemented a number of initiatives in an effort to enhance the patient experience. A series of renovations was completed in the admitting, cashier and Outpatient Pharmacy areas to improve patient access by introducing a numbered waiting system and individual service windows. These developments have improved processes across these services, leading to greater efficiency and reduced waiting times.

Neonatal Intensive Care Unit

With support from The Social and Sports Activities Support Fund (Daam), the Neonatal Intensive Care Unit has been expanded, making it the largest unit of its kind in the Gulf region. Offering the highest level of care for high-risk and critically ill newborns, the facility now provides an extra 27 cots, comprising a total of 107 units between intensive and intermediate care wards.

New initiative for high-risk newborns

Women's Hospital has successfully implemented a lifesaving quality improvement project for babies born prematurely. The Golden Hour Delivery Room Management project adopts evidence-based practice to provide the best possible care to extreme preterm babies to improve outcomes. These include infants with a gestational age of less than 29 weeks or a birthweight of less than 1,000 grams. As part of the initiative, Women's Hospital has introduced safer alternatives to manage premature infants, including the use of non-invasive ventilation treatments. After initial stabilization in the delivery room, babies are transferred to the newly built Tiny Baby Unit (TBU), a section designed specifically for the care of high-risk babies. As a result of the Golden Hour project, the hospital has successfully managed to reduce the number of mechanically ventilated babies.

Qatar Neonatal Transport Program inaugurated

The Qatar Neonatal Transport Program is a nationwide emergency transportation service provided by Women's Hospital and the Ambulance Service to bring high-risk neonates to the Neonatal Intensive Care Unit (NICU) for specialist tertiary treatment.

All public and private hospitals across Qatar can utilize this emergency service. The program provides a crucial time-saving service to bring any at-risk babies to the specialist treatment services available at Women's Hospital as quickly as possible. A fully trained team is on call 24 hours a day, stationed at the NICU ready to be deployed within 20 minutes.

Improving patients' quality of life

In June 2015, the Department of Obstetrics and Gynecology at Women's Hospital introduced its new Urogynecology and Female Pelvic Medicine and Reconstructive Surgery Unit. The unit offers advanced diagnostic and treatment options for women who suffer from incontinence, pelvic organ prolapse and perineal trauma during childbirth. Patients are treated with the latest uterine preservation surgery through a minimally invasive laparoscopic or robotic surgery procedure.



**JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012**



Date of opening: 1988



Location: Doha



Bed capacity: 330



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



Tertiary Hospitals Group

Women's Hospital has successfully implemented the Golden Hour Delivery Room Management project for babies born prematurely. The project adopts evidence-based practice to provide the best possible care to extreme preterm babies to improve outcomes.

مستشفى النساء Women's Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits

2015: 151,115



2.8% ↓

Emergency visits

2015: 69,975 | 2014: 71,998



6% ↓

Births

2015: 15,038 | 2014: 15,990



33% ↑

Number of cots in the Neonatal
Intensive Care Unit



National Center for Cancer Care and Research

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

Qatar's first stem cell transplants

A specialized team of clinicians at the National Center for Cancer Care and Research successfully performed the first stem cell transplants in Qatar on two patients who have an aggressive form of blood cancer called myeloma. This is the culmination of years of development work by our Stem Cell Program and a significant step forward for Qatar in treating blood cancers. Stem cell transplant is a highly effective therapy and often the only hope for a cure or a longer life for patients with blood cancers.

CyberKnife Suite

The region's first CyberKnife M6 FIM Suite officially opened in December 2015 at the National Center for Cancer Care and Research. The development of the new facility was supported by The Social and Sports Activities Support Fund (Daam) and is located in the Department of Radiation Oncology. The CyberKnife Suite offers a state-of-the-art revolutionary treatment technology for cancer. CyberKnife is able to treat tumors in most parts of the body more accurately – meaning high radiotherapy doses can be delivered to the tumor site with fewer side effects and less damage to the surrounding healthy tissues.

The new facility allows the department to treat tumors that were previously difficult or sometimes dangerous to treat with conventional radiotherapy or surgery, such as tumors close to the spine. The CyberKnife Suite adds to the existing comprehensive range of radiation treatments for cancer and will mean a faster recovery with fewer side effects for our patients.

Electronic chemotherapy system

The National Center for Cancer Care and Research has become the first hospital outside the US to implement an electronic system for chemotherapy patients. The initiative, known as PowerChart Oncology, involves the collection and integration of all clinical information that supports the different aspects of oncology care for patients receiving chemotherapy and enables staff to easily access this information. It is an efficient system that allows teams across the spectrum of cancer care to easily access data pertinent to patients' treatment journey. The program currently focuses on the chemotherapy prescription for patients and plays a key role in supporting clinicians treating tumors.

International partner on cancer

We have embarked on a new working relationship with Canadian cancer specialists, the University Health Network, Princess Margaret Cancer Centre (UHN/PM) from Toronto. The agreement will see UHN/PM work with us on three key areas:

1. Medical Oncology and Hematology
2. Laboratory Medicine and Pathology
3. Nursing and Health Professions

In Medical Oncology and Hematology the UHN/PM team will be supporting us to make clinics run even more efficiently as well as providing coaching and mentorship to drive inter-disciplinary working. For Laboratory Medicine and Pathology, UHN/PM's expertise in teaching and academic laboratory programs will help support our vision of delivering personalized medicine. In the nursing and health professions, UHN/PM will be working with the nursing workforce at the National Center for Cancer Care and Research to provide ongoing education.



**JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012**

-  Date of opening: 2004
-  Location: Doha
-  Bed capacity: 60
-  Areas of specialty include:
Medical Oncology, Radiotherapy,
Chemotherapy, Pain Management
and Specialist Laboratory Services
-  Tertiary Hospitals Group

Located in the Department of Radiation Oncology, the CyberKnife Suite offers a state-of-the-art revolutionary treatment technology for cancer.

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

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits
2015: 22,184



Total admitted patients
2015: 15,747



Heart Hospital

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

Advanced Heart Failure Unit

An Advanced Heart Failure Unit has opened at the Heart Hospital to provide specialized multi-disciplinary care for people living with advanced heart failure. The new unit offers clinic consultations, diagnostic tools such as electrocardiography (ECG) and X-ray, assessment and re-assessment, short-stay admission, pharmacy counseling, patient education, inpatient consultation and education, and remote patient monitoring. The unit plays a significant role in attending to patients' physical, emotional and psychological needs, and in improving their quality of life.

New procedure to treat narrowing of the aortic valve

A team at the Heart Hospital has successfully performed the region's first Evolute procedure, a unique trans aortic valve intervention. The procedure is used to treat patients with severe narrowing of the aortic valve, a condition which can result in heart failure if not successfully treated. Previously the only treatment option available was open heart surgery, but the introduction of the Evolute procedure means the patient can now be treated using arterial catheterization, removing the need for more risky open heart surgery.

Patient safety and caring campaign

A year-long program to promote safety and caring was launched in June 2015 by the quality and safety team at the Heart Hospital. The campaign aims to position quality and safety at the forefront of patient care. A series of educational sessions has been run to provide knowledge and support to staff to achieve this goal. The program has heightened the focus on quality and safety across the hospital. Patient safety targets have been set and a process map developed in order to achieve them.

Emergency expansion

The Emergency Department has been expanded to increase the number of beds available for patients with serious heart problems. The additional beds have benefited patients by increasing capacity, enabling patients waiting to be transferred to the department to be admitted without delay. All beds in the Emergency Department are fitted with cardiac monitoring equipment to ensure patients' conditions are tracked at all times.



JCI ACCREDITED IN 2014

-  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
-  Tertiary Hospitals Group


An Advanced Heart Failure Unit has opened at the Heart Hospital to provide specialized multi-disciplinary care for people living with advanced heart failure.



مستشفى القلب Heart Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



 **Outpatient visits**
2015: 91,754

 **25.5%** 

Emergency visits
2015: 12,044 | 2014: 9,596

 **34.6%** 

Total admitted patients
2015: 8,815 | 2014: 6,550



Al Khor Hospital

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

Significant increase in deliveries

Al Khor Hospital recorded a 32 percent increase in the number of deliveries in 2015 compared to the previous year. The increased births also resulted in significantly more visits to the Obstetrics and Gynecology Department. To manage the increased demand, the number of outpatient clinics for obstetrics and gynecology was doubled, while evening consulting clinics have been opened two days a week. Support services such as the ultrasound imaging of the fetus and the monitoring of its development were expanded to accommodate the increase in the number of visits at the Obstetrics and Gynecology Department. The increase in deliveries is a result of our Women and Newborn Health Network, which has been working to encourage greater use of the maternity units in the general hospitals located outside Doha. 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 our services.

Midwife training

As part of Al Khor Hospital's commitment to provide the safest, most effective and most compassionate care to its maternity patients, great importance is placed on ensuring its midwives receive regular training. Throughout 2015 all midwives at Al Khor attended the K2 Fetal Heart Monitoring course and the Essential Midwifery Training course. The courses focused on heart monitoring best practice as well as the latest advances in care for mothers and their newborn babies.

Improved care processes

Leadership teams at Al Khor Hospital have implemented a number of initiatives to ensure the hospital maintains the highest standards of patient safety and quality of care. One such initiative is the Qatar Early Warning System, utilizing a multi-disciplinary team approach to enhance patient safety by the early detection and management of deteriorating patients. The initiative has resulted in a number of quality improvements, including a 50 percent reduction in the inpatient Code Blue rate from 2014 to 2015 and a significant reduction in transfer times for inpatients to the Intensive Care Unit.



**JCI ACCREDITED IN 2006
REACCREDITED IN 2009 AND 2012**

-  Date of opening: 2005
-  Location: Al Khor
-  Bed capacity: 110
-  Areas of specialty include:
General Medicine, General Surgery, Emergency Medicine, Pediatrics and Obstetrics
-  General Hospitals Group

Al Khor Hospital recorded a 32 percent increase in the number of deliveries in 2015 compared to the previous year.

