



مؤسسة حمد الطبية  
Hamad Medical Corporation

HEALTH • EDUCATION • RESEARCH  
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# Hamad Medical Corporation Healthcare Strategy 2024-2030

A new era of excellence in patient care

# A Message from Her Excellency

Hamad Medical Corporation (HMC) has undergone a remarkable journey of transformation in recent years, consistently growing and evolving to meet the needs of the State of Qatar's population.

We are immensely grateful to His Highness the Amir, Sheikh Tamim Bin Hamad Al Thani, and His Excellency Sheikh Mohammed bin Abdulrahman bin Jassim Al Thani, Prime Minister and Minister of Foreign Affairs for their vision and direction which has enabled HMC to make great progress. Under their gracious patronage, we are guided by our mission to provide the safest, most effective and most compassionate care to each and every one of our patients.

The rapid development of the State of Qatar in the last few decades has been mirrored by equally ambitious growth in hospital capacity and the delivery of a comprehensive set of clinical services ranging from acute and lifesaving to long-term and home-based care.

The new HMC Strategy 2024-2030 aligns closely to the Third National Development Strategy 2024-2030 and the National Health Strategy 2024-2030 which both set out a clear vision for a more integrated, multi-provider sector that delivers better access and quality of care for patients as well as a more sustainable health system.

The new HMC strategy identifies three ambitious goals and four distinct enablers to support its successful delivery. The goals define our desired outcomes and provide clear direction for our entire organization, creating a unified aspiration and direction weaved throughout HMC. The enablers will be the mechanisms by which we will achieve our goals, providing a focused approach to achieving a successful strategy.

Under the direction of this strategy, we will build on HMC's firm foundations of quality to deliver care in a more efficient way. We will seek to balance the efficiencies of standardized process in a multi-facility environment with a customizable, patient-centered offering. Key to this is taking advantage of the emerging digital technologies and new approaches such as precision medicine to develop truly personalized, seamless and affordable healthcare accessible to everyone.

HMC has a proven track record of success, achieving unprecedented expansion and quality improvement. As we look to the future and to continue our evolution, this strategy will provide the framework to take HMC into a new era of excellence in patient care.

**Her Excellency Dr. Hanan Mohamed Al Kuwari**  
Minister of Public Health  
Managing Director of Hamad Medical Corporation



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# Our Mission and Vision

HMC's mission remains a firm commitment to provide the best care possible to all of our patients. It helps anchor our work, providing a backdrop to our vision – one that sets out a clear path for us in a significantly changing environment.



## Our Mission

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



## Our Vision

To be a recognized leader in healthcare. Trusted to deliver high-quality, high-value and innovative care for all.





# Unpacking our Vision



## Recognized

Our efforts and work in healthcare will be of such a standard to be recognized both regionally and internationally.



## High-Value

We are equally committed to delivering care in the most efficient and affordable way, reducing waste to ensure our resources are used wisely.



## Leadership

We are stewards of the healthcare system, setting standards, collaborating across organizations and making the right choices to ensure the best care possible for everyone.



## Innovative

We are continually learning, using our research, training and education to improve the care and services we provide.



## Trust

We are trusted by patients and families to deliver safe and effective care. We are trusted by the country to deliver cost-effective and sustainable healthcare services.



## For All

We are and will always remain open to anyone who requires care.



## High-Quality

We are committed to consistently deliver safe, accessible, timely, effective and efficient care to each of our patients.





# Our Recent Transformation

HMC has undergone a remarkable expansion program in recent years – a feat that is unparalleled around the world. Over the past decade, HMC has significantly expanded facilities and services, while also advancing the quality of care provided, giving citizens and residents of Qatar improved access to world-class care.

Our new strategy builds on these strong foundations of past achievements.






## New Hospitals





## Increased Activity

	2011	2023	% increase
 <b>Outpatient</b>	1.4m	3.3m	135%
 <b>Emergency visits</b>	1.1m	1.44m	30%
 <b>Surgeries</b>	32k	58k	81%

## Increased Bed Capacity

With the opening of many new hospitals, HMC's inpatient bed capacity has increased significantly in recent years.



**2010:** 1,500 beds

**2024:** 3,000 beds



# International Accreditation for Quality and Safety

Fourteen HMC hospitals hold corporate Academic Medical Center accreditation by the Joint Commission International (JCI), endorsing the quality and safety of our services. Additionally, our Ambulance Service, Home Healthcare Service and Long Term Care have all received prestigious JCI Certification, as well as Diabetes Mellitus, Primary Stroke and Palliative Care.



# World-Class Standards of Care

HMC exceeds national and international benchmarks for quality of care across multiple areas.



## Emergency Department waiting times

Average time to be seen and discharged across all HMC Emergency Departments is **1.83 hours** versus the 4 hour target of international best practice (Qatar National Health Strategy).



## Cardiology

Average time from arrival to acute coronary intervention is **48 minutes** versus the 90 minutes international benchmark.



## Stroke

Percentage of acute stroke patients at Hamad General Hospital treated within 60 minutes of arrival exceeds the international benchmark of 50 to 60 percent of patients.



## Cancer

Referral for suspected cases to be seen - **94%** of patients seen within 48 hours (UK is 14 days).



