

INSIGHTS

HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

December 2025 | Issue 56

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HHQI LEARNING EVENTS

- High Performing Organizations Program
- Improvement Coach Program

LEADERSHIP MESSAGE

HHQI's leadership reflects a year of progress through collaboration, capability building, and quality improvement, empowering teams, strengthening systems, and sustaining measurable impact across Qatar's healthcare system through learning, innovation, and shared commitmentread more on page 2



PROGRAM HIGHLIGHTS

IQIC Celebrates 1K Improvement Champions...As IQIC continues to evolve, its growing community of Improvement Champions stands ready to lead the next wave of change - advancing safer, better, and more efficient care for every patient we serve.... read more on page 3

QI INSIGHTS SERIES

Human Factors and Quality Improvement: Why the Human Matters...read more on page 4

QI JOURNEY / SPOTLIGHT

Joy at Work program energized Hamad Dental Center staff, strengthening wellbeing, teamwork, engagement, and patient safety through HHQI-aligned activities initiatives....read more on page 5

Share your Inspiring True Stories! For more details email us at hhqi@hamad.qa

HDC Staff Wellbeing Day



Celebrating 1,000 IQIC Champions



JOY AT WORK CORNER:

Puzzle Let's play Analogy!

Hurry! The first three (3) to submit the correct answer will be published ... read more on page 6



Mr. Nasser Al Naimi

*Chief of Patient
Experience and Director,
Hamad Healthcare
Quality Institute*

Dear INSIGHTS Readers,

As we reflect on the past year, I am immensely proud of the progress HHQI has made in advancing quality improvement, strengthening systems, and enabling sustainable improvement across our healthcare system. This year was defined by meaningful learning, strong collaboration, and measurable impact, made possible by the dedication of our teams, partners, and participants.

Quality improvement remained central to our work. Through structured improvement initiatives and hands-on learning, we supported the Qatar healthcare system in improving efficiency, safety, and outcomes. These efforts reinforced our shared commitment to embedding a culture of continuous improvement across the system.

Capacity and capability building were major highlights of the year. Our education and improvement programs equipped leaders and frontline teams with practical skills, confidence, and tools to lead change effectively. The growth observed across organizations reflects the strength of our programs and the commitment of participants applying improvement science in practice.

We proudly celebrated the graduation of ILP Cohort 7 and launched ILP Cohort 8, strengthening leadership capability across the system. The ICP program reached an important milestone with the graduation of Cohort 1 and the launch of Cohort 2, expanding improvement expertise. Similarly, ISP Cohort 2 graduated, and Cohort 3 was launched, building system-level improvement capability. In addition, HPOP Cohort 2 graduated, and Cohort 3 commenced, reinforcing our focus on building HMC as a high-performing organization.

**“Nothing gets transformed
in your life until your mind
is transformed.”**

**“The more people I can
help, the more people are
willing to help others.”**

In 2025, HHQI delivered targeted workshops addressing critical priorities, including the Value Improvement-Consumable Cost, Networking and Sustainability, and Efficiency Workshops. These sessions fostered collaboration, knowledge sharing, and practical solutions to complex challenges.

Strong leadership governance, supported by targeted learning, robust data systems, and performance monitoring, enabled consistent 4Ms implementation, strengthened local capability, improved older adult care, and successfully scaled Age-Friendly Care across HMC.

Collectively, these achievements represent a year of meaningful progress. Through our improvement initiatives and education programs, HHQI continues to empower individuals and organizations to lead sustainable, high-quality improvement. Thank you to everyone who contributed to this remarkable year- your dedication continues to shape a stronger, more resilient health system.

**“Together, enabling sustainable improvement that strengthens care,
outcomes, and trust across our healthcare system.”**

IQIC Celebrates 1,000 Improvement Champions



by Mr. Mark Agramon

The Intermediate Quality Improvement Course (IQIC) - a key component of the Hamad Healthcare Quality Institute's (HHQI) Capacity and Capability Building Programs - has reached a remarkable milestone. During its most recent offering held on November 25–27, 2025, the program proudly celebrated the graduation of its 1,000th participant, marking a significant moment in HHQI's ongoing efforts to strengthen quality improvement capability across Hamad Medical Corporation (HMC).

Launched in May 2021, the IQIC was developed to provide healthcare professionals with deeper knowledge and practical skills in quality improvement (QI) science. As the first dedicated intermediate-level program of its kind within HMC, it was intentionally designed to complement the Basic and Advanced Levels, ensuring a seamless and progressive learning pathway. The course is delivered by dedicated and passionate faculty from HHQI and across HMC – who are graduates of the IHI & HHQI Advanced and Expert Level Programs - whose expertise have been instrumental in shaping the program's success.

Over the years, participants from various disciplines have embraced the program's hands-on, experiential learning model. Core topics such as measurement for improvement, PDSA cycles and QI tools provide learners with applicable skills that strengthen daily practice. These tools have empowered teams across the organization to drive meaningful improvements in patient safety, communication and workflow efficiency, contributing to safer system and more reliable processes of care.

