

# INSIGHTS

## HAMAD HEALTHCARE QUALITY INSTITUTE NEWSLETTER

October 2025 | Issue 54

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- Improvement Leadership Program

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#### *A Year of Growth and Impact: IHI / HHQI's Improvement Specialist Program - Cohort 2 Graduation*

...the event also provided space for reflection, recognition, and inspiration. Graduates reflected on their journey of growth and resilience, while leadership messages reinforced the importance of driving sustainable transformation in healthcare. [read more on page 4](#)



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#### *Empowered to Improve: Knowledge, Skills and Friendship Gained*

... These moments reminded us that improvement does not have to be rigid—it can be dynamic, collaborative, and enjoyable.... [read more on page 6](#)



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### IHI LEADERSHIP VISITS

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### JOY AT WORK SERIES

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



**Mr. Nasser Al Naimi**

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

Dear INSIGHTS Readers,

I am grateful for the continuous support of HHQI Insights. The team is very passionate and enthusiastic, providing you with insights to deliver updates and learn from others.

I am proud that our team has achieved significant program milestones, including hosting leadership visits from Dr. Jeff Salvon Harmen, VP of Safety at IHI. In this issue, I am sharing a leadership message from Mr. Iain Tulley, CEO of Mental Health Services.



**Mr. Iain Francis Tulley**

*Chief Executive Officer Mental Health Services*

Dear INSIGHTS Readers,

At Hamad Medical Corporation, we recognize that mental health and improvement are deeply interconnected. Every time a team member makes care safer, a process smoother, or a patient's experience better, they contribute not only to system excellence but also to their own sense of purpose and fulfillment.

Improvement science is not merely about data or charts; it is a journey of healing and growth. When our staff engage in improvement work, they

reclaim agency. They transform frustration into creativity, burnout into belonging, and routine into meaning. Each test of change, no matter how small, reinforces a powerful truth: positive change is possible, and each of us has the ability to make a meaningful difference.

Globally, healthcare organizations are realizing that joy in work is not a luxury, it is a foundation for sustainable quality. Initiatives that blend well-being practices, such as reflective huddles, storytelling rounds, and peer support with structured improvement approaches are showing remarkable results. By embedding psychological safety, gratitude, and shared learning into our improvement culture, we not only heal systems, but also nurture the emotional well-being of those who care for others.

The Improvement Programs at HHQI embodies this vision. They provide our teams with the tools, structure, and community to drive meaningful change while supporting personal resilience and professional fulfillment.

Improvement is healing. And in healing our systems, we heal ourselves. I invite each of you to join this transformative journey, whether as a member, coach, or sponsor of improvement. Every role, every idea, and every act of care brings us closer to a healthier system and a more fulfilled workforce.

Together, we are not just improving processes, we are building a culture of compassion, excellence, and collective well-being that defines the heart of Mental Health Services at Hamad.



# Dr. Jeff Salvon Harmen (Vice President-Safety, IHI) visit to the National Value Improvement Collaborative Teams



by Dr. Raana Siddiqui

Hamad Healthcare Quality Institute (HHQI) had the privilege of welcoming Dr. Jeff Salvon Harmen, Vice President for Safety at the Institute for Healthcare Improvement (IHI), on 24–25 September 2025.

During his visit, Mr. Harmen met with teams and attended Value Improvement Huddles at the Ambulatory Care Center, Surgical Specialty Center, and Daam. Frontline staff and team leaders delivered an impressive demonstration of the structured huddle approach, showcasing how quality improvement principles are seamlessly integrated into daily practice. They highlighted the use of real-time data, collaborative teamwork, and standardized processes that collectively support continuous improvement across services.

Mr. Harmen commended the teams for their outstanding performance, noting their confidence, expertise, and the effective use of quality improvement methodologies to achieve tangible results.

“The level of professionalism, clarity, and dedication displayed by the team is truly outstanding and world class”. This approach clearly shows how quality principles can foster a culture of sustained improvement,” Mr. Harmen remarked.

The visit reaffirmed HHQI’s strong focus on healthcare improvement and on strengthening the skills and capabilities of healthcare professionals. It also emphasized the organization’s ongoing commitment to fostering a culture of safety, efficiency, and person-centered care.

As HHQI continues to pursue excellence, its collaboration with IHI not only validates its current progress but also fuels further innovation in quality improvement and patient safety.