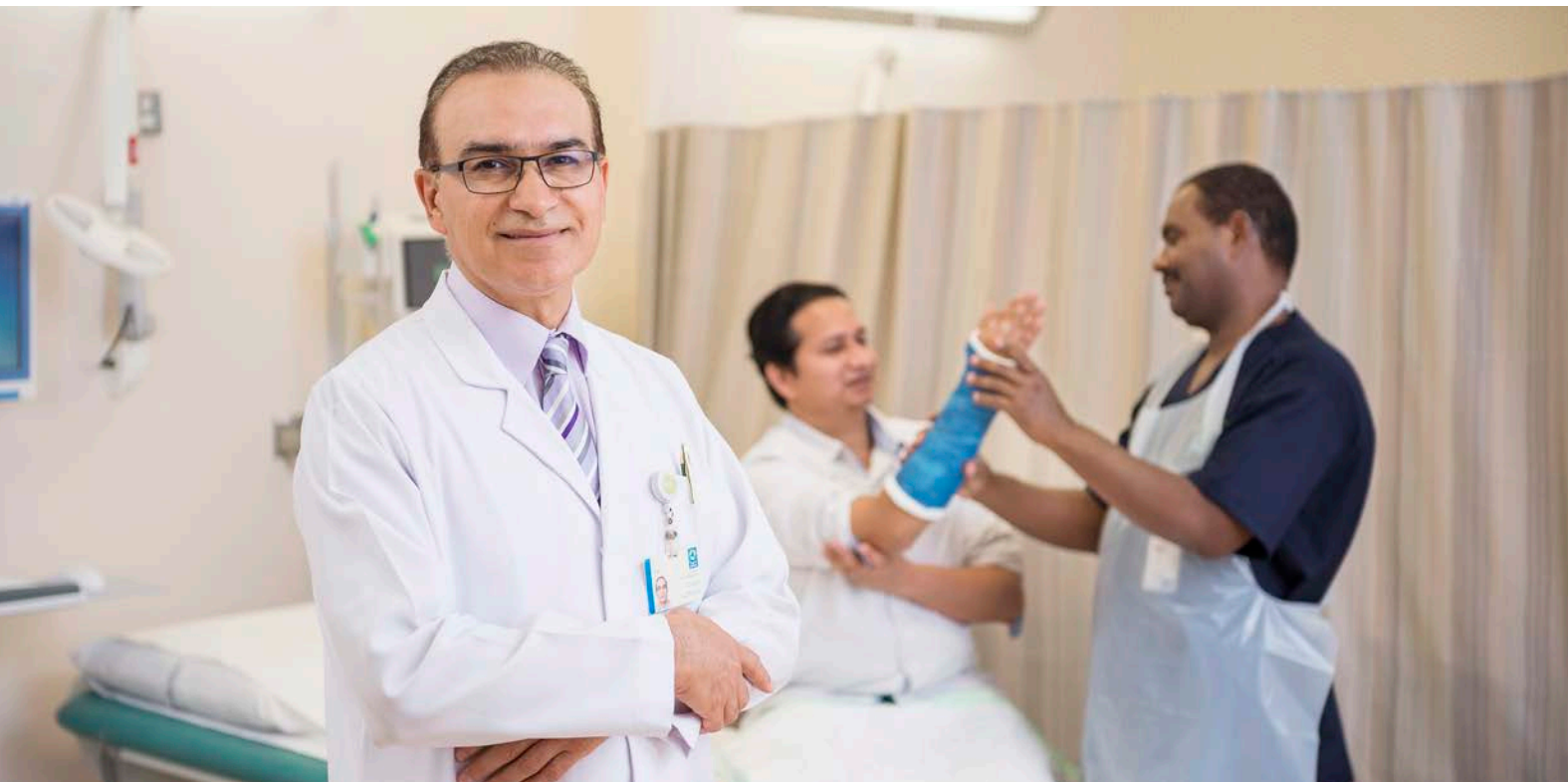
## Trauma mortality rates

For the past four years, the HMC Trauma Program has demonstrated a mortality rate lower than North American counterparts.

## Person-Centered Care

In March 2018, our Center for Patient Experience and Staff Engagement (CEPESE) signed a three-year partnership with Planetree International. The collaboration strengthens our capability by providing strategic direction and support to enhance our commitment

of putting the patient first. To date, the partnership has delivered multiple positive outcomes for patients, including the Person-Centered Care Ambassador Program, Patient and Family Advisory Councils and the Person-Centered Care Forum.



## Healthcare Contribution Towards International Crises

As part of the State of Qatar's pledge to support people around the world affected by conflict and crises, HMC has worked with partners across the healthcare sector to provide a range of medical services and support to international communities including those in Palestine, Sudan, Somalia and Afghanistan.

HMC's contribution includes the Ambulance Service partnering with Qatar's Armed Forces to organize flights and bring patients with severe injuries back to Qatar for treatment. Numerous medical teams at HMC have been involved in the complex care for these patients, including ambulance, trauma, emergency, surgery, orthopedics, plastics, maxillofacial, intensive care, rehabilitation, prosthetics and mental health.



## COVID-19

HMC healthcare teams played a central role in Qatar's efforts to protect the population from COVID-19, leading Qatar to have one of the

lowest COVID-19 mortality rates and one of the highest vaccination rates in the world.



