Heidrick & Struggles

Confidential Position Specification

Hamad Medical Corporation

Chair of General Surgery

May 2015

Heidrick & Struggles advises client companies on the basis of an exclusive consulting assignment. The following details are for personal review and should be kept confidential.
Letter from Dr. Hanan Al-Kuwairi

Dear Colleague,

I am delighted that you have expressed an interest in Hamad Medical Corporation (HMC). Qatar has one of the world’s fastest growing economies and communities, with the population rising from 600,000 to 2.2 million from 2000 to 2015, thanks to a large expansion in the expatriate workforce. It is against this backdrop that we are transforming how we deliver healthcare across Qatar.

Today, under the patronage of the Emir, His Highness Sheikh Tamim bin Hamad bin Khalifa Al Thani, the aim is to provide high quality healthcare services to all, which meet the best global standards and outcomes. This continues to be an exciting and challenging time for healthcare provision in the State of Qatar with major facilities expansion, including several new hospitals.

HMC presents a unique opportunity in global healthcare. One where there is a complete focus on our vision “to deliver the safest, most effective and most compassionate care to each and every one of our patients.” The quality of our patient care is underpinned by the development of one of the world’s newest Academic Health Systems (AHS). This will lead the transformation of health services through an integrated approach to clinical practice, education and research.

In order to develop an integrated, world-class healthcare system, HMC is investing heavily in top class clinical services, research and education, and has some highly prestigious partners, including Weill-Cornell Medical School, and a future alignment is envisaged with the Qatar University Medical School. Further investment is being made in preventative, primary, secondary and tertiary healthcare provision.

In order to deliver on our promises, we need strong collective leadership, to include the best clinical, academic and managerial leaders. Some of the world’s leading healthcare experts are already working with HMC. For example, our International Advisory Boards include:

- Professor Don Berwick - Institute for Healthcare Improvement
- Dr Toby Cosgrove - Cleveland Clinic Foundation
- Professor Victor Dzau - Duke University
- Professor Lord Ara Darzi - Imperial College London
- Sir John Tooke - University College London
- Professor John Wong - National University Health System of Singapore
- Professor Martin Paul - Maastricht University
- Sir Keith Peters - Cambridge University and President of Academy of Medical Sciences

If you would like to explore your candidacy for this key role within the corporation further, our consultants at Heidrick and Struggles would be pleased to hear from you.

Yours Faithfully,

Hanan Al-Kuwairi, PhD
Managing Director, Hamad Medical Corporation
The Organisation

**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 caliber 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.
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 provides 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 23,500 staff, and is one of the largest healthcare providers in the Gulf.

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 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, Paediatrics, 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 gynaecological 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 centre for the treatment of adults with heart conditions. The hospital opened in 2011 and integrates all cardiothoracic medical and surgical facilities in one centre providing 115 beds.

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

National Centre 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, Paediatrics and Obstetrics.

Al Wakra Hospital
Opened in 2012, this 300 bed facility serves the rapidly growing towns of Al Wakra and Mesaieed to the south of Qatar.

Areas of specialty include: General Medicine, General Surgery, Paediatrics and Paediatric Emergency, Obstetrics and Gynaecology.

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, Paediatrics and Obstetrics.
CONTINUING CARE

Rumailah Hospital
Opened in 1957, and now with a total of 520 beds, Rumailah Hospital, and its associated sites, 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, 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 as shown below. This will help address the need for additional hospital capacity including acute beds.

Beyond the three hospital towers there is an even more ambitious Facility Plan that will nearly double the bed capacity of HMC by 2030.

The image below shows an artist’s impression of the courtyard of the new Tertiary Hospital.
Simultaneous Joint Commission International re-accreditation for all HMC hospitals:
HMC is one of the first hospital systems outside the US to achieve simultaneous accreditation and reaccreditation of all its facilities by the Joint Commission International (JCI). HMC has also achieved the first accreditation of its kind in the region for its Home Healthcare Services and Ambulance Service.

High Patient Satisfaction Rates
Regular surveys are carried out to show that we are meeting the needs of our patients and the graph below revealed very positive overall satisfaction ratings for our various hospitals. The findings demonstrate that HMC is providing safe, effective and compassionate care to the people of Qatar, with 97% of respondents confirming they would choose to visit our hospitals again after their experience.

