Candidate Brief

Vice Chair of Emergency Medicine,
Hamad Medical Corporation

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Introduction

Hamad Medical Corporation (HMC or “Hamad”) is the largest non-profit healthcare provider in Qatar and one of the most prominent in the Middle East. Hamad holds a unique position, being the only organization in Qatar to deliver a comprehensive range of acute healthcare services based on clinical need, not a patient’s ability to pay.

Significant changes lie ahead for the healthcare sector in Qatar. Patient expectations for the best possible services continue to rise; legislation to introduce an insurance-based model for healthcare funding has been passed; many new facilities will be opened and innovative new services will be provided. Hamad has begun a major journey of expansion and quality improvement of its clinical services, workforce and facilities in recent years to best prepare for the challenges ahead.

Hamad is committed to continuing to invest and transform in order to meet the healthcare needs of a rapidly growing population. Hamad is a forward-thinking organization that blends the best elements of Qatari values, innovation and skills, with high calibre international expertise. Hamad’s vision is to deliver the safest, most effective and compassionate care to each and every one of its patients.

The backdrop to these transformational changes is a rapidly expanding population in Qatar. The nation has seen continued growth over the past few decades. In the ten years after 2002 the population grew from 740,000 to 1.8 million and now stands at 2.2 million. With investment in Qatar set to continue, and the increasing demand for expatriate professionals, the nation’s growth is expected to continue for many years. According to the Qatar Statistics Authority, the total population is forecast to reach 2.5 million by 2020, if not before. The graph below shows this inexorable growth clearly as well as illustrating how this impacts on healthcare provision and hospital beds. Later in this brief you can read about the exciting plans to expand capacity and modernise facilities to meet rising demand.

National Health Strategy

Qatar has set out its plans for the development and growth of the nation over the next two decades in the Qatar National Vision 2030, which focuses on four developmental pillars: human, social, economic and environmental.

The National Health Strategy 2011-2016 is aligned to the goals of the Qatar National Vision 2030. It is an ambitious program, with seven goals and 39 specific projects, designed to transform health services in Qatar with the aim of supporting a healthy population, both physically and mentally.

The Supreme Council of Health, Hamad Medical Corporation and the Primary Health Care Corporation are working together to achieve a healthy, vibrant society in Qatar by promoting public health, encouraging healthy lifestyles, providing comprehensive community-based primary care and supporting advanced, best practice hospital and continuing care services that meet the needs of the country’s diverse and rapidly growing population.
**Hamad Medical Corporation**

Hamad Medical Corporation is the largest non-profit healthcare provider in Qatar, providing around 90 percent of acute services in the country. Established by Emiri decree in 1979, Hamad reports to the Supreme Council of Health in Qatar and manages eight hospitals, a national Ambulance Service and a Home Healthcare Service.

Since its establishment, Hamad has prided itself on providing safe, high quality, cost efficient and life changing healthcare for all its patients, based on clinical need. Hamad takes the lead on many key areas of the National Health Strategy, such as diabetes, cancer, organ transplantation and mental health to name just a few.

Hamad is the largest employer in Qatar, with more than 21,500 staff (expected to rise to at least 27,000 by the end of 2015), and is one the largest healthcare providers in the Middle East.

Hamad has sought and achieved for the third time Joint Commission International accreditation in 2013/14. In the same year Hamad became the first hospital system in the region to achieve the institutional accreditation from the Accreditation Council for Graduate Medical Education – International. This indicates that Hamad meets the highest and most rigorous standards for physicians’ specialty training.

The following diagram shows some compelling statistics which demonstrate the sheer scale of HMC as well as the numbers of patient episodes in the various areas of need.
**Hospital groups**

Hamad’s eight hospitals are organized into three groups: Tertiary Hospitals, Continuing Care and General Hospitals.

**Tertiary Hospitals**

**Hamad General Hospital**

Hamad General Hospital opened in 1982 and is Hamad’s largest hospital, providing 600 beds.

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

**Women’s Hospital**

The current Women’s Hospital is a 300-bed Hospital facility in Medical City.

The six-story hospital provides complete women’s care from obstetrics and high-risk births to gynecological services; it is the largest birthing center in the State of Qatar.