Bed capacity increase from 2,200 acute care beds to over **3,000**, and from 130 ICU beds to **750**



**37,000** beds in multiple isolation facilities



Laboratory capacity of over **40,000 PCR tests** per day



Introduction of telemedicine and virtual services



HMC won the **top Arab Hospitals award** for its response demonstrated throughout COVID-19





# FIFA World Cup Qatar 2022

HMC teams were at the forefront of providing easy access to healthcare services for FIFA WC fans.

Over **50,000** world cup patients received medical care

Approximately **100** competition and non-competition sites covered with medical care support

Over **110** clinics, more than **210** mobile medical units, over **110** ambulances deployed

More than **2,270** staff providing support

## Extensive work with MoPH to ensure a safe FIFA World Cup for all



Major incident response



Food safety



Infectious disease protocols



Drug and medication control



Air and water quality



Regular training and simulation exercises



# The National Healthcare Landscape

HMC is uniquely positioned to support the national priorities set out in the third National Development Strategy as well as the third National Health Strategy.

Safeguarding standards, supporting new entrants and delivering better value will contribute to the health sector's pursuit of excellence in a financially sustainable manner.



## National Development Strategy 2024-2030

**Strategic National Outcome 5 - Provide quality of life for all through excellence in healthcare by enhancing:**

- Overall health of the population
- Patient satisfaction from healthcare
- Financial sustainability and efficiency

## National Health Strategy 2024-2030

**Aligned through three main goals:**

1. Improving population health and wellbeing
2. Excellence in service delivery and patient experience
3. Health system efficiency and resilience

## HMC Healthcare Strategy 2024-2030

- Support health system excellence by leading on clinical standards and fulfilling national obligations
- Focus on integrated care, in collaboration with other providers, that delivers the best patient outcomes and experience
- Deliver better value through efficiency of service delivery and continuous improvement



# Our Strategy

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Our strategy identifies three ambitious goals and four distinct enablers to support its successful delivery.

Our goals define our desired outcomes and provide clear direction for our entire organization, creating a unified aspiration and direction weaved throughout HMC.

Our enablers will be the mechanisms by which we will achieve our goals, providing a focused approach to achieving a successful strategy.

Together, our goals and enablers will work cohesively to achieve our organizational vision.





## Goals:



### 1. Lead and Shape

We will proactively work with partners to set clinical standards, safeguard complex services and explore collaborative models to ensure patients continue to get reliable and safe treatment anywhere in Qatar.



### 2. Deliver Best Value

We will consistently deliver best value for our patients. This means achieving the best clinical outcomes and great patient experience in the most cost-effective way.



### 3. Learn and Create

We will build on our significant capabilities in research and education to give us the foresight and tools to navigate our new environment. We will build on our growing culture of learning and improvement to continually test, enhance and deliver what's best for patients.



## Enablers:



### 1. A Digitally Capable Organization

A robust platform that weaves together our rich information systems will enable the right blend of virtual and digitally-enhanced in-person pathways to truly unlock the value of our services and supporting business processes.



### 2. An Empowering Employer

We will enhance our governance to ensure the right decisions are made by staff empowered to do so, getting the right mix of corporate and local decision-making to provide agility and unlock efficiencies in delivering our priorities.



### 3. A Person-Centered Provider

Patients and their families will be at the center of all our decisions. Services will be co-designed with the community and responsive to patient feedback.



### 4. A Commercially Capable Enterprise

An organization with the necessary commercial acumen and processes to navigate a healthcare market effectively.



# Delivering the Strategy

## Goal 1 Lead and Shape

As the main provider for hospital care in Qatar, HMC will work closely with national stakeholders to play its part in shaping the healthcare service delivery for the country.

Committing to excellence in healthcare delivery, HMC will work with the Ministry of Public Health to define HMC's core around key service areas. These will be directly aligned to the National Health Strategy 2024 - 2030 priority areas and the clinical capabilities of HMC. HMC will also help define evidence-based standards to facilitate the delivery of clinical services by different providers for safe, reliable and integrated care anywhere in the country.

HMC will continue to manage the most complex clinical activity in the country, to maintain the required safety and quality as well as fulfilling its national obligations as an academic and research institution – its national mandate. In addition to this, HMC will compete in the insurance market in areas where delivery is justified based on clinical and financial terms – where it can add value. HMC's nationally mandated services and areas where it will compete will constitute HMC's new core.

HMC will also work with new partners for collaboration and transfer of care with the best patient care in mind. These will contribute to the national priorities of enhancing private sector participation in healthcare delivery and integrated care. The following strategic programs will deliver our goal in leading and shaping the market to excel in delivering our national obligations:

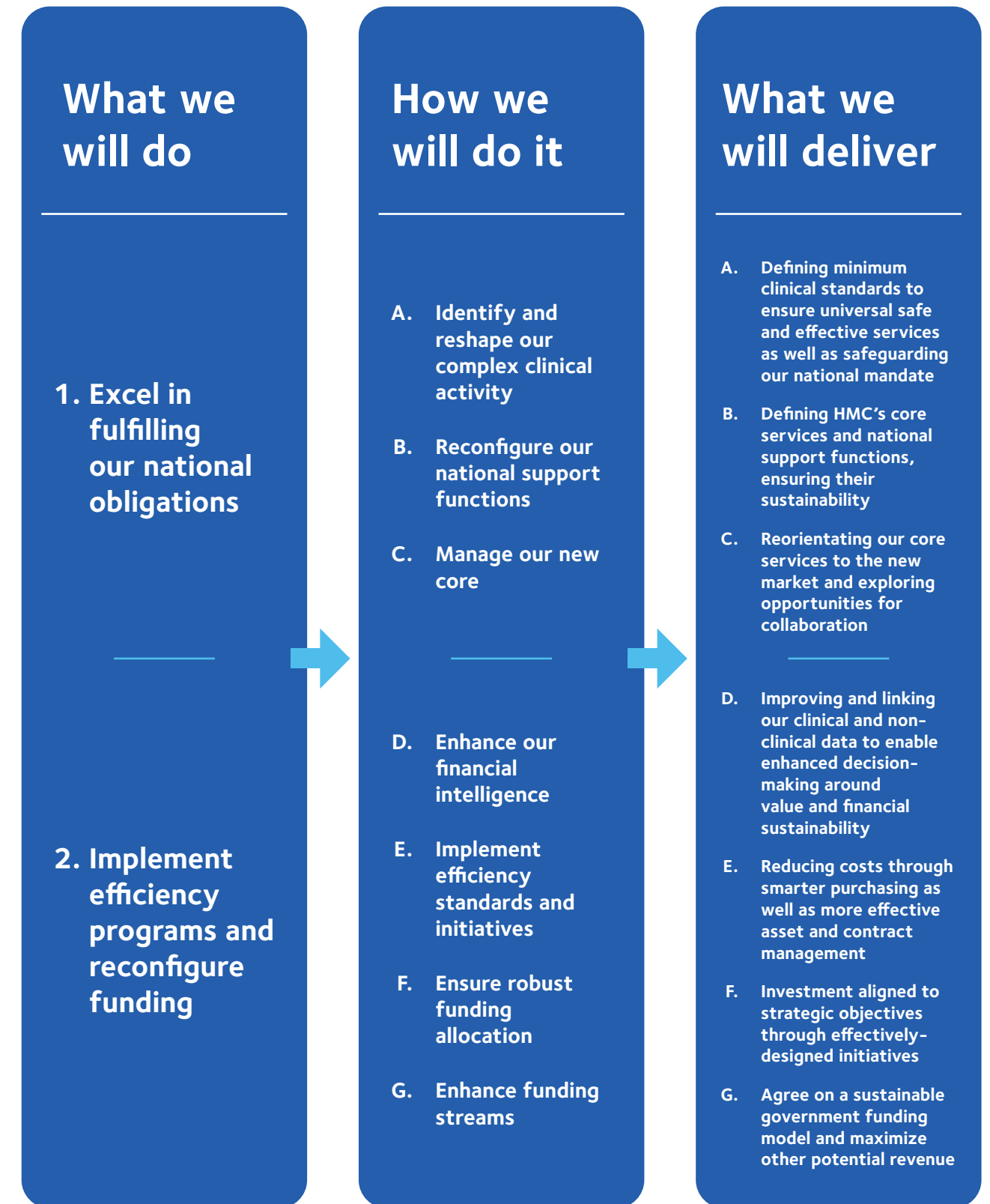
- Identify and reshape our complex clinical activity
- Reconfigure our national support functions
- Manage the transition to our new core

Together with the transformation required to deliver the new HMC core, the organization will ensure that our mandated services are financially viable. The remaining activity constituting the new core will need to be sustainably funded through different revenue streams.

This will require greater emphasis on delivering efficiencies and savings. It will also require active engagement with payors including the Ministry of Finance and insurance companies resulting in enhancements in funding opportunities and allocation of funds.

HMC will require to transform to a commercially capable enterprise through the following strategic programs:

- Enhance our financial intelligence
- Implement efficiency standards and initiatives
- Optimize our resource allocation
- Enhance our funding streams