مستشفى الخور Al Khor Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits
2015: 96,302



16.4% 

Emergency visits

2015: 207,794 | 2014: 178,532



22% 

Total admitted patients

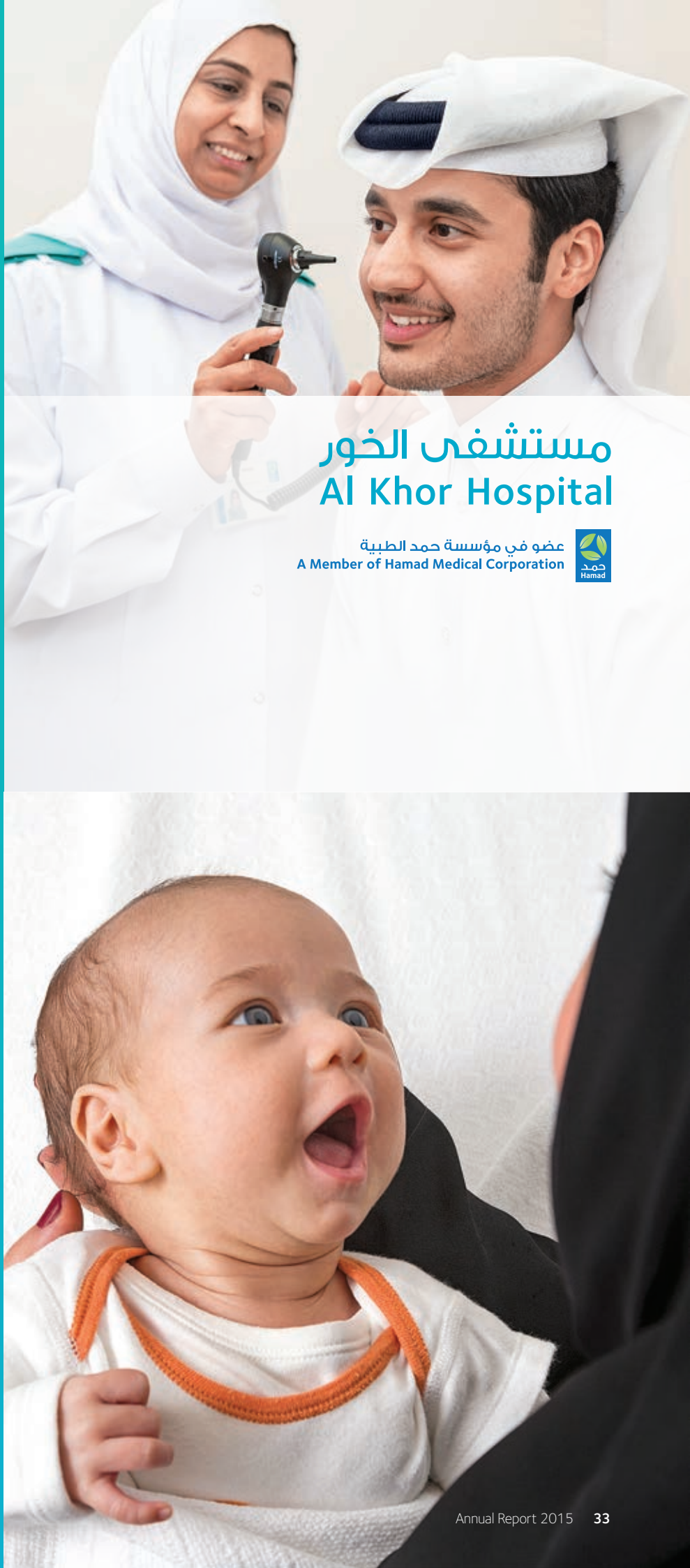
2015: 16,739 | 2014: 13,726



32.8% 

Births

2015: 1,566 | 2014: 1,179



The Cuban Hospital

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

Patient recovery hostel

The Cuban Hospital opened a new patient recovery hostel for patients who have received treatment and no longer require acute medical intervention. The hostel offers continuity of care and allows additional recovery time for patients before returning to the community. Patients admitted to the 16-bed unit are largely self-caring residents who require time to fully recover in order to reintegrate back into their normal lives. The hostel is staffed round-the-clock by a nursing team that visits patients twice a day and monitors their recovery progress, ensuring any prescribed medicines are correctly administered. Doctors are on call and nearby in case of an escalation of any clinical issue.

Robot pharmacist introduced

The Pharmacy Department has introduced a robot pharmacist that prepares and packages intravenous fluids for use in the hospital. The automated device is designed to safely manage the mixing and dispensing of in-hospital preparations previously prepared by pharmacists or nurses on the wards. The robot pharmacist provides pharmacists protection against direct exposure to medications and needle pricking, securing a safe work environment, while improving safety and efficiency in the pharmacy.

Nursing quality award

The Cuban Hospital was awarded the Press Ganey National Database of Nursing Quality Indicators (NDNQI) Award for Outstanding Nursing Quality in the International Hospital category. The annual awards recognize the top performers in the US-based NDNQI's international database through analyzing 17 quality measures that evaluate both patient and health personnel satisfaction. The NDNQI Award win recognizes the dedication and commitment of The Cuban Hospital's nurses.

Advances in dental services

The Department of Dentistry at The Cuban Hospital provides a full range of specialized dental care services to patients in the west of Qatar. Throughout 2015, the department has advanced its dental manufacturing capacity, providing locally manufactured dental braces, plates, crowns, bridges and other prosthetic and orthotic appliances. The increasing number of dental patients seen at the hospital has resulted in plans being approved for the addition of two dental chairs specifically for orthodontic and restorative oral services by mid-2016.



JCI ACCREDITED IN 2014

-  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
-  General Hospitals Group

The robot pharmacist provides pharmacists protection against direct exposure to medications and needle pricking, securing a safe work environment, while improving safety and efficiency in the pharmacy.