A new Women’s Hospital has been built to replace the existing facility in 2016/17.

*Areas of specialty include:* Obstetrics, Gynaecology, Neonatal Care, Emergency Care and Newborn Screening.

**Heart Hospital**

The Heart Hospital is a state-of-the-art center for the treatment of adults with heart conditions. The hospital opened in 2011 and integrates all cardiothoracic medical and surgical facilities in one center providing 115 beds.

*Areas of specialty include:* Cardiology, Cardiothoracic, Non Invasive Cardiac Surgery, Cardiac Intermediate and Intensive Care and Emergency Care.

**National Center for Cancer Care and Research**

This 60-bed hospital was opened in 2004 and specializes in the delivery of advanced treatment and care for people with cancer and blood disease.

*Areas of specialty include:* Medical Oncology, Radiotherapy, Chemotherapy, pain Management and Specialist Laboratory Services.

**General Hospitals**

**Al Khor Hospital**

Opened in 2005, this 110-bed hospital provides healthcare services to the growing population in the northern region of Qatar.

*Areas of specialty include:* General Medicine, General Surgery, Emergency Medicine, Pediatrics and Obstetrics.
Al Wakra Hospital

Al Wakra Hospital is an impressive general hospital that has been designed, built and staffed with the changing needs and expectations of the growing community in the country’s south in mind. Al Wakra Hospital provides comprehensive, high quality healthcare to people of all ages, from emergency care, to general medicine and surgery and highly specialized treatments. The hospital is committed to delivering diagnostic and treatment services to its patients in an integrated and efficient way. The local community has greatly benefitted since the opening of the hospital as they are now able to access state-of-the-art healthcare services close to home and no longer need to travel to Doha for much of their hospital care.

History

Al Wakra Hospital opened in 2012 to serve the rapidly growing towns of Al Wakra and Mesaieed as a general hospital.

The distinctive architectural design of the hospital is best appreciated on the descent into Hamad International Airport. Al Wakra Hospital is the largest hospital building in Qatar, being 15 percent larger than Hamad General Hospital and Women’s Hospital put together. The hospital occupies 130,000 square meters of a site that spreads across more than 304,000 square meters of land in total.

With a combined staff of almost 3,000, including 217 doctors working across a range of medical specialties and more still due to come, Al Wakra Hospital offers an impressive range of general hospital diagnostic and treatment services for outpatients, inpatients and day stay patients of all ages.

The hospital has capacity for 325 beds; 248 of which are for general and acute patients and 77 are reserved for critical care, high dependency and burns patients. There are also an additional 77 observation/day beds. Around 30 percent of beds are in single occupancy rooms, all of which have an en suite bathroom.

The new hospital’s laboratories are equipped to the highest international standards with some of the world’s newest automated testing equipment that enables fast and efficient analysis of a high volume of samples.

Mission

Our mission is to improve people’s lives by providing the highest quality multi-disciplinary healthcare services quickly, safely, effectively and efficiently to meet the needs and expectations of our patients and their families within the community we serve. We will create an environment of continuous improvement, developing evidence based practice to ensure our services are of the highest standard.

Vision

Our vision is to become the hospital of choice for patients and employees by upholding our commitment to providing the safest, most effective and most compassionate care and by demonstrating a superior organizational effectiveness. To be recognized for our commitment to challenging ourselves to always strive for excellence in everything we do.
Essence
Valued community service

Values
• Community
• Trust
• Quality

Our Services
Al Wakra Hospital offers patients dedicated, specialized care and a unique range of services including pediatrics, dentistry, burns unit, dermatology, diabetes care and specialized and general surgery.

These services enable the people of Al Wakra and surrounding areas to seek treatment in a more convenient location rather than travelling to Doha.

Please use the Clinical Services link to find out more about the services we offer.

Patients with more serious or complex problems, or who require more highly specialized diagnostic and treatment services, termed tertiary level services, may still be referred to a specialist center such as the Heart Hospital or the National Center for Cancer Care and Research, though joint care arrangements exist for long-term patients.

