

# INSIGHTS

## HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

March 2025 | Issue 47

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### HHQI LEARNING EVENTS

- Clinical Care Improvement Training Program-Final Presentation
- Improvement Coach Program

### COLLABORATIVE HIGHLIGHTS

**NVIC Workshop: From Waste To Health-optimizing Consumable Efficiency ...** The workshop concluded with a strong commitment to sustaining cost-efficient, high-quality healthcare through strategic planning, Lean methodologies, and data-driven decision-making....read more on page 3

### COLLABORATIVE SPOTLIGHT

**Fast-tracking NICU Discharges: A Quality Improvement Spotlight ...**We overcame challenges with doctors, nurses, and parents through strong communication, safety huddles, emails, education, and monthly announcements ....read more on page 4



### INSPIRING STORIES

**Fueled By Will: Appreciating Staff For Driving Workplace Improvements...**A simple recognition can inspire innovation and ownership. It motivates staff and reinforces a culture of continuous improvement....read more on page 5

Share your Inspiring True Stories!  
For more details email us at  
[hhqi@hamad.qa](mailto:hhqi@hamad.qa)

### JOY AT WORK: 974 FEB STEPS BY HHQI



### JOY AT WORK CORNER:

#### Riddle Time

Hurry! The first three (3) to submit the best answer will be published ... read more on page 8



**Mr. Nasser Al Naimi**

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

Ramadan  
Mubarak!



Dear INSIGHTS Readers,

The blessed month of Ramadan, a time of reflection, spiritual growth, and community, I pray that it brings you peace, joy, and renewed strength. This sacred time serves as a reminder of the importance of compassion, patience, and perseverance, values that we hold dearly as we work together to continuously elevate the quality of care we provide.

I would also like to take this moment to express my sincere gratitude and appreciation for each one of you at HHQI. Your dedication, hard work, and unwavering commitment have been integral in building the capacity and capabilities of improvement teams across HMC. The culture of collaboration and teamwork that you all foster through the ongoing quality improvement initiatives plays a pivotal role in ensuring we prioritize the needs of our patients and their families. It is through the quality improvement team's collective efforts that we continue to provide exceptional care, and for that, I am truly grateful.

Together, we are not only working towards achieving the goals we've set for ourselves, but we are also creating a lasting impact on the lives of those we serve. The difference we make in the lives of our patients and their families is what drives us forward, and I have no doubt that we will continue to thrive as one united team.

Thank you for your unwavering dedication. I wish you all a blessed and rewarding Ramadan filled with peace, reflection, and fulfillment. May this month inspire us to reach even greater heights in our pursuit of excellence in care.





by Dr. Raana Siddiqui

The National Value Improvement Collaborative Workshop, titled *"From Waste to Wealth: Optimizing Consumable Efficiency,"* was successfully held on February 13, 2025, bringing together over 100+ participants from Hamad Medical Corporation (HMC) and Primary Health Care Corporation (PHCC).

### Workshop Objectives

- Enhance Understanding of Consumable Cost Monitoring & Reduction – Equip participants with foundational knowledge on tracking and minimizing consumable expenses.
- Showcase Best Practices & Tools – Highlight effective strategies and tools for optimizing consumable use without compromising patient care quality.
- Promote Data-Driven Decision-Making – Leverage data analytics and reporting tools to support informed cost-reduction strategies.

Aligned with HMC’s strategic objective of *"Delivering the Best Value for Patients,"* the workshop emphasized achieving optimal clinical outcomes and exceptional patient experiences in the most cost-effective manner. It also introduced a Paradigm Shift towards Strategic Quality, transitioning from a reactive to a proactive approach through meticulous quality planning and a value-driven mindset.

### Key Highlights and Sessions

The workshop featured a mix of insightful sessions designed to identify waste, implement cost-saving strategies, and enhance efficiency.

1. Lean Tools for Waste Identification & Process Optimization - Participants explored Lean tools such as 5S methodology and the waste



wheel to identify inefficiencies and streamline processes.