المستشفى الكوبي
The Cuban Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits
2015: 48,887



4% 

Emergency visits

2015: 26,746 | 2014: 25,715



19.6% 

Total admitted patients

2015: 3,720 | 2014: 3,110



71.7% 

Births

2015: 436 | 2014: 254



Al Wakra Hospital

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

Medication Therapy Management Clinic

Al Wakra Hospital has introduced a new Medication Therapy Management Clinic, offering medication consultancy services to patients, especially those on long-term care plans for chronic diseases. The service is the first one of its kind in Qatar and aims to achieve the best medication results for patients and to minimize side effects. The clinic provides support to patients by encouraging them to commit to their medication regimen or other treatment through regular follow-ups. The clinic is led by clinical pharmacists, who assess and review the prescription. An electronic follow-up system is used for patient treatment plans in addition to an electronic tracking system.

Triage areas in Adult Emergency

Two dedicated areas for male and female patients have been opened for patients seeking emergency care at Al Wakra Hospital's Adult Emergency Department. The newly established Male Triage and Fast Track Area and Female Triage and Fast Track Area have implemented the Canadian Triage and Acuity Scale (CTAS), an evidence-based five-point scale system that ensures patients are prioritized and streamlined according to the type and severity of their presenting signs and symptoms. These areas are staffed with nurses who have received six months of training on the CTAS system and are well-qualified to determine patient needs before they are seen by an emergency physician.

Dental clinic for people with special needs

Al Wakra's dental clinic has opened a specialized clinic for people with special needs. The clinic is the first of its kind in the Middle East and caters to both children and adults with special needs. This specially designed facility provides a more accessible and accommodating service that is intended to be less stressful for patients and provides an ideal alternative to regular dental clinics. The clinic provides oral and dental healthcare such as tooth extraction, filling and implants, in addition to orthodontics, prosthodontics and treatment of caries and gingivitis.

Center of Excellence in Hernia Surgery

The Hernia Surgery Center at Al Wakra Hospital has been successfully accredited by the Surgery Review Corporation (SRC) for its Hernia Center of Excellence and is the only hospital in the Middle East to receive this award. SRC is a non-profit organization from the United States, known globally for their accreditation of Centers of Excellence in Bariatric and Hernia Surgery.

Expansion of pediatric services

A dedicated service for pediatric day case surgery was launched at Al Wakra Hospital. The new service complements the pre-existing suite of pediatric services at the hospital including emergency, intensive care and outpatient. The service will deliver routine day surgery for children aged six months and over. The majority of routine pediatric day surgeries will now take place at Al Wakra instead of Hamad General Hospital, as part of our overall plan to bring more services closer to the community.



JCI ACCREDITED IN 2014



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



General Hospitals Group

Al Wakra's dental clinic has opened a specialized clinic for people with special needs. The clinic is the first of its kind in the Middle East and caters to both children and adults with special needs.



مستشفى الوكرة Al Wakra Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits

2015: 158,517



9.9% [↑]

Emergency visits

2015: 332,123 | 2014: 302,325



65.3% [↑]

Total admitted patients

2015: 58,714 | 2014: 35,523



41.5% [↑]

Births

2015: 5,128 | 2014: 3,624



Rumailah Hospital

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

New Long-Term Care Unit

Rumailah Hospital opened a 20-bed Long-Term Care Unit as part of plans to strengthen its specialist continuing care services. It co-locates long-term ventilated patients by creating a single specialized location for their care, and also allows specialist multi-disciplinary teams to provide enhanced care delivery for these patients by having all the medical expertise located in one setting. Two existing long-term care units have also been upgraded in the hospital, including a second unit for ventilated patients and one for patients with tracheotomies.

Adult Ventilator Weaning Program

The primary goal of this project is to wean patients off using a ventilator and enable them to breathe independently. This project has led to improvements in patients' quality of life while also reducing bed pressure for patients in the Intensive Care Unit.

Continuing Care Group receives JCI accreditation

Our Continuing Care Group has received Joint Commission International (JCI) accreditation for long-term care. The JCI accreditation process recognizes the high-quality healthcare services offered by the Continuing Care Group. Facilities within the group that are now JCI-accredited include the Enaya Specialized Care Center, Enaya Continuing Care Centers (Muaither 1 and 2), the Rehabilitation Services and Psychiatry Department under Rumailah Hospital, and our Home Healthcare Services.

Assisting patients returning to their home countries

The program's main purpose is to ensure that patients who are medically stable but have no family in Qatar can be reunited with their family in the country of origin with medical and social support. The committee consists of multi-disciplinary members from our teams as well as external organizations including embassies, the Ministry of Labor and Qatar Airways. A significant achievement in 2015 has been to collaborate with hospitals in various countries through partnerships with embassies in Qatar. This collaboration ensures that patients are transferred back to their families in a safe manner. The patients are followed up by care teams in hospitals in their home countries who provide regular medical reports to the Aman Committee and our physicians.



**JCI ACCREDITED IN 2006
REACCREDITED IN 2009, 2012 AND 2015**



Date of opening: 1957



Location: Doha



Bed capacity: 364



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



Continuing Care Group

Rumailah Hospital opened a 20-bed Long-Term Care Unit as part of plans to strengthen its specialist continuing care services.