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 we believe 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 the leading health research organization in the region. Scheduled for completion in 2017, the TRI will provide state-of-the-art core research facilities to support internationally competitive translational 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.

Research in these areas is already underway in an interim TRI, which opened in 2014.

The new Translational Research Institute

**Education and Training**

As a premier healthcare provider, at Hamad Medical Corporation we recognize that education and training are central to supporting the delivery of high quality patient care.

With a dedicated Medical Education Department offering a comprehensive range of Graduate Medical Education programs and a wide array of Continuing Medical Education activities, we strive to ensure that the students, interns, fellows and health professionals we engage with acquire the very latest knowledge and best practice, whatever the stage of their career.

Our innovative International Training Center, the first of its kind in the Middle East, offers opportunities to learn at every level in a wide variety of specialties. Whether the students are health professionals wishing to hone cutting-edge techniques, an employee of an institution interested in acquiring new skills, or a member of the public keen to further their knowledge, we can offer expertise in a wide range of training opportunities.

HMC Medical Education Department:

- Internship Program
- Residency Program
- Fellowship Program
- CME Program
- GME Residency Program

HMC International Training Centre is affiliated with The American College of Surgeons/Committee on Trauma, BTLs International USA, U.K Resuscitation Council, European Resuscitation Council, Advanced Life Support Group (UK) and the American Academy of Family Physicians.
Weill Cornell Medical College, Qatar (WCMC-Q)

Established in 2001 as a partnership between Cornell University and Qatar Foundation, WCMC-Q is part of Weill Cornell Medical College in New York and shares its mission of dedication to excellence in education, patient care and research. It is also the main medical school for HMC and Qatar and the main educational partner in Qatar’s Academic Health System, led jointly by HMC and WCMC-Q.

The first medical school in Qatar and a pioneer of coeducation at university level, WCMC-Q offers an integrated program of pre-medical and medical studies leading to the Cornell University M.D. degree. Teaching is by Cornell and Weill Cornell faculty, including physicians at Hamad Medical Corporation (HMC) who hold Weill Cornell appointments.

Enrollment has grown rapidly from 25 first year pre-medical students in fall 2002 to over 265 students from more than 30 countries in 2012.

In the clinical arena, WCMC-Q is already making a contribution to the community in Qatar. Medical faculty members licensed and credentialed to practice see patients as part of their teaching assignments in HMC facilities.

Collaborative biomedical research projects are underway between Weill Cornell in the U.S. and Qatar, and HMC, and a major research program is now in formation. WCMC-Q students have exciting opportunities to take part in biomedical investigations: The Summer Research Program enables selected students to travel to the U.S. and work under the mentorship of leading investigators at Cornell and Weill Cornell. Meanwhile, a growing number are participating in projects in Qatar, guided by WCMC-Q faculty and funded by the Undergraduate Research Experience Program of Qatar National Research Fund.

Research and Development

HMC is striving through our research efforts to discover new knowledge and to set new standards of patient care. We bring together the brightest minds to collaborate on cutting edge projects that are of importance to Qatar and a concern in day to day practice.

The HMC Medical Research Center (MRC), formed in 1998 supports high quality innovative research in Qatar. Their aim is to be recognized as an internationally respected center of collaborative research, with their outcomes translating into measurable improvements in healthcare.

Receiving an average of 200–300 research proposals each year, the center encourages and supports research at a local, regional and national level. Utilizing HMC’s unique position as Qatar’s premier healthcare provider to push the research agenda at all levels, the Medical Research Center is able to pursue activities which improve the quality of health and healthcare.

Focus of research

- MRC encourages researchers to lead change by identifying and finding solutions to challenges. The center supports medical research efforts in areas which include:
  - Cancer
  - Cardiovascular diseases
  - Diabetes
• Genomic factors on health of individuals and population
• Women’s and children’s health
• Public health

The MRC has also recognized the need for the introduction of the following research areas through collaboration, internal development and capacity building:

Basic and translational research, and knowledge management

HMC is committed to undertaking research that leads to new evidence-based treatments with the potential to improve patient outcomes.