## Goal 2 Deliver Best Value

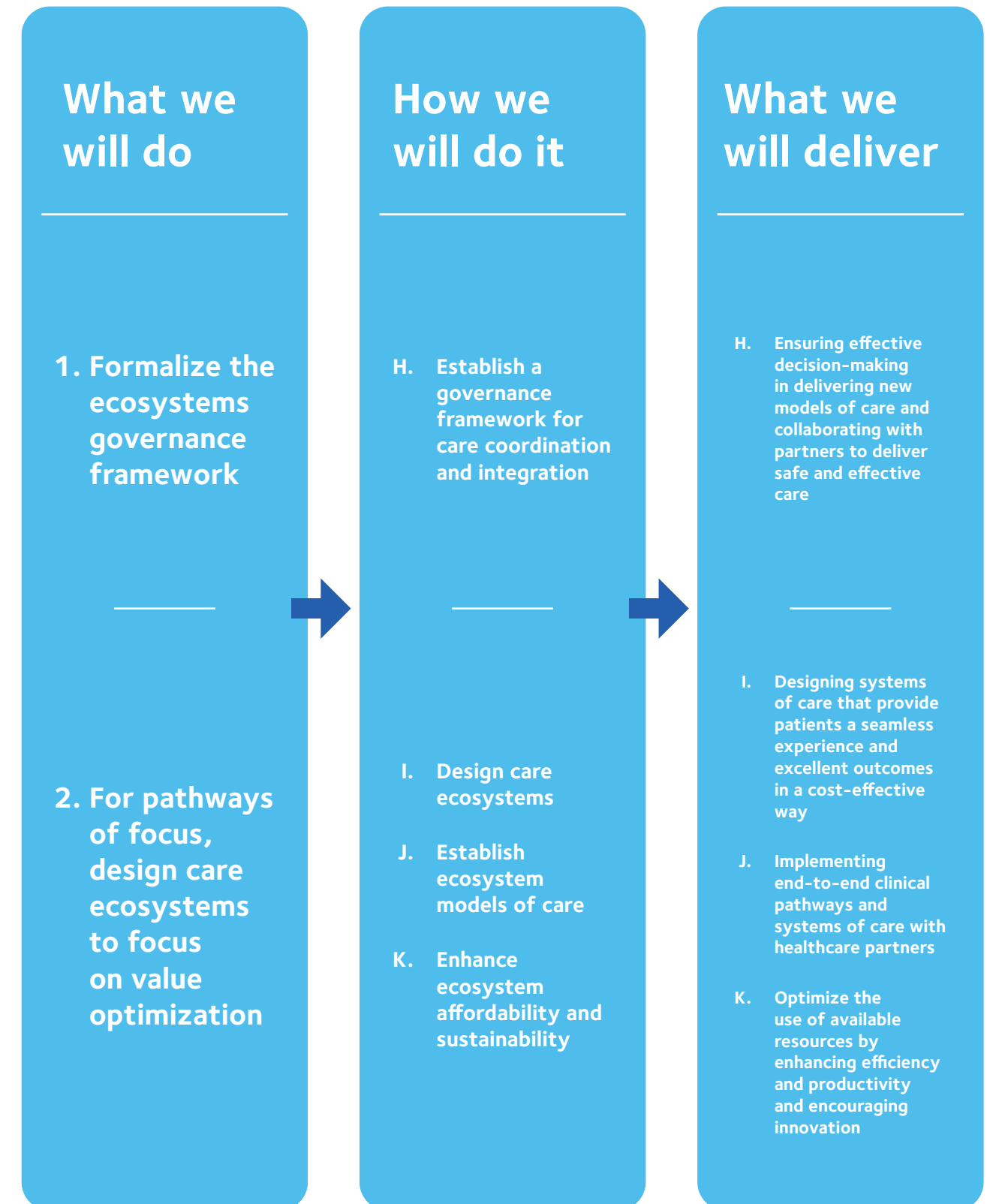
Value encompasses many things in healthcare. For patients and the community, value means great clinical outcomes from the right care delivered through a welcoming, seamless experience. Governing bodies not only value clinical quality but look for provider integration, coordination and effective use of available resources.

HMC needs to design the right approaches to ensure we are optimizing value for everyone. This means designing new ways of working within HMC, with our patients and with our healthcare partners. This will be achieved through the concept of Care Ecosystems where all care needs, capabilities and activities are mapped and optimized across the care continuum. This will allow us to clarify scope and clinical outcomes, the model of care, partnership opportunities (what HMC will deliver versus what could be delivered elsewhere), and the efficiencies required for a safe, effective and affordable service. This picture will drive our investment decisions.

Designing the right care ecosystems will rely on evidence of what is most effective but also on innovation and harnessing emerging technologies. We are now in a great position to benefit both from the opportunities in standardizing care at the same time as implementing precision medicine approaches for a truly personalized patient experience. This requires careful planning, coordination and continuous learning to deliver the best for our patients.

Finally, ecosystem design will adhere to the underlying principles of affordability and sustainability. Where and how services are delivered should be justified by volume, access and quality. Productivity and efficiency standards will ensure staff, space, equipment, and clinical support resources are utilized in the best way. A clear idea about the costs and revenues will require us to have the right financial information available to make the right decisions.

- Strengthen care coordination and integration
- Design key care ecosystems
- Establish key ecosystems
- Enhance ecosystem affordability and sustainability