مستشفى الرميّة Rumailah Hospital

عضو في مؤسسة حمد الطبية
A Member of Hamad Medical Corporation



Outpatient visits

2015: 483,416



2.5% [⬆]

Total admitted patients

2015: 13,640 | 2014: 13,311



Residential and Home Care

Taking mental health services into the community

The Enaya Continuing Care Centers in Muaither provide a base for adult, older adult, and child and adolescent mental health teams, and include supervised residential units for female patients with severe enduring mental illness. The number of patients being managed in their own homes is growing significantly with over 30 percent growth in the last four months of 2015. The Muaither community initiative is growing its role in the care of patients with mental illness nearer to their homes. Demand for these community-based services increased continuously following their opening in early 2015, and by December they provided more than 35 percent of all mental health ambulatory care services.

Increased number of patients treated at home

Throughout 2015, the Home Healthcare Service recorded a 41 percent increase in the number of visits made to patients in their own homes compared to the previous year. Visits to all patient groups rose through the year, with the largest increases seen for ventilated patients and those with diabetes.

Home Healthcare Service JCI reaccreditation

The Home Healthcare Service achieved Joint Commission International reaccreditation under the Home Care Standards 1st Edition. This is the third time that the service has been accredited, following successful surveys in 2009 and 2012. JCI surveyors assessed a wide range of criteria for providing care within a patient's home, including effective communication and quality and safety of care.

Satellite home care services opened

A new satellite home care facility has been opened in Al Khor. The facility will provide better access to home care patients in the northern region of Qatar and support the increasing number of patients cared for by the service. Plans are currently in place to open satellite facilities in other locations in the near future.



**HOME HEALTHCARE SERVICE:
JCI ACCREDITED IN 2009
REACCREDITED IN 2012 AND 2015**

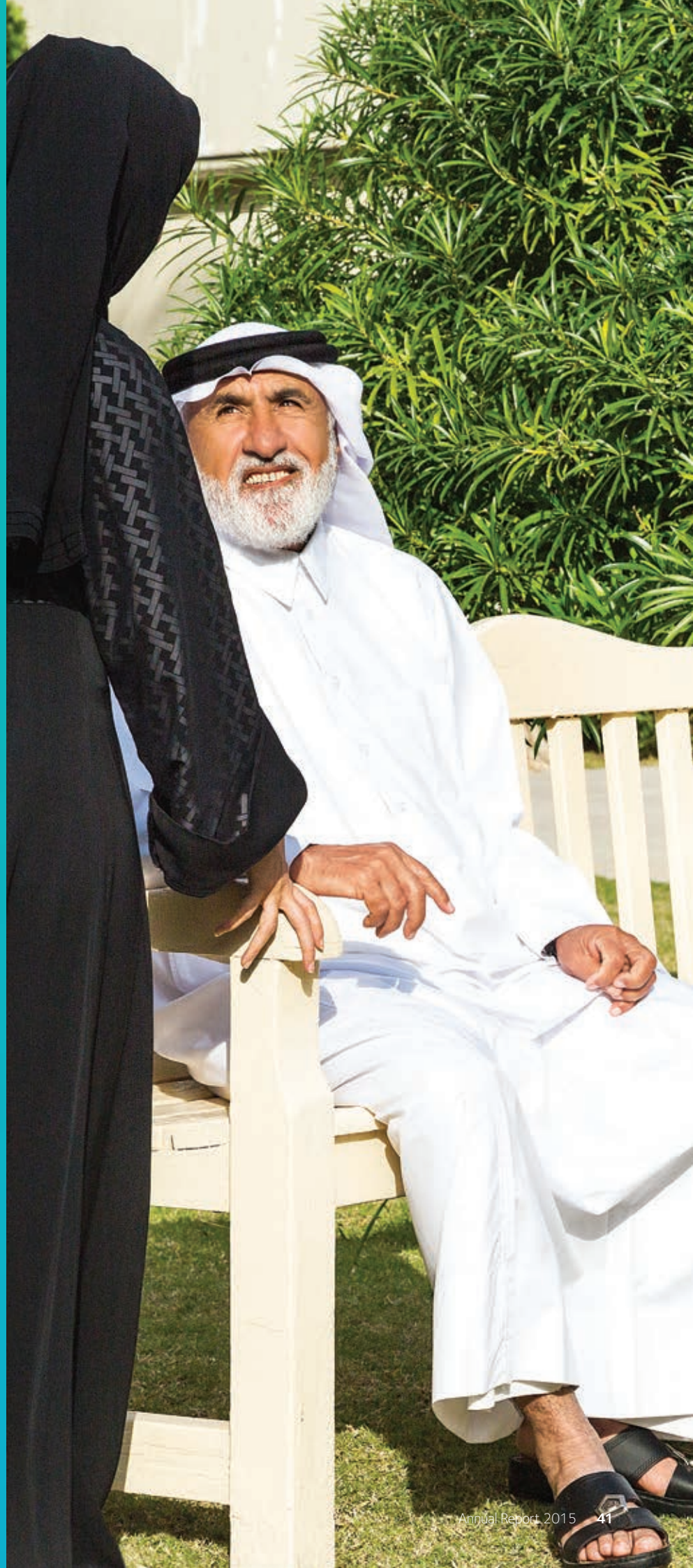
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Demand for the Muaither community-based services increased continuously following their opening in early 2015, and by December they provided more than 35 percent of all mental health ambulatory care services.



Mental Health

Advances in training and education

The Psychiatry Nursing Training Program has been critical in enhancing contemporary mental health practice and in supporting changes in practices within the ward and outpatient environments. The Nursing Training Program has been instrumental in designing and delivering innovative training programs for clinical staff. The program takes an inter-disciplinary approach to course development with a strong focus on teamwork, enhanced not only through education, but also by support and mentoring in clinical areas.