The Cuban Hospital
The Cuban Hospital, located in Dukhan in the west of the country, is a joint venture project between the State of Qatar and the Cuban Government. Formally opened in January 2012, the hospital provides 75 beds.

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

Continuing Care
Rumailah Hospital
Opened in 1957, and now with a total of 520 beds, Rumailah Hospital is Hamad’s longest serving hospital and provides healthcare services for both acute and long-term rehabilitation patients.

Areas of specialty include: Adult Rehabilitation, Children’s Rehabilitation, Burns and Plastics, Dentistry, Ear Nose and Throat and Ophthalmic Surgery, medical care for the elderly, Psychiatry and Residential Care.
Enaya Skilled Nursing Facility

The 160-bed Skilled Nursing Facility is part of Rumailah Hospital’s Residential Services. The facility offers skilled nursing care, rehabilitation services, social services and personal care to residents who are long-term dependent or partially dependent.

The National Ambulance Service

Hamad’s Ambulance Service responds to more than 90,000 calls each year, to which 1454 staff, 167 ambulances, 20 rapid response vehicles and a helicopter provide support.

Master Facilities Plan – The future

As well as the new hospitals already opened, the continuing population growth has necessitated an ongoing capital building programme for three new hospital towers in the Hamad Bin Khalifa Medical City. This will help to address the need for additional hospital capacity including acute beds. The Translational Research Institute forms part of the new Academic Health system described later in this brief.

Qatar’s Academic Health System

2011 saw the launch of Qatar’s Academic Health System (AHS). Hamad is working closely with Weill Cornell Medical College in Qatar and five leading health, education and research partners from across the country on this innovative new partnership that will transform healthcare in Qatar.

Over the next five years, Qatar’s AHS will improve the standard of care that patients receive, train the next generation of clinical and scientific leaders and support world-class research leading to new and exciting discoveries.

The AHS is the first partnership of its kind in the region, and the world’s first nationwide academic health system. It will focus on those disease areas that place the greatest burden of mortality and morbidity on Qatar’s population. Additionally, the AHS will promote ‘translational research’ – bringing new technologies, medicines and treatments from the laboratory bench to the patient’s bedside as quickly as possible.

A Translational Research Institute (TRI) is also under construction. A key component of the Academic Health System, the TRI will facilitate HMC’s development as an internationally recognized health research organization and the leading health research organization in the region. Scheduled for completion in 2016, the TRI will provide state-of-the-art core research facilities to support internationally competitive translational (bench-to-bedside) and clinical research.

With a focus on the fields of cancer, trauma, infectious diseases, neuroscience, diabetes, obesity, cardiovascular disease, and women’s and children’s health, the TRI will give researchers ready access to facilities that enable the translation of basic biomedical discoveries into new diagnostic biomarkers and therapies.
High patient satisfaction rates

A survey of HMC’s patients has revealed an overall satisfaction rating of 86 percent for its hospitals.

During April and May 2013, HMC’s Regulatory, Accreditation and Compliance Services Department conducted about 5,000 telephone-based surveys with discharged patients and their families. The results revealed positive ratings across HMC’s network with 89 percent satisfaction recorded for inpatient services, 85 percent for emergency services and 83 percent for outpatient services in the extensive survey.

The findings demonstrate that HMC is providing safe, effective and compassionate care to the people of Qatar, with 97 percent of respondents confirming they would choose to visit a Corporation hospital again after their experience. Further, the survey has revealed that 95 percent of patients would recommend HMC hospitals to friends and family.
Key findings include:

- Hospital inpatient scores ranged from 86 percent satisfaction at Women’s Hospital to 92 percent at Al Khor Hospital.
- In the emergency setting, Hamad General Hospital scored 80 percent satisfaction and Al Wakra topped the list at 89 percent.
- In outpatients, Hamad General Hospital had a 77 percent satisfaction rating while NCCCR and Rumailah Hospital each achieved an 88 percent satisfaction rating.

**Revalidation of consultants’ credentials**

A project to revalidate the qualifications, credentials and practices of all HMC’s medical and dental consultants, as well as those of the Primary Health Care Corporation (PHCC), formally began in April, 2013. A consortium of renowned international certifying authorities, working under the name Medical Validation Ireland (MVIrl), will work with HMC’s medical leadership and the Medical Staff Office, as well as PHCC leadership, to complete a peer review of the credentials of every consultant. This revalidation project will help ensure that all our consultants meet a single, unified high standard, enabling HMC to deliver the safest, most effective care to all of Hamad’s patients.