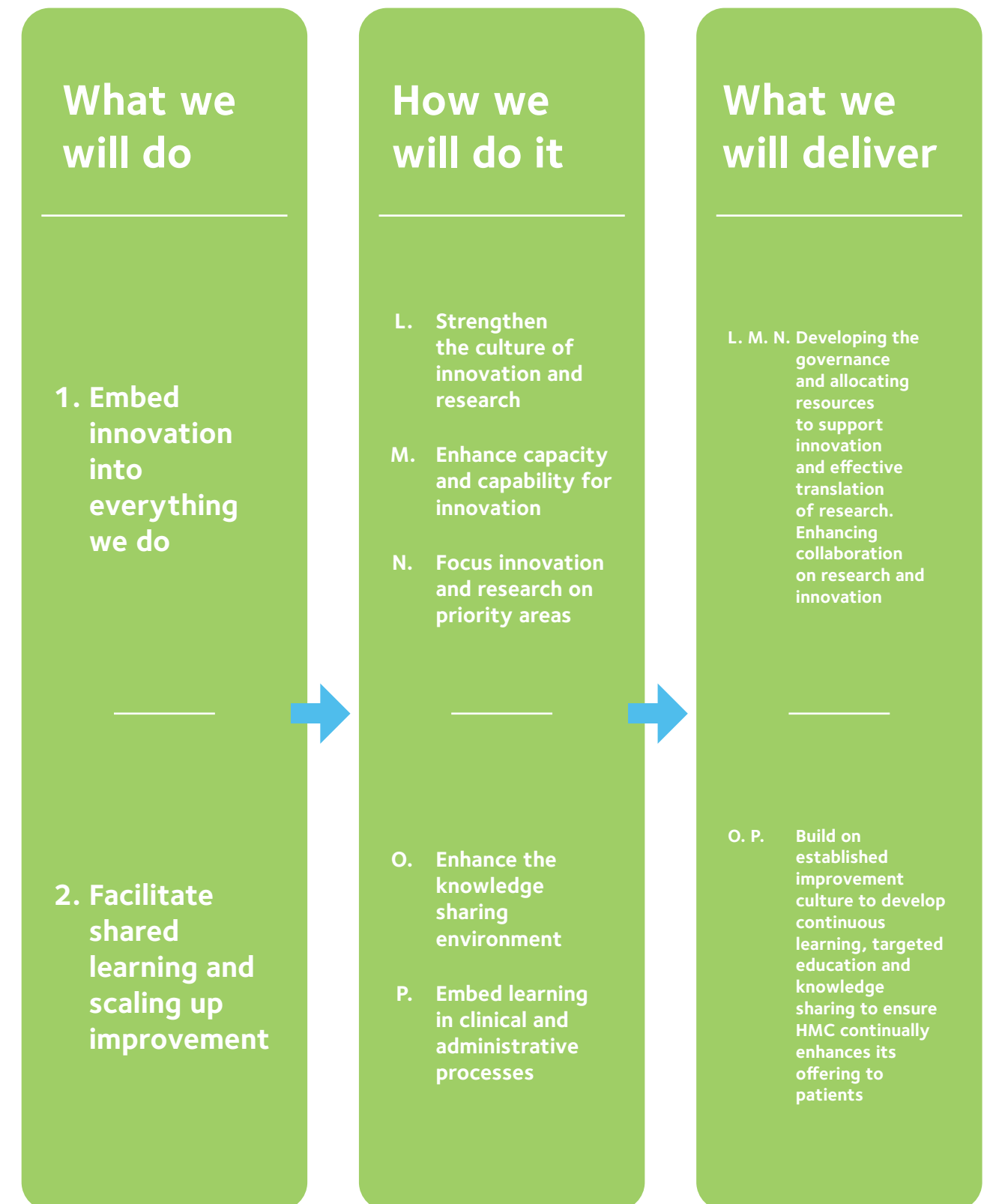


## Goal 3 Learn and Create

Education and research have been fundamental to HMC since its inception. We have relied on a strong, capable workforce focused on gaining new insights to deliver high-quality care consistently. The new healthcare landscape means that, now more than ever, we need to build on these capabilities to drive innovation and improvement in the care that we deliver. This requires us to formalize and strengthen the governance, resources and processes to ensure that the right support is available for ideas to become a reality.

Furthermore, we aim to work even more closely with our strategic and academic partners to crystallize this culture of learning and ensure we do not just pursue knowledge but also implement and share best practices across the corporation and wider health sector. These strategic programs include:

- Strengthen our educational capabilities
- Enable an environment for research and innovation
- Translate insights into practice
- Develop a learning culture and knowledge-sharing system