Residency program accredited

Our Psychiatry Residency Program received accreditation from the American College of Graduate Medical Education International (ACGME-I). This prestigious achievement is recognition for the high quality of education and training programs that are in place within our Psychiatry Department and for mental health services.

New mental health service at Al Wakra Hospital

The Psychiatry Department opened a new mental health service at Al Wakra Hospital, thereby increasing access to specialized mental health care for patients across the hospital's medical, surgical and emergency departments. The service, which provides consultation across departments to patients who may also have other existing conditions, is staffed by a multi-disciplinary team consisting of a senior consultant psychiatrist, an old age consultant psychiatrist, a specialist psychiatrist, a clinical psychologist, a social worker, an occupational therapist and administrative staff.

Psychiatry research

The Psychiatry Department showcased its research portfolio at the department's international conference held in December, 2015. Our psychiatry leadership is placing great emphasis on building research programs focused on the major mental illnesses, and on the science that underpins clinical practice to deliver the best care possible to patients.

In line with the Qatar National Mental Health Strategy, our Psychiatry Department has implemented community psychiatry services in Qatar. The facilities in Muaither are the first step in moving towards this innovative community service provision.



**ACGME
Accreditation**

Our Psychiatry Residency Program received accreditation from the American College of Graduate Medical Education International.



Clinical transformation across Hamad

New program to support recovery following surgery

The Enhanced Recovery After Surgery (ERAS) program aims to improve the quality of patient experience and clinical outcomes, and reduce the length of stay of surgical patients. The program re-examines traditional approaches, replacing them with evidence-based interventions where necessary, and covers all areas of the patient's journey through the surgical process, focusing on making sure that patients are active participants in their recovery. A system-wide ERAS Steering Group has been formed with senior representation from surgery, medicine, nursing and allied health professionals to provide leadership and vision. The program is supported by the Hamad Healthcare Quality Institute, which recognizes the need to take a systems view and design solutions that address the complex nature of healthcare organizations.

Launch of the Center for Patient Experience and Staff Engagement

The Center for Patient Experience and Staff Engagement (CPESE) has been formed with the aim to coordinate and consolidate all patient experience initiatives. Initial activities are focused on patient advocacy, complaints management, patient surveys, and staff awards and recognition for excellent patient care. CPESE operates with the single-minded aim of improving the patient experience across our entire network.

Qatar Early Warning System

The Qatar Early Warning System has been launched to provide a new approach to identifying and managing patients whose conditions deteriorate rapidly. It is a standardized system to assess a patient's condition and ensure that the required skills, knowledge and equipment are available for the care of the patient during this acute period. All front-line staff responsible for the care of inpatients use this system in the daily care of their patients. The development of the warning system is a combined effort between the Quality and Patient Safety Department and the Hamad Healthcare Quality Institute.

Nursing and Midwifery Strategy

In mid-2015 all nurses and midwives working across our hospital network received a copy of the Hamad Nursing and Midwifery Strategy 2015-2018. This action plan builds on the successful implementation of the inaugural strategy and sets the strategic direction for our nursing and midwifery workforce during the coming three years. It outlines detailed objectives with measurable outcomes and was built on the five pillars established by the first strategy: the right staff; providing the best evidence-based compassionate care; educated to the right standards; in the right structure; actively participating in research as part of the Academic Health System. It reinforces the importance of providing patients with the best possible care and was developed through consultation with nurses and midwives, reflecting what is important to both the patients who use care services and the staff who deliver them.

The Enhanced Recovery After Surgery program aims to improve the quality of patient experience and clinical outcomes, and reduce the length of stay of surgical patients.



Research

Qatar National Research Fund grants

Each year, the Medical Research Center puts forward proposals to the Qatar National Research Fund (QNRF), the research funding agency for Qatar Foundation. QNRF strives to advance knowledge and education by supporting original, competitively selected research. During 2015, our research investigators received 16 grant awards through the QNRF, totaling \$5,147,817.

Research support

The Medical Research Center is one of Qatar's leading institutions supporting research and facilitating the generation of new knowledge to create the evidence which can be applied to everyday medical practice. The center supports researchers with their investigations in order to ensure research is the highest quality. The center received more than 500 submissions for research studies in 2015. From these submissions, over 200 were approved and supported by the center.

New committees established

Our Medical Research Center has put in place additional systems and processes to ensure the research undertaken is of the highest quality. New levels of governance include the Hospital Research Committees. These committees review all research proposals from within their hospital before approving them for ethical consideration by the Institutional Review Board. The additional governance processes help to ensure that all research undertaken by our researchers is credible and ethical, and that the intended outcomes are relevant to Qatar's population.

Research Forum launched

The Medical Research Center launched the Research Forum program in 2015 to promote a high-quality research culture. The Research Forum provides a platform where anyone interested in research can find support, share their work and learn how best to carry out high-quality research. During the morning session of each forum attendees hear presentations on published or ongoing research projects in one research topic, while the afternoon sessions enable attendees to discuss their planned or ongoing research projects with members of the Research Support Committee.

Research and Innovation Idea Days

The Surgical Services team held its inaugural Research and Innovation Idea Days symposium. The two-day event aims to increase the skills of surgical staff in best practice methodologies for conducting research or further exploring innovative ideas. The symposium provided an opportunity for clinical staff interested in research to learn from locally based and international research and innovation experts through presentations on a range of research skills and practices.