2. Quality Improvement in Consumable Cost Management - A deep dive into quality improvement tools demonstrated practical applications for planning, implementing, and sustaining cost reduction initiatives.

Success Stories: Enaya and HGH MICU 2 shared compelling case studies on their successful consumable cost reduction strategies.

3. Kanban & Leanomics for Healthcare Efficiency - The HGH 6 East team led an engaging session on Kanban as a Lean tool, introducing the Modified Kanban System and Leanomics as a game-changer in healthcare cost management- This session showcased how Kanban & Leanomics generated substantial financial savings while enhancing operational efficiency.

4. Standard Drivers for Improvement and Data-Driven Efficiency-Participants explored the Standard Drivers for Improvement, emphasizing the importance of a centralized data repository to support Consumable Efficiency.

5. Hands-On Activities for Practical Learning - To reinforce key concepts, the workshop included interactive hands-on activities, enabling participants to apply Lean and quality improvement principles effectively.

The workshop concluded with a strong commitment to sustaining cost-efficient, high-quality healthcare through strategic planning, Lean methodologies, and data-driven decision-making.



**AL WAKRA HOSPITAL- NICU**

In August 2017, the NICU AWH team began a quality improvement project to optimize discharge timings that aim to enhance patient flow and resource utilization. Using the IHI Model for Improvement and PDSA cycles, the team initially targeted discharges before 2 PM, achieving over 90% compliance. Encouraged by this success, new goals were set to "before 1 PM" and then further to "before 12 PM", consistently meeting these targets.

Achieving discharge target times enhances patient satisfaction, facilitates smoother post-hospital care and minimizes delays. Staff experience improved efficiency, reduced stress, and fewer mistakes, while the department benefits from better operations, optimized resource use, and cost reductions. Timely discharges also strengthen the hospital's reputation, aid in accreditation,

and ensure regulatory compliance, fostering a more efficient and person-centered environment.

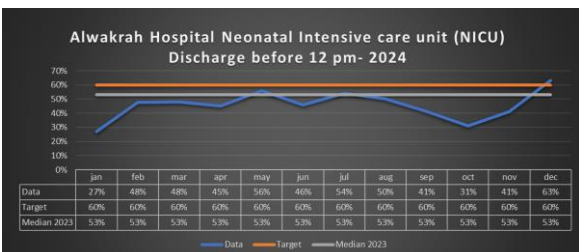
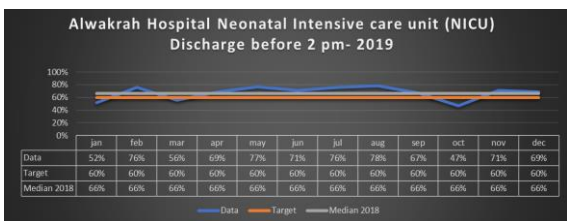
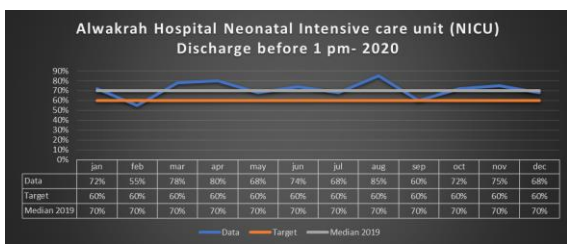
We overcame challenges with doctors, nurses, and parents through strong communication, safety huddles, emails, education, and monthly announcements. In November 2024, new challenges arose as doctors rotated between NICU AWH and NICU WWRC, requiring orientation on KPIs and projects. Integrating the project into NVIC, reviewed weekly, significantly boosted performance