# HHQI Booth at the 11th Qatar Patient Safety Week 2025



**Emran Kanan  
Mary Gladston**

Hamad Healthcare  
Quality Institute

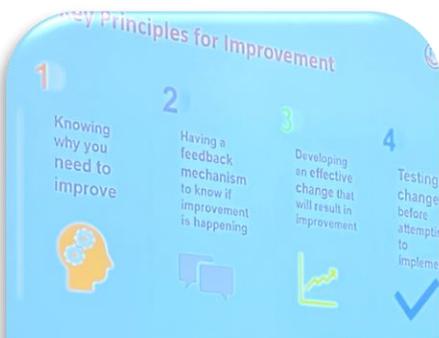


During the 11th Qatar Patient Safety Week 2025, the HHQI Booth actively supported the event's theme, "360 Degrees Quality Care: Advancing Safety Through Systemic Change,"

The booth served as a platform to promote awareness and engagement around HHQI's Capability and Capability Dosing Approach programs, highlighting their role in strengthening healthcare quality and safety practices.

The booth drew a strong response, welcoming a significant number of active visitors from both national and international audiences, reflecting broad interest in innovative approaches to patient safety and capacity building.

A key feature was the introduction of the IHI Open School in both Arabic and English, specially contextualized for the MENA region to make global patient safety and quality improvement knowledge more accessible to healthcare professionals in the region.



## A Year of Growth and Impact: IHI / HHQI's Improvement Specialist Program - Cohort 2 Graduation



by Mark Agramon

The Improvement Specialist Program – Cohort 2 marked a significant milestone with its graduation ceremony held on September 18, 2025. Running from October 2024 to September 2025, the program brought together 25 dedicated participants from across Hamad Medical Corporation (HMC) hospitals and its healthcare partners, Primary Health Care Corporation and Qatar Red Crescent. Over the course of a year, participants deepened their knowledge and skills in quality improvement, working on projects that have delivered measurable benefits to patients, staff, and healthcare systems.



Co-developed by the Institute for Healthcare Improvement (IHI) and Hamad Healthcare Quality Institute (HHQI), the program reflects a strong commitment to building improvement capability across Qatar's healthcare sector. The program has truly equipped participants with tools to lead meaningful changes in their organizations.

The event highlighted the culmination of this journey. Graduates proudly presented their improvement projects through poster sessions, showcasing innovative solutions and the application of improvement science.

Their work demonstrated how collaboration, data-

driven decision-making, and commitment to continuous improvement can translate into better outcomes for patients and more efficient healthcare processes.

Beyond the presentations, the event also provided space for reflection, recognition, and inspiration. Graduates reflected on their journey of growth and resilience, while leadership messages reinforced the importance of driving sustainable transformation in healthcare. Sponsors and coaches were honored for their steadfast support, which has been instrumental in guiding the cohort throughout the program.

The ceremony concluded with the awarding of certificates to all 25 graduates, formally recognizing their hard work, perseverance, and achievements. With the successful completion of Cohort 2, the program continues to build a strong network of Improvement Specialists who are prepared to champion quality improvement and innovation across Qatar's healthcare system.

The collaboration between IHI and HHQI stands as a model for how global partnerships can empower local healthcare leaders to make lasting impact. As these graduates return to their



organizations ; they carry not only new skills and insights but also, the responsibility of advancing a culture of

continuous improvement for the benefit of patients, families, and communities.

## Empowered to Improve: Knowledge, Skills and Friendship Gained

*My Journey in the Improvement Specialist Program:  
From Advanced Beginner to Specialist*

Participating in the Improvement Specialist Program has been a truly transformative journey—one that shaped my perspective, deepened my skills, and strengthened my confidence. When I first entered the program, I considered myself an advanced beginner—someone with curiosity, motivation, and a foundation of knowledge, but still searching for the tools and confidence to drive meaningful improvement. Today, as I reflect back, I proudly stand at the level of specialist, equipped with the skills, knowledge, and networks that this program has provided.

One of the most rewarding aspects of this journey was the interactive nature of the sessions. Rather than being passive listeners, we were active participants, constantly challenged to think critically, collaborate, and apply concepts in real-time. These sessions kept us engaged and made learning not only effective but also enjoyable.

We were also fortunate to learn from expert presenters, whose insights and experiences added great value. Their ability to bridge theory with real-world application inspired us to see improvement not as a task, but as a mindset and a continuous journey.

Beyond the structured learning, the activities brought an element of fun and engagement. Laughter, creativity, and teamwork were woven into our learning experience, making the program memorable and energizing. These moments reminded us that improvement does not have to be rigid—it can be dynamic, collaborative, and enjoyable.

As an outcome of this program, each of us had the opportunity to develop our own improvement project, applying all the concepts and tools we had learned. The process was both challenging and rewarding, as we translated theory into practice and witnessed our ideas take shape. The journey culminated in a proud moment during the graduation ceremony, where we showcased our hard work and learning in the form of poster presentations. This final milestone symbolized not just the end of the course, but the beginning of our path as specialists equipped to lead change.