Research Strategy

In 2015 we published our Research Strategy 2015–2018. The strategy is an outline document with five key goals to grow the effectiveness of scientific research activity within Qatar through academic health partners. The goals include the development of disease-focused institutes and signatures programs, and building capacity and capability.

Health services symposium

The first Health Services Research Symposium highlighted the current state of research activity in Qatar and the growing movement towards developing stronger research ties across multiple organizations and healthcare disciplines. Speakers emphasized the importance of health services research as a means of recommending improvements in healthcare delivery to patients and families. The symposium was organized by the Health Services Research Center. The center was launched in 2014 and has a local research network of over 600 members, who contribute their expertise to research activities in Qatar.

During 2015, our research investigators received 16 grant awards through the QNRF, totaling \$5,147,817.



Education and training

Simulation team

The Hamad Healthcare Quality Institute has established a dedicated simulation team to help decision makers test ideas in an experimental environment. Simulation facilitates the comparison of multiple scenarios to consider all possible angles, providing management with more knowledge of the process, thereby improving decision-making. The simulation team has been working with teams across our network to analyze delays and issues within the system and to determine the most efficient actions to take to find solutions.

Preceptored Internship Program

We have introduced a new program to help newly qualified nurses make the transition from the classroom to the clinical environment. The Hamad Preceptored Internship Program supports newly graduated nurses from the University of Calgary-Qatar (UCQ) by helping them successfully move from university to the professional world. Each month, new graduates enrolled in the program attend lectures designed to assist them in developing the skills and competencies needed to translate scientific evidence learned in the university setting into practice and clinical decision making. The 12-month program is helping new graduates develop practical nursing knowledge and clinical competences.

International re-accreditation for nursing education

We earned re-accreditation, with distinction, as a provider for Continuing Professional Development (CPD) from the American Nursing Credentialing Center (ANCC). ANCC accreditation distinguishes organizations that demonstrate quality and excellence in the design and delivery of their continuing nursing education curriculum. Accreditation requires strict adherence to comprehensive, evidence-based criteria. Only organizations that demonstrate zero deficiencies achieve accreditation with distinction. We became the first organization in the GCC, and only the third in the Middle East, to be accredited as a provider of continuing nursing education by the ANCC.

Specialist training for all midwives and nurses

The Corporate Nursing and Midwifery Department has implemented a suite of continuing nursing education courses and programs designed to ensure all nurses and midwives practice to the same high standards across the full range of specialties. One of the programs, Essential Midwifery Skills, has been completed by 100 percent of labor room nurses and midwives, and aims to develop the skills of nurses and midwives who provide care to women during pregnancy, labor, birth and the postnatal period. Similarly, the Foundation in Emergency Nursing course, which has been completed by every emergency nurse, was designed to enhance the critical thinking skills of these nurses. It supports emergency nurses in developing improved knowledge in the specialized field of emergency interventions, preparing them to classify patients according to clinical need, in turn, better prioritizing patients based on their need for care.

The Hamad Healthcare Quality Institute has established a dedicated simulation team to help decision makers test ideas in an experimental environment.



Community health promotion

Diabetes campaign

The 18-month-long public diabetes awareness campaign, which concluded in December 2015, featured outdoor, online, print and radio advertisements, and provided management and prevention strategies for both type 1 and type 2 diabetes. Designed to increase public understanding of the risk factors of the disease, as well as signs and symptoms, the campaign also aimed to empower the public to take control over their health by making good lifestyle choices. The campaign also included a 'pledge' website where members of the public were able to commit to easy, yet effective, measures to take charge of their own health.

Stroke awareness campaign

A public campaign to raise awareness of the signs and symptoms of stroke, and the correct action to take if you suspect a stroke, was run throughout 2015 across Qatar. The awareness campaign used the internationally established Face, Arm, Speech, Time message to highlight the major signs of stroke and reinforce the need to act quickly. The campaign featured radio and television commercials, advertising in newspapers, print media and online, and campaign messaging in shopping malls. Stroke prevention advertisements also ran alongside the F.A.S.T. messages, highlighting the health and lifestyle factors that increase the risk of stroke.

Organ donor registration

Qatar's Organ Donor Registry marked a major milestone with more than 100,000 registered donors in the country. An education and outreach campaign during Ramadan and throughout the year has seen the number of registered organ donors in Qatar more than double in 2015 from 43,000 in March to over 100,000 today. The growth of the registry is unprecedented in the region. Qatar is one of the few countries in the region offering integrated organ transplantation services and on the basis of a single unified national waiting list. The growth of the Organ Donor Registry has resulted in a significant decrease in the number of patients having to travel abroad for transplant procedures.

Kulluna health and safety campaign

Our campaign to raise levels of awareness amongst the public about important health and safety issues in Qatar continued throughout 2015. Run in association with ConocoPhilips, the Kulluna campaign organized many high-profile events throughout the year, focusing on a wide range of health and safety topics including water safety, traffic safety, heart health and heat-related health concerns. During 2015, Kulluna activities were organized across Qatar to ensure the messages reach a wide audience. Kulluna staff also attended key public events, including the Qatar International Boat Show and Awareness and Supported Elements Exhibition.