Reaching 1,000 graduates is more than a celebration - it is a powerful reflection of HHQI's commitment to fostering a culture where continuous improvement is embedded in everyday practice. This achievement also highlights the success of the Dosing Approach, which builds competence and confidence in structured, progressive stages, ultimately supporting sustainable improvement across the healthcare system. It reflects the strength of the Dosing Approach, which progressively builds knowledge, confidence, and impact across the organization.

As IQIC continues to evolve, its growing community of Improvement Champions stands ready to lead the next wave of change - advancing safer, better, and more efficient care for every patient we serve.



*"Success takes patience
and persistence"*

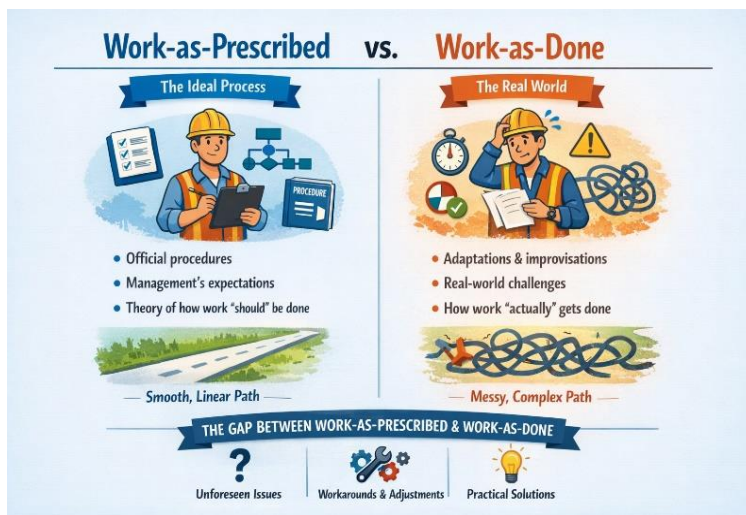


by Ms. Ana Jimena

“**Human** factors”, also known as ergonomics, refers to the study of human behavior, abilities, limitations and how people interact with systems, technology, tasks, and their environment. In the context of healthcare, applying a human-factors lens means not only examining procedures and protocols, but also how people “**actually do work**” — how they make decisions, communicate, use tools, and navigate pressures of time and complexity.

Combining human factors with QI offers a **powerful approach to improving safety, effectiveness, and satisfaction in care delivery**. QI methodologies traditionally focus on measuring problems, testing changes, and refining processes. Human factors complement this by adding insight into why problems occur, whether due to cognitive overload, poorly designed workflows, confusing interfaces, environmental pressures, poor hand-off communication, or organizational culture.

For example, a recent study used a human-factors method called the Functional Resonance Analysis Method (FRAM) alongside standard QI tools to examine why oxygen prescribing remained poorly followed despite earlier QI efforts. The human-factors analysis revealed variability in how tasks were done, differences between “**work-as-prescribed**” vs. “**work-as-done**,” and suggested interventions to support safer oxygen administration.



by Dr. Jawed Iqbal

Moreover, human factors interventions may include **redesigning workflows and physical environments, improving communication protocols and hand-offs, adapting tools and equipment to fit human capabilities, and training teams to recognize human cognitive and perceptual limitations**. This systemic approach helps build more reliable, resilient care systems, sometimes referred to as high-reliability organizations. Where mistakes are minimized and good practices are easier to do consistently.

The human factor is what separates us from machines; it is our emotions and passions that define us

Importantly, **human factors aren't a one-size-fits-all fix**. The context including tasks, staff, environment, tools — matters. A human-factors approach must be tailored to the specific setting and usually works best when integrated with standard QI processes rather than as a separate add-on.

In summary, incorporating human factors into QI strengthens efforts to improve safety and quality. By understanding the human side of care — **how people think, behave, and interact** with their environment, the healthcare organizations can design improvements that are effective, sustainable, and ultimately safer for patients and staff alike.

Reference:

Bowie P, Baharnah AA, Alkutbe R, Abid MM, Almelaifi A, Abid MH. *Using Human Factors Science to Improve Quality and Safety of Healthcare*. Glob J Qual Saf Healthc. 2024 Nov 26;8(2):93-96. doi: 10.36401/JQSH-24-X8. PMID: 40365123; PMCID: PMC12068692.

Hughes RG (ed.). *Patient safety and quality: An evidence-based handbook for nurses*. (Prepared with support from the Robert Wood Johnson Foundation). AHRQ Publication No. 08-0043. Rockville, MD: Agency for Healthcare Research and Quality; March 2008.