**Academic Affiliations and Clinical Partnerships**

Hamad Medical Corporation’s vision is to achieve international recognition as a world-class quality healthcare provider. Hamad is developing partnerships with leading local and international organizations in the fields of health, research and education.

Through these partnerships, Hamad is seeking to redefine clinical expertise, transform the delivery of its services and bring innovative solutions to meet Qatar’s current and future needs. Two leading examples of Hamad’s partnerships are with Partners HealthCare and SickKids International.
Unique partnership advancing women’s healthcare in Qatar

A unique collaboration between Hamad and Partners HealthCare will transform the Women’s Hospital into one the leading hospitals in the region for obstetric and gynaecological healthcare. Partners HealthCare is a not-for-profit, integrated academic health care system based in Boston in the United States (US), affiliated to Harvard. Under the agreement, Partners will share clinical expertise and international best practices with the Women’s Hospital, one of the busiest in Qatar. As part of its long-running arrangement with Partners, specialists and leading clinicians from Brigham and Women’s, Massachusetts General and Newton-Wellesley Hospitals will work side-by-side with the team at Women’s Hospital to drive improvements in quality, patient care, and – ultimately – clinical outcomes.

Developing children’s healthcare services in Qatar

Since 2010 Hamad Medical Corporation and SickKids International have been working together to develop pediatric healthcare in Qatar. This complex partnership encompasses every aspect of pediatric healthcare in the country, from primary to tertiary pediatric services. The focus is on developing pediatric clinical programs, developing staff through education and training, and developing Child Health Research in Qatar. The partnership with SickKids International demonstrates Hamad Medical Corporation’s commitment and dedication to delivering excellent paediatric healthcare services in Qatar.

Future expansion

In order to meet the growing healthcare demands of the population, Hamad Medical Corporation is embarking on one of the biggest and most ambitious master facility plans ever seen in international healthcare. Work began in early 2011 on a three-year project that will deliver three new hospitals in Hamad bin Khalifa Medical City: a new Women’s Hospital, an Ambulatory and Minimally Invasive Surgery Hospital and a Rehabilitation Hospital. Additionally, a Communicable Diseases Hospital will open in 2015.
Background on the Department of Emergency Medicine

The Emergency Department is based within Hamad General Hospital, which has one of the busiest emergency departments in the world, with over 500,000 patient attendances each year. Our mission is clear, to provide the highest quality patient care to those with a wide range of illnesses and injuries, especially those patients presenting with life threatening medical needs.

A comprehensive review of HGH’s emergency medicine practices in early 2012 led to improvement recommendations based on international best practice standards, which have been implemented by a globally recognized multi professional team. HMC’s vision is to be distinguished as the leading center for emergency medical care in the Gulf region, through introduction of new services and improvement of existing provision to ensure the highest quality of patient care for the increasing number of clients requiring our services.

The clinical service benefits from state-of-the-art equipment used for better and faster treatment of a variety of emergency patients. The Emergency Department at Hamad General has thirteen distinct clinical areas including a “See & Treat” area, introduced in 2011 to provide care for less seriously ill patients, short stay units, urgent care areas, resuscitation and trauma rooms. This model has resulted in better streaming of patients and reduced congestion in the department and throughout the hospital. Application for level one trauma center status, accredited by the American College of Surgeons, is in process. There are currently 433 nurses and 161 doctors on staff, along with 20 fellows and 40 residents.
Facts and figures

- Average daily presentations: 1200-1500
- Priority: 1: 2%, 2: 9%, 3: 88%
- Average departmental length of stay: 1hr 11mins (March 2012)
- In-patient admissions per day: 60
- Observation Ward admissions per day: 30
- Overnight admits - 40

The Role

This is a critical role in ensuring the best possible clinical, operational and academic leadership to the department, which will drive the best clinical service and highest quality outcomes. The Vice Chair will not only hold a significant leadership role within the department but will have a key role across HMC including developing relationships with Weill-Cornell Medical College, collaborative leadership with clinicians across the Academic Health System and supporting national leadership of issues relating to emergency medicine across Qatar.