**Opening of the interim Translational Research Institute**

The interim Translational Research Institute (iTRI), a research facility opened on the Hamad Bin Khalifa Medical City campus in March 2014, provides ready access to basic, clinical and translational research facilities, acting as a bridging facility for the Translational Research Institute (TRI) currently under construction. The TRI will provide state-of-the-art core research to facilitate internationally competitive outcomes in translational and clinical research. With a focus on the fields of cancer, trauma, infectious diseases, neuroscience, diabetes, obesity, cardiovascular disease, women’s and children’s health, the TRI will provide researchers with ready access to facilities and will enable Hamad to develop as an internationally recognized health research organization.

**Qatar National Research Fund grants**

Each year, the Medical Research Center puts forward proposals to the Qatar National Research Fund (QNRF). QNRF, the research funding agency for Qatar Foundation, strives to advance knowledge and education by supporting original, competitively selected research.

**Joint Institutional Review Board**

The Joint Institutional Review Board (JIRB) is a recently launched partnership between Hamad and Weill Cornell Medical College, focused on providing unbiased ethical review of research. To facilitate high-quality ethical research, the JIRB provides a single ethical review for human research projects involving Hamad and Weill Cornell Medical College.

**Company Web Address**  [http://www.hmc.org.qa](http://www.hmc.org.qa)
The Position

Position Title: Chair of General Surgery

Location: Doha, Qatar

Reporting Relationships: Professor Mike Richmond, Chief Medical Officer

Key Relationships: HMC leadership across all disciplines and functions. External stakeholders in Qatar and overseas. Academic and clinical partner organisations.

Main Focus and Challenges:

Surgical services at HMC are going through a restructuring process designed to ensure that major specialties, led by top performing clinicians, are supported to deliver excellent services sustainably into the future. Starting in 2015, the following Surgical Departments will be established:

- Orthopaedics
- Urology
- General Surgery

The Chair of General Surgery will be responsible for delivery of the highest quality surgical care with an emphasis on excellent clinical outcomes, as well as the highest levels of patient safety and patient satisfaction across all HMC sites.

The Chair will have the ability to transform surgical care, utilizing the most sophisticated state of the art equipment and facilities to ensure that in-patient length-of-stay is kept to a minimum, that through day of admission surgery patients’ time away from their home environment is kept to a minimum, and through the adoption of a model of consultant delivered care optimal clinical outcomes are achieved.

The post-holder will lead the general surgical team into an era of integrated perioperative care, where surgery works hand in hand with medicine and anaesthesia to supply the highest levels of multidisciplinary patient care at the point of need.

Specific Responsibilities:

- Provide clinical, professional and academic leadership in Surgery
- Lead and support multidisciplinary clinical engagement in service improvement
- Motivate and inspire all departmental staff
- Develop a vision and strategic plan for the department that aligns with those for the Academic Health System
- Nurture a culture of critical enquiry and develop departmental research capacity
- Review the skill-mix of the healthcare workforce and develop a sustainable plan for recruitment and development including specific plans for development of Qatari Nationals with the aim of creating a strong pipeline of surgeons who have local knowledge and understanding.
- Ensure that the residency programs satisfy ACGME requirements for
accreditation

- Ensure the provision of high quality educational programs
- Provide a clinical service in Surgery and an appropriate sub-specialty
- Lead 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
- Develop strong links with our academic and clinical partners such as Qatar University Medical College, Weill Cornell Medical College, Sidra Medical and Research Center and Qatar University
- Take a national leadership role in issues relating to Surgery
- Take a lead role 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 Person

The ideal person will be a Consultant Surgeon with a track record in senior medical leadership gained in an Academic Health Centre or a complex, multi-site healthcare setting. He/she will have gravitas and presence as well as the ability to act as a role model and support staff and student development.

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

- Board certification or equivalent specialist qualification in Surgery or an appropriate sub-specialty
- Strong clinical leadership skills and the ability to contribute to strategy and policy development at Institutional level but also to be “hands-on” in leading day to day issues
- Strong networking and team building skills developed inside and outside of the clinical environment
- 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
- Fluency in English is essential. Arabic would be advantageous, but not essential.
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