Public CPR training sessions

We launched an awareness campaign aimed at teaching members of the public the Cardiopulmonary Resuscitation (CPR) technique. The campaign began with public CPR demonstrations around Doha at three popular locations: the Doha Corniche, the Wakra Corniche and Katara Cultural Village. Similar training events have also been organized at key shopping malls as well as on Sport Day in February 2016. Organized by the Hamad International Training Center, the training events utilize around 400 CPR mannequins to help the public learn hands-only CPR.

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Support systems

Clinical Information System

Throughout 2015 the Clinical Information System (CIS) project made significant progress, successfully completing implementation at seven out of eight of our hospitals. CIS is a groundbreaking project to digitize the entire public health system of Qatar and provide each patient with a personal electronic health record. Along with the Primary Health Care Corporation (PHCC), we have been working in partnership with Cerner and Dell to implement CIS into all our hospitals and the primary health centers. The CIS project team has been working closely with hospitals to train staff and ensure the new system's implementation is as smooth as possible.

New bilingual website

Our new website was formally launched at the 2015 Middle East Forum on Quality and Patient Safety. The new website is fully bilingual, in Arabic and English, and contains information on hospitals, services, education and research endeavors, and enables visitors to find a doctor. In addition, the website features a range of health information, including advice on stroke, diabetes, and health and safety. The general public can find out what to expect when visiting one of our services and also view all of our publications. The site is also available through mobile devices in a mobile-friendly format.

Decentralized Human Resources offices

The Human Resources Department opened offices in a number of facilities during 2015 as part of the Human Resources Modernization Program. The program is decentralizing key HR functions, such as recruitment services and customer service support, in order to make access to HR services easier and more efficient for staff. Throughout 2015 four offices opened, at the Ambulance Service, Al Khor, Al Wakra and Women's hospitals.

The offices provide on-the-ground support to staff in these facilities, and work closely with the corporate HR team to deliver efficient recruitment and HR service support.

Corporate orientation program

To ensure our new employees are given the information and support they need, the Human Resources Department has launched a new corporate orientation program. Hayakom – Arabic for 'welcome' – is designed to ensure that every employee who joins us settles in as smoothly as possible. Launched at the end of 2015, Hayakom consists of four phases: pre-joining orientation, corporate orientation, facility orientation and department or team orientation. Each new starter is guided through these orientation phases by the Hayakom program managers, and given extra support from their team and supervisor.

Throughout 2015 the Clinical Information System project made significant progress, successfully completing implementation at seven out of eight of our hospitals.



Awards and events

Healthcare Company of the Year award

We received the Healthcare Company of the Year award at the Arabian Business Achievement Awards 2015, held in Dubai. The event is one of the most prestigious of its kind in the region. Awards were handed out this year for 16 categories to companies from across the Arab world, with the independent judging panel looking for companies that have made the most positive impact over the last 12 months. As winner of the Healthcare Company of the Year category, we were recognized for our outstanding achievements in providing high-quality healthcare services and, in particular, for our public awareness campaigns.

Awards for innovation in healthcare technology

We were honored with five healthcare innovation awards at the sixth annual Cerner Middle East Regional User Group Conference 2015, held in Dubai. Three awards were jointly presented to us and Primary Health Care Corporation. We also received the Achievement and Innovation in Patient Care Delivery Award for our implementation of Cerner's St. John Sepsis Rescue Agent, while our Health Information and Communication Technology Department and Nursing Informatics were also recognized for their advances in healthcare technology.

Staff achievements recognized at Stars of Excellence 2015

Teams from across our network were awarded top honors for eight categories at the annual Stars of Excellence staff award ceremony. Stars of Excellence is in its sixth year and during that time more than 1,500 projects have been submitted. The winning projects at the 2015 awards were selected from more than 270 submissions and winners were chosen based on their performance against key criteria, such as the application of international best practices, evidence of direct improvements resulting from the project, and how the project has improved patient care and the overall patient experience.

The winning projects from Stars of Excellence 2015 were:

- Managing Director's Special Award – Golden Hour Delivery Room Management Project
- Clinical Practice Award – National Tumor Board and Cancer Guidelines
- Collaborative Achievement Award – Powerchart Oncology Implementation at the National Center for Cancer Care and Research
- Operational Performance Award – Neonatal Transport Program
- Patient Experience Award – Supportive and Palliative Care Unit
- Quality and Patient Safety Award – Performance of Pediatric Code Blue Team in Hamad General Hospital Pediatrics
- Education Award – Innovating the Clinical Information System Training Experience of Nurses
- Research Award – Association of Time in Blood Glucose Range with Outcome after Cardiac Surgery

Top awards at the 16th annual Congress of the Arab Hospitals Federation

We were presented with the Excellence Award in IT Healthcare during the 16th annual Congress of the Arab Hospitals Federation (AHF) held in February 2015 in Cairo, Egypt. The Excellence Award in IT Healthcare recognizes our efforts in introducing and applying state-of-the-art technologies to healthcare in Qatar, notably the ongoing implementation of the Clinical Information System.

Middle East Forum on Quality and Safety in Healthcare 2015

The third annual Middle East Forum on Quality and Safety in Healthcare took place at the end of May with the theme 'Collaborating for Excellence in Patient Care.' More than 3,000 healthcare professionals from across Qatar and the Middle East region attended the three-day event, organized in collaboration with the Institute for Healthcare Improvement.

The forum featured international 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.

Interactive workshops took place across the three days, focusing on improvements hospitals and clinics can make in four key areas: quality and patient safety, patient engagement, clinical interventions and improving patient flows.

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