This journey has been more than a training—it has been a personal and professional transformation. I step forward with gratitude, confidence, and a renewed commitment to creating impact, knowing that I carry with me not only the tools of a specialist but also the spirit of collaboration and continuous improvement.

### Aseel Abu Jubbeh

Director of Nursing  
Education

Al Wakra Hospital





by Ana Jimena

## Quality Improvement

is most effective when everyone feels part of the journey. Building a culture of collaboration, psychological safety, and ownership transforms improvement from an initiative into a shared mission. Lasting change depends not only on strategies or tools but on people who feel valued and empowered to contribute.

## Psychological Safety

and opportunities that others might miss. is equally essential. It means creating an environment where team members can speak up without fear of criticism or blame. When people feel safe to share concerns, admit mistakes, and test new ideas, learning accelerates. Leaders play a critical role by listening with empathy, encouraging curiosity, and acknowledging contributions. A simple “thank you for sharing that” can go a long way in reinforcing trust.

## Collaboration

is the foundation of any successful QI effort. When staff from different disciplines come together to analyze challenges and design solutions, ideas become richer and more practical. Regular team huddles, improvement meetings, and open forums create space for dialogue and innovation. Everyone’s voice matters—especially those closest to the work, who often see problems and opportunities that others might miss.

## Ownership

fuels sustained improvement. When individuals see the impact of their ideas—whether through reduced waiting times, improved patient satisfaction, or smoother workflows—they develop pride in their contributions. Recognizing and celebrating these efforts strengthens motivation and teamwork.

### Reference:

Deming, W. E. (1986). *Out of the crisis*. Massachusetts Institute of Technology, Center for Advanced Engineering Study.  
Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.  
Institute for Healthcare Improvement. (2023). *Science of improvement: How to improve*. Institute for Healthcare Improvement. <https://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>

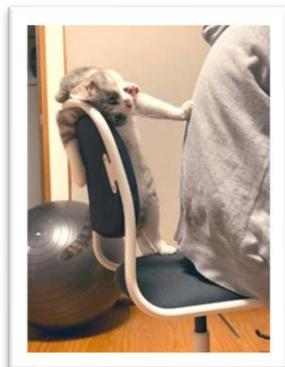
Sharing a comment from a nurse in Medical Unit-HGH, “At first, I was hesitant to share my ideas during our QI meetings, but when my suggestion helped reduce patient waiting time, our team celebrated the success together. Now, everyone feels more confident to speak up and contribute.”

This story captures the essence of engagement—when collaboration, safety, and ownership align, improvement becomes a shared achievement, not just a management goal.



by Ana Jimena

**C**aption this! You must come up with the funniest or most eye-opening captions for the shared images. It's all about showing off your wit and getting some good laughs, while also bringing everyone closer together. Email your answer at [hhqi@hamad.qa](mailto:hhqi@hamad.qa)



Issue 52 Answer : *Somewhere in the Universe*

- |                              |                    |
|------------------------------|--------------------|
| 1. The Great Bear            | 10. Helium         |
| 2. Luna                      | 11. Venus          |
| 3. One (1) – Earth           | 12. Fulgurite      |
| 4. Venus – USSR              | 13. Black          |
| 5. White Dwarf               | 14. Moon           |
| 6. Mars                      | 15. Carbon Dioxide |
| 7. Terminator                |                    |
| 8. Uranus – William Herschel |                    |
| 9. Parsec                    |                    |

**CONGRATULATIONS!**

**Nina Rachel Rosales Reyes**  
Head Nurse, PED, Al Wakra Hospital

**Sumy Kankusery Basheer**  
Staff Nurse, PLTCU2, Al Wakra Hospital

**Manal Elhusseini**  
Translator, Health Facilities Development



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

HHQI  
LEARNING  
EVENTS

NOVEMBER  
2025

- 4 High Performing Organizations Program – C3 – Web 02
- 6 Fundamentals of Quality Improvement Course (English)
- 10-11 Improvement Coach Program – C2 – WS 02
- 12 AI Majilis : HHQI Faculty
- 13 Improvement Leadership Program C8 – Group Meet 02
- 17 Learn QI with HHQI – Innovation in Healthcare
- 17 Fundamentals of Quality Improvement Course (FQIC): Arabic
- 18 High Performing Organizations Program C3 – Web 03
- 18-19 Clinical Care Improvement Training Program C21: HA Call
- 19 Improvement Specialist Program C3 – WS 01
- 20 Joy at Work Series with Medical Trainees
- 20 Improvement Coach Program- C2- Web 02
- 25-27 Intermediate Quality Improvement Course



*Everyone thinks of changing the world, but no one thinks of changing himself*

Leo Tolstoy



Dr. Neham Hegredidi



Dr. Shawla Ahmed



Maryanne Gillies

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