O'Connor, P. & O'Dea, A. (2021). *An Introduction to Human Factors for Healthcare Workers*. Dublin: Health Services Executive



by Ms. Arathy Shain

“Hamad Dental Center, in partnership with HHQI and the Wellness & Wellbeing Department, recently hosted a vibrant and inspiring “Joy at Work” program, **a full-day initiative dedicated to fostering positivity, enhancing teamwork, and promoting the well-being of all staff members.** The event brought together health-focused activities, interactive learning sessions, and dynamic team-building exercises that energized participants and strengthened connections across the center. Aligned with the HHQI Joy in Work framework, the program emphasized the importance of cultivating a supportive environment that **reduces burnout, boosts staff engagement,** and enhances overall organizational performance, ultimately contributing to **improved patient safety and quality of care.** The day opened with Health Screening and Health Education booths, offering staff the opportunity to assess their well-being and learn practical tips for healthier living. This was followed by warm welcome remarks from **Dr. Khalifa Al Ansari**, Chairman of Dental Services; **Dr. Raifeh Qaddoura**, Healthcare Services Manager and Risk Management Lead; and **Dr. Mohammed Arshad**, AED of Dental Services. An **appreciation ceremony honored team members** who contributed meaningfully and creatively during Qatar Patient Safety Week 2025, recognizing their dedication to excellence in quality and safety.

Throughout the day, participants engaged in a variety of interactive sessions designed to motivate and refresh the mind and body. The Wellness & Wellbeing team facilitated an ice-breaking activity that set a collaborative tone, followed by **a calming relaxation session** led by **Dr. Jaseem Koorankot.** **Mr. Abdullah Said** delivered an insightful session on **effective communication and team building,** highlighting the importance of cooperation and active listening. Staff members also enjoyed **a revitalizing physical exercise session** led by **Ms. Yasmeen Marmash**, boosting energy levels and team spirit.



by Mr. John Paul Cruz

One of the program’s most impactful moments was the **Joy in Work session** presented by **Ms. Khawla Ahmed**, Head of HHQI, and **Ms. Catherine Nicolas**, HHQI Program Coordinator. Their engaging presentation offered practical strategies for creating sustainable joy in the workplace and showcased HHQI-driven initiatives that support staff motivation and engagement. The afternoon continued with team-building activities, including a lively game hosted by **Dr. Raifeh Qaddoura** and **a series of fun group activities** organized by the HDC and OPD dental assistant teams, all designed to encourage collaboration and enjoyment. The event concluded on a high note with the much-anticipated **“Happy Pulse Time,”** led by **Ms. Bindu Mathew.** The finale featured a **vibrant and joyful dance performance** by the **HDC and OPD dental assistant teams**, leaving attendees smiling, energized, and connected. The “Joy at Work” program reflects Hamad Dental Center’s ongoing commitment to **nurturing a positive work culture, supporting staff well-being, and fostering an environment where employees feel valued and motivated.** The center looks forward to organizing future initiatives that continue to celebrate the dedication, professionalism, and collective spirit of its staff.



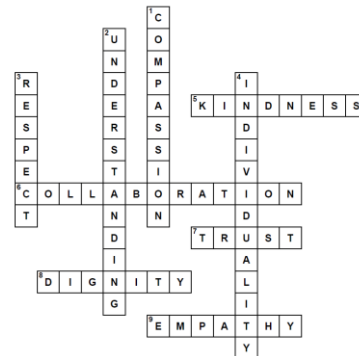


by Ms. Ana Jimena

Let's play Analogy! Email your answer at hhqi@hamad.qa

Standards are for consistency as recipe is to _____.
 Training is to competence as calibration is to _____.
 Root-cause analysis is to prevention as weather forecasting is to _____.
 Quality culture is to Teamwork as communication is to _____.
 Documentation is to clarity as measurement is to _____.
 Continuous improvement is to progress as iteration is to _____.
 Team engagement is to performance as to motivation is to _____.
 Process mapping is to understanding as blueprints are to _____.
 Quality control is to detection as quality assurance is to _____.
 Consistency is to reliability as variation is to _____.
 KPI tracking is to performance as a scorecard is to _____.
 Feedback is to improvement as reflection is to _____.

Accuracy	Uniformity	Results
Learning	Preparedness	Prevention
Insights	Effort	Construction
Refinement	Unpredictability	Collaboration

Issue 55 Answer : *Person-Centered Care*

CONGRATULATIONS!

1. Sumy Kankussery Basheer
 PLTCU2/ AMC,
 Al Maha Center

2. Manal Elhusseini
 Translator Security,
 Health Facilities Development



HHQI Program January 2026 Schedule

JANUARY 2026

S	M	T	W	T	F	S	S
					1	2	6
6	6	6	7	8	9	10	7
6-7	=	13	14	15	16	17	13
8	18	20	21	22	23	24	25
12	23	27	28	29	30	31	
25-27	26						

- 6 High Performing Organizations Program – C3 Webinar 4
- 6-7 Improvement Coach Program – C2 – Workshop 2
- 8 Fundamentals of Quality Improvement Course (English)
- 12 Improvement Leadership Program C8 – Webinar 06
- 13 Fundamentals of Quality Improvement Course (FQIC):Arabic
- 15 Improvement Coach Program – C2 – Webinar 02
- 18-20 Improvement Specialist Program C3 – Workshop 1
- 20 High Performing Organizations Program – C3 – Webinar 5
- 21-22 Clinical Care Improvement Training Program Cycle 21 – HA Presentation
- 25-27 Intermediate Quality Improvement Course
- 26 Improvement Leadership Program C8 – Meet 3

● Webinar ● Workshop ● Course ● Presentation

“Another year of healing has been completed. A new year of hope begins.”

HHQI INSIGHTS
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