*“Our journey highlights the power of ambitious goals and teamwork.”*

**AWH-NICU Team**

- Dr. Khalil Salameh, Head, NICU ([ksalameh@hamad.qa](mailto:ksalameh@hamad.qa))
- Ms. Ghadeer Mustafa, DON Pediatric ([GMustafa@hamad.qa](mailto:GMustafa@hamad.qa))
- Ms. Omayma Daoud, HN ([ODaoud@hamad.qa](mailto:ODaoud@hamad.qa))
- Ms. Taicir Haba, HN ([thaba@hamad.qa](mailto:thaba@hamad.qa))
- Mr. Anas Almasri, QI Coach, NICU NVIC ([aalmasri2@hamad.qa](mailto:aalmasri2@hamad.qa))
- Ms. Walaa Abdellatif, CN ([wabdellatif@hamad.qa](mailto:wabdellatif@hamad.qa))
- Ms. Sandra Latonio, SN ([slatonio@hamad.qa](mailto:slatonio@hamad.qa))
- Ms. Dannylyn Edradan, SN ([DEdradan@hamad.qa](mailto:DEdradan@hamad.qa))



# FUELED BY WILL: APPRECIATING STAFF FOR DRIVING WORKPLACE IMPROVEMENTS

## HAMAD GENERAL HOSPITAL

In healthcare, progress begins with the front-line teams, especially nurses. When nurses actively engage in value improvement projects and work to enhance their environment, they exemplify more than dedication—they foster a culture of innovation, growth, and accountability. Recognizing these efforts is vital to maintaining momentum and encouraging a continuous improvement mindset.

With my experience as an Improvement Coach at Hamad General Hospital (HGH), I've seen firsthand how nurses bring invaluable insights that lead to impactful solutions. By identifying inefficiencies and suggesting improvements, they drive change and set an example for others. As an Improvement Leader, we reward nurses who make significant contributions to projects like person-centered care, cost reductions, and patient flow. These front-line nurses deserve these awards for their willingness and commitment to improvement. Their drive and will — key to change management that can't be imposed on people — empowers a culture of continuous growth and long-term success. Nurses like Djoanne, Mary Grace, and Jovelyn, who have made a remarkable impact, serving as role models, expressed, "QI became part of our daily routine, helping improve our workflow and processes," thus setting a powerful example for their colleagues.



**DJOANNE**

Ms. Djoanne Sarmiento, a staff nurse of 6 East (previously Acute Medical Unit 2 (AMU) and 6N3) who received the highest recognition, the Gold Star Quality award, whom she co-leads a very successful patient experience project through introducing arts therapy to isolated patients which received funding from the Charity Collaboration Program from the CPESE.

Her strong experience inspired her to participate more in safety and patient experience projects that made her improve her QI capability and be able to speak to different quality conferences.



**MARY GRACE**

Ms. Mary Grace Mendoza, also a staff nurse of 6 East (previously AMU 2 and 6N3), who received the Rising Star for Quality award also co-leads a patient experience project that reduced the needle pricks of patients undergoing bedside lumbar tap which has won

multiple awards in different quality conferences. Her exposure to different QI projects led her to become a strong advocate for her patients and their family, leading patient experience initiatives and made her well-decorated along with her colleagues.



**JOVELYN**

Ms. Jovelyn Capinig, also a staff nurse of 6 East (previously AMU 2 and 6N3), who also received the Rising Star for Quality award also co-leads a sustainable and highly scaled cost-reducing project called the modified kanban system which modified kanban system which effectively reduced the costs by 65% over four years.

Ms. Jovelyn is a proud recipient of different recognitions on this award-winning initiative which made her become one of the most well-decorated staff and that catapulted her to attend QI courses that has improved her capability as soon-to-be improvement leader.



In addition, I also want to acknowledge the support of their supervisors—Ms. Diana Piol, Head Nurse of 6 West, and the leadership of Mr. Mohammad Abuqamar, Director of Nursing, and Ms. Khadija Al-Shukaili, Executive Director of Nursing at HGH.

Lastly, for our exhausted front-line teams, celebrating contributions is essential. A simple recognition can inspire innovation and ownership. It motivates staff and reinforces a culture of continuous improvement. As a human resource professional once said, "Failure to appreciate costs us not just employees, but innovation, loyalty, and humanity."