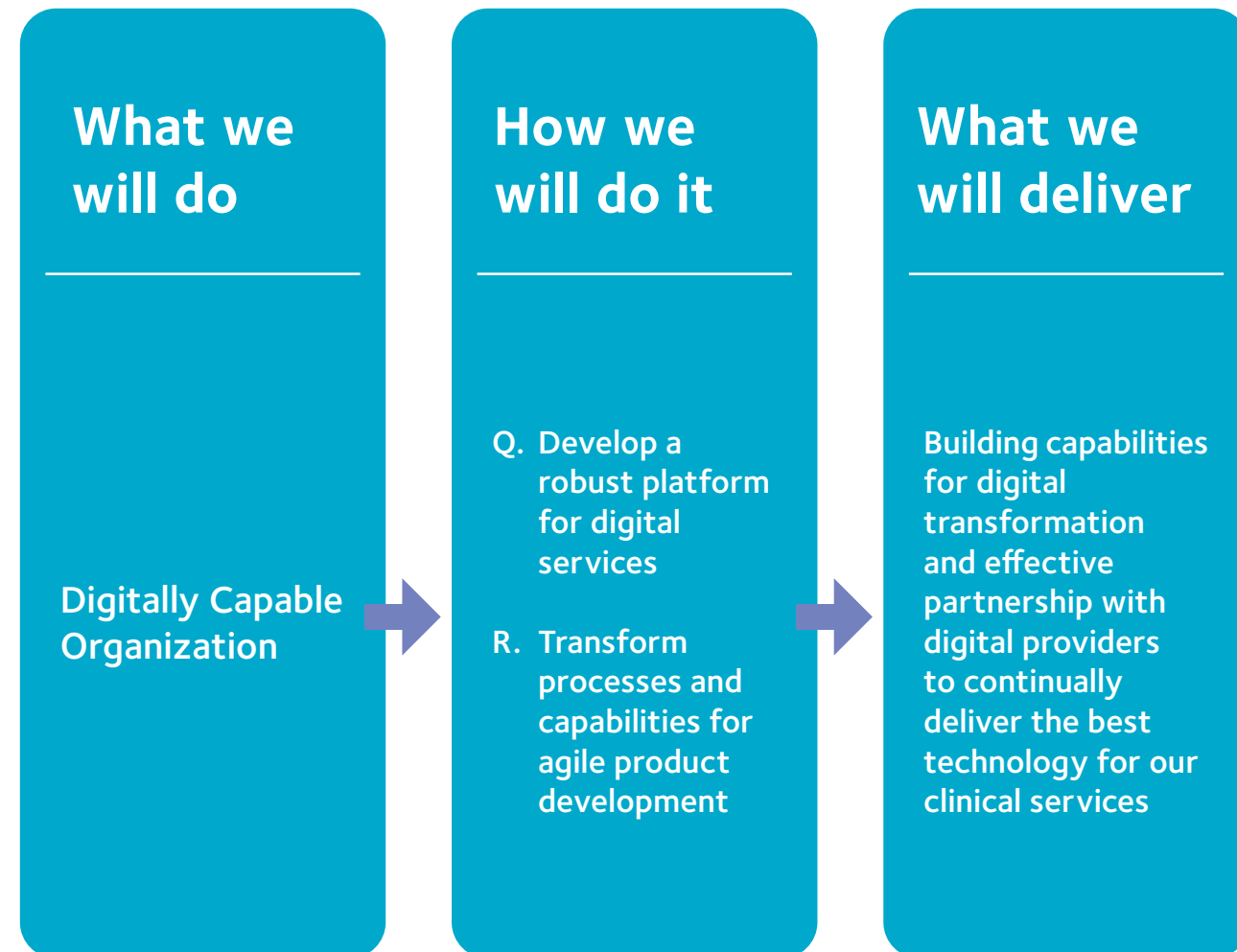
# Enabling the Strategy

## Enabler 1

### A Digitally Capable Organization



We will unlock the tremendous value of our information assets through true digital transformation – linking our data to unleash the intelligence that will empower our staff, enhance our clinical offering and deliver efficiencies. To do this we will focus on getting better at delivering change and work with world-leading technology partners to build the architecture and platform that will enable the next generation of digital capabilities.