Summary of the role:

Clinical and academic leadership:

Provide clinical, operational, professional and academic leadership to the Department of Emergency Medicine, including:

- Lead and support the multidisciplinary clinical engagement in service improvement
- Motivate, lead and inspire all emergency department staff
- Take an active role in developing the vision and strategic plan for the department which aligns with those for the Academic Health System
- Nurture a culture of critical enquiry and develop departmental research capacity
- Ensure the skill-mix of the healthcare workforce and develop a sustainable plan for recruitment and development including specific plans for development of Qatari Nationals
- Support the provision of high quality educational programs and a residency programs satisfy ACGME requirements for accreditation
- Take a significant role in the design and development of our new purpose built trauma and emergency department
Clinical quality and patient safety:

- As part of the senior clinical leadership team deliver the quality and patient safety agenda introducing clinical standards capable of international accreditation
- Ensure departmental adherence to JCI standards
- Develop links between the quality and safety agenda and those areas that impact on quality and safety, such as research and teaching

Wider role:

- Develop strong links with our academic and clinical partners such as Weill-Cornell Medical College and Qatar University
- Take a national leadership role in issues relating to emergency medicine
- Take an active lead in planning for the future through further service and specialty reconfiguration
- Represent the Academic Health System on the international stage and develop strong international partnerships

The Candidate

The ideal person will be a Senior Emergency Medicine consultant with a track record in senior medical leadership gained ideally in a complex healthcare setting such as an international teaching hospital.

He/she will have gravitas and presence as well as the ability to act as a role model and support staff and student development. A strong academic background would be significantly advantageous as well as an interest in developing the Department’s academic programs

Specifically he/she will demonstrate the following key skills and experience:

- Board certification or equivalent specialist qualification in emergency medicine
- Strong clinical leadership skills and the ability to contribute to strategy and policy development at Institutional level
- Strong networking and team building skills
- The ability to contribute to complex policy development
- Strong analytical and communication skills
- An ability to work as part of an inter-professional team
- A strong academic background
- Clear evidence of working in a multicultural environment
The ideal person will be a senior leader in emergency medicine with a significant track record in senior medical leadership gained ideally in a complex healthcare setting such as an international teaching hospital.

He/she will have gravitas and presence as well as the ability to act as a role model and support staff and student development.

A strong research and academic background would be significantly advantageous as well as an interest in developing the Department’s academic programs.

**Terms and Conditions**

The chosen candidate will be offered a generous package, which in most circumstances would be tax free. In addition, high quality accommodation will be offered together with the other usual benefits of an expatriate appointment. Further details will be discussed on an individual basis with candidates as the selection process moves forward.

**Application and Selection Process**

In the first instance, please call our retained recruitment consultants on for an informal, confidential discussion:

Simon Green, Director  
E: simon.green@harveynash.com  
DDI: +44 207 333 1435

Thomas Patterson, Head of Research  
E: Thomas.patterson@harveynash.com  
DDI: +44 207 333 1516

Frank McKenna, Managing Director  
DDI: 0207 333 2608

Your application should comprise a full CV detailing your experience and relevant achievements pertaining to this role, particularly addressing the requirements of the job description.

Selected candidates will be invited for a first round interview initially with Professor Mike Richmond, Acting Chief of Medical, Academic and Research Affairs. This could be by video conference. Shortlisted candidates will subsequently be invited to visit HMC in Doha to meet with key members of staff and to discuss the role in more depth, leading to a formal interview process thereafter.
What is the format of the application process?

To apply you will be required to send to a CV and cover letter to Simon Green, quoting the specific job reference number - HN521232.

Please note we are unable to accept an application without a cover letter or clear reference to the opportunity.

Applications must include:

- A short covering letter indicating how you meet the selection criteria with current salary/remuneration package plus clear reference to which position you wish to apply for along with reference numbers.
- A full CV
- Contact details for three referees (who will not be contacted without your permission)

Candidates will be notified of further key as they progress through the recruitment process.