*"My message to both readers and leaders: when was the last time you genuinely checked in on your team's well-being, not just their productivity? Recognizing contributions goes far beyond a simple 'Thank You'; it requires establishing a thoughtful, structured approach to celebrate their impact, inspire growth, and foster a culture of appreciation that motivates others."*

**Kenneth Jun Logrono**

Charge Nurse, Improvement Specialist  
Hamad General Hospital



by Mark Agramon

Everett M. Rogers (1962), a communication scholar and sociologist, is renowned for his Diffusion of Innovations theory. This theory examines how, why and at what rate new ideas and technologies spread through cultures. Rogers explored the factors that influence the adoption of innovations, focusing on how people and organizations decide to adopt or reject new ideas.

He identified several key attributes that influence the successful adoption of change:

**1. Relative Advantage** – People need to understand how the change will benefit them compared to the current situation. A common question is “*What’s in it for me?*” If the change clearly offers personal or organizational benefits, it’s more likely to be embraced.

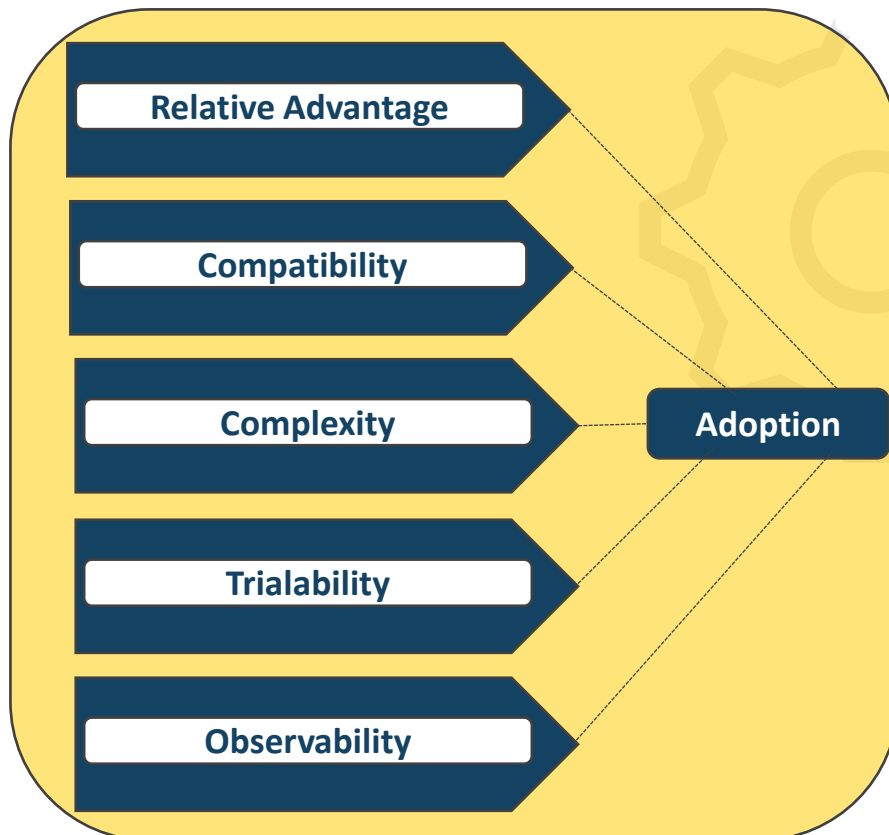
**2. Compatibility** – The change must align with the values and culture of the organization. When the change is seen as compatible with existing norms and practices, resistance is reduced, and the social consequences of change are minimized

**3. Complexity** – The change must be easy to understand and implement. Complexity should be minimized when communicating the change to the target audience. Avoiding jargon, acronyms, or unfamiliar terms helps make the change more accessible and less intimidating.