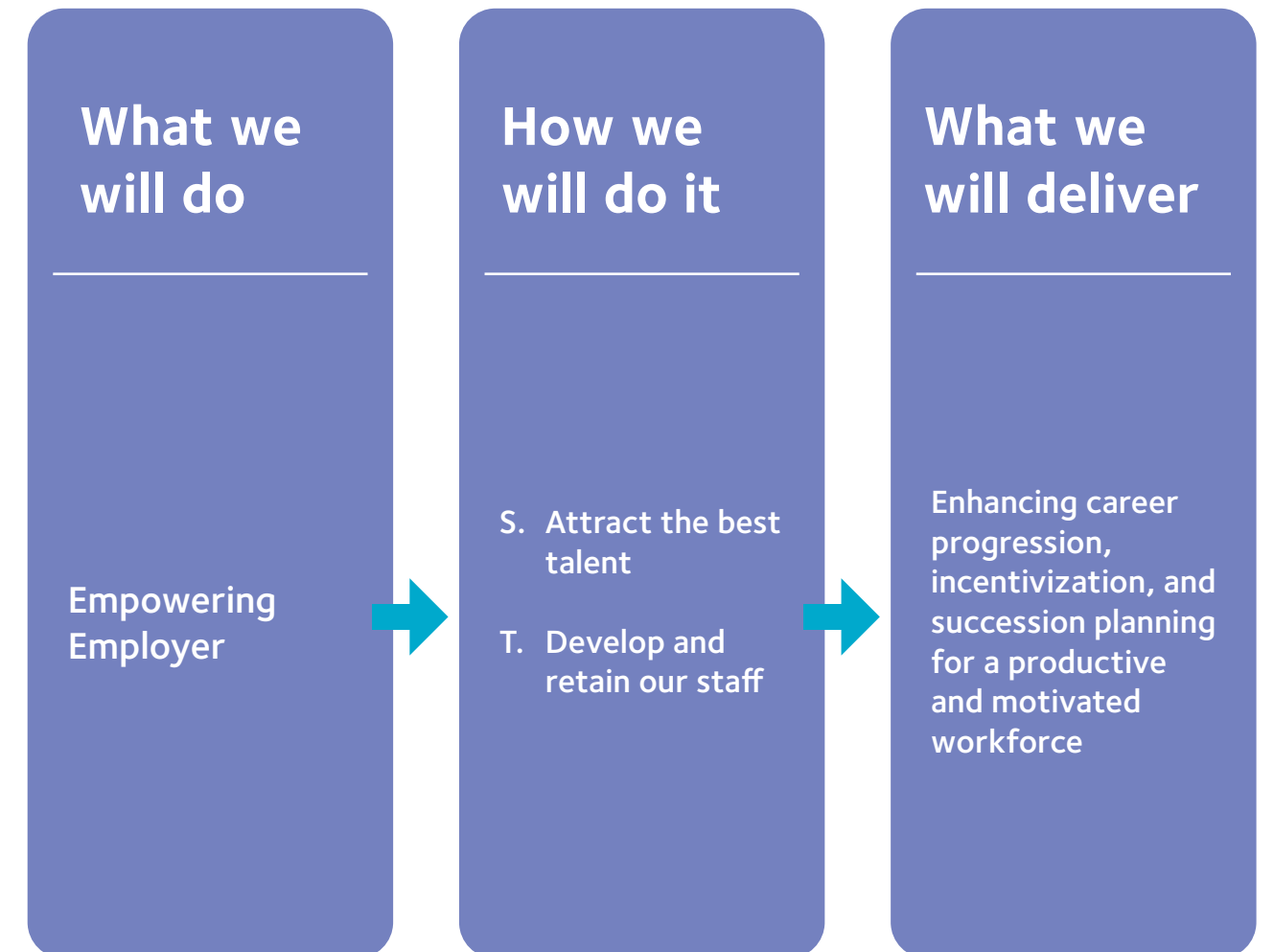


## Enabler 2

### An Empowering Employer



We will attract and retain our top talent by ensuring our staff have the right tools and are incentivized to develop, innovate and deliver. This includes more effective ways to align and incentivize the behaviors, strengthening career progression and succession planning and enhancing governance to empower staff to make the right decisions at the right level.

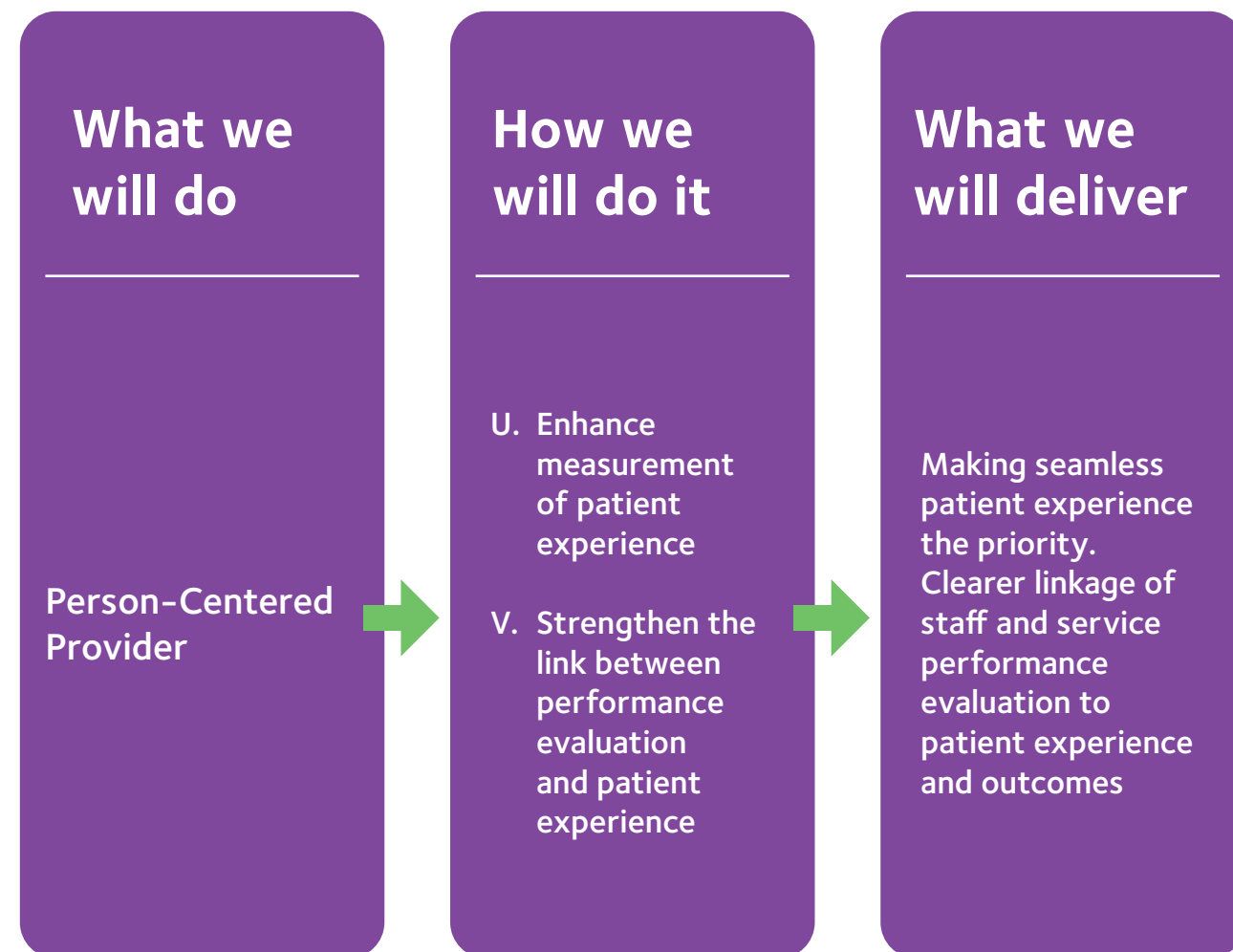




### Enabler 3 A Person-Centered Provider



Patients and their families will be at the center of all the decisions we make. Services will be co-designed with the community and responsive to patient feedback. HMC is committed to maximizing staff wellbeing and will ensure employees reach to and work at their full potential.



### Enabler 4 A Commercially Capable Enterprise



A transition to a healthcare market will require new expertise, capabilities and enhanced business processes to ensure we are taking advantage of new business opportunities and that we remain a strong and viable enterprise capable of navigating this new environment.