**4. Trialability** – People need the opportunity to test the change before fully committing. Using approaches like the Plan-Do-Study-Act (PDSA) cycle allows individuals to experiment with the change in small, manageable steps, making it easier to accept. Trialing the change is a temporary commitment, which encourages learning and reduces perceived risk.

**5. Observability** – People are more likely to adopt a change if they can see others experiencing success with it. If they observe peers or colleagues benefiting from the change—especially those with similar backgrounds or roles—it can increase their willingness to try it themselves.

These attributes are crucial in facilitating the adoption of change and minimizing resistance during the process. Rogers' work has had a significant impact across various fields, helping to understand how change spreads in organizations and societies.



References: Associates in Process Improvement. (2007). *The Improvement Handbook: Model, Methods and Tools for Improvement*.



by Dr. Jawed Iqbal



by Cathy Jamias

As February 2025 ends, we gather to celebrate the incredible achievements of all participants in the "974 Feb Steps" challenge. This month-long initiative encouraged physical activity and fostered a sense of community, healthy competition, and personal growth. The energy and enthusiasm displayed by everyone involved have been truly inspiring, and today, we honor the hard work, dedication, and milestones reached throughout the month.

**Highlights of the Challenge.** The "974 Feb Steps" challenge saw participants from HHQI staff step up—literally and figuratively—to push their limits. Whether it was an early morning walk, lunchtime strolls, or evening jogs, every step counted toward the collective goal of promoting wellness and vitality. The competition was fierce yet friendly, with participants motivating each other to stay active and consistent.

**Rules.** Selection of personal goals per day – 9K steps, 7K steps or 4K steps. The participants need to achieve the minimum steps in the goal. If they can't reach the goal for the day, then the steps for that day were not added to the total steps.

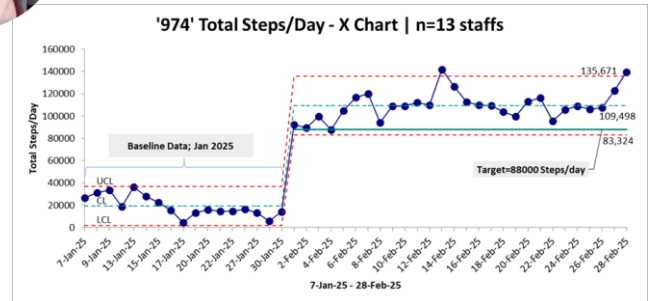
**Motivating Factor.** There was an entry fee of Qr. 50. The winner from each category gets the total amount collected.

**Total Steps Recorded:** Over 2.84 million steps were collectively taken by all participants, showcasing the power of teamwork and determination. In 9K category, three staff achieved 1.5 million steps, where in 7K and 4K categories achieved 600K and 400K steps respectively.

**Top Performers.** Special recognition goes to the person with the most steps in each category, who goes above and beyond to lead the pack. Their commitment to daily movement set the bar high and inspired others to keep going.

**Personal Bests.** Many participants achieved personal milestones, breaking their records and discovering new levels of endurance and resilience. 34,277 steps were the highest steps achieved in a single day by one individual.

**Celebration Event.** To mark the conclusion of this exciting competition, we hosted a vibrant celebration filled with joy, camaraderie, and well-deserved recognition. The event featured:



• **Award Ceremony:** Top steps achievers were awarded prize money, and certificates for their outstanding performance. Categories included "Most Steps 9K," "Most Steps 7K," and "Most Steps 4K." A Certificate of Appreciation was given to all the staff who participated in this program.

• **Testimonials.** Participants shared their experiences, reflecting on how the competition positively impacted their physical and mental well-being - "It has also helped my mental wellbeing...Continue the challenge!"

• **Group Walk:** A symbolic final walk brought everyone together, symbolizing unity and the shared journey towards better health.

**Impact on the Competition.** The "974 Feb Steps" competition was more than just a challenge, it was a movement, a motivation. It reminded us of the importance of staying active, setting goals, and supporting one another. Many participants reported increased energy levels, improved mood, and a renewed commitment to maintaining an active lifestyle. The competition also strengthened bonds within the HHQI community, as colleagues, friends, and family members cheered each other on.

**Looking Ahead.** As we celebrate the success of 974 Feb Steps, we look forward to building this momentum. Plans are already underway for future wellness initiatives, including step challenges, fitness workshops, and community events. Together, we can continue to prioritize health, inspire one another, and take steps toward a brighter, more active future.

Remember, every step you take was a step towards a healthier, happier you. Let's carry this energy forward and keep stepping toward greatness!

Congratulations to all HHQI participants and thank you for making February 2025 a month to remember! 🎉 🙌



by Smitha Prasad

**Riddle Time.** Email your answer at [hhqi@hamad.qa](mailto:hhqi@hamad.qa)

1. I can achieve with effort but often require some failure first. People say I'm the key to happiness and fulfillment. *What am I?*
2. I'm something that's free, contagious, and can brighten anyone's day. You can't hold me, but I can fill your heart. *What am I?*
3. I am the quiet whisper in your heart, the gentle touch that comforts your soul. Though I can't be seen, I make you feel whole. *What am I?*
4. I am a quality that makes you great, yet I don't boast or seek praise. I lift others up, but I stay in the background. *What am I?*

Issue 46 Answer : *Think Out of the Box*

*The solution transforms traditional production into a flexible, self-optimizing ecosystem by replacing rigid assembly lines with AI-coordinated, mobile "pods" that adapt workflows in real time to prevent bottlenecks, integrating AI and augmented reality to instantly detect and resolve defects at the source, and fostering an agile workforce through cross-training and gamified incentives that turn employees into a responsive "skill swarm." It preempts material shortages via machine learning and unconventional partnerships (even with competitors) to 3D-print critical components on-demand, while allowing customers to prioritize non-essential features, simplifying production and aligning output with real demand—ultimately creating a faster, waste-free process that boosts quality, worker morale, and adaptability by treating the factory as a living, dynamic network. – Muhammad Naveed Saeed*

*Study the current production process pathway, then identify the problems and overview the area of improvement (eliminate the gaps, reduce the waste and proper training to the current employees). Later streamline the production process and implement the new process. – Dyna Valsamma Sunny*

CONGRATULATIONS!

**Muhammad Naveed Saeed**  
Cardiology  
Heart Hospital

**Dyna Valsamma Sunny**  
Anaesthesia  
Clinical Services Unit



Share your insights with us at [hhqi@hamad.qa](mailto:hhqi@hamad.qa)

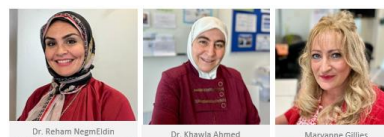
HHQI  
LEARNING  
EVENTS

APRIL  
2025

- 8 High Performance Organizations Program – Cohort II – Webinar 09
- 10 Clinical Care Improvement Training Program Improvers Club
- 14 LearnQI with HHQI
- 15 Improvement Specialist Program- AP2 Call 04
- 15-16 Improvement Coach Program – Workshop 03
- 17 Fundamentals of Quality Improvement Course (English)
- 22 High Performance Organizations Program – Cohort II – Webinar 10
- 22-24 Intermediate Quality Improvement Course
- 28 Fundamentals of Quality Improvement Course (Arabic)
- 29 Improvement Leadership Program – C7 – Group Meet 06
- 30 Clinical Care Improvement Training Program – Cycle 20 – Final Presentation

*“The best way to predict the future is to create it.”*

Abraham Lincoln



Dr. Reham NegmEldin



Dr. Khawla Ahmed

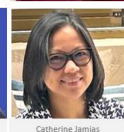


Maryanne Gillies

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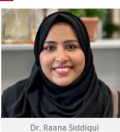
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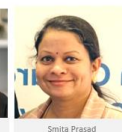
Catherine Jamias



Mark Adrianne Agramon



Dr. Raana Siddiqui



Smita Prasad