



Internationalization of Academic Health Systems: Opportunities for Partnership

Montreal, Quebec
November 2012

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1. Qatar

QATAR IS A SMALL, WEALTHY COUNTRY WITH GREAT AMBITION



- **Geographically small:** 11,437 sq km
- **Small but diverse population:** 1.8million people (approximately the same as the city of Montreal) of which 300,000 (one in six) are Qatari nationals
- **Experienced rapid growth:** The population has more than doubled in ten years
- **Wealthy:** highest GDP per capita in world (over \$100,000)
- **Reliant on oil and gas:** responsible for 70% of government revenue; owns one-seventh of world's gas reserves
- **The Government's main priority is to diversify the economy to make it sustainable. It also wants to play a bigger role on the world stage, while maintaining Qatari culture:**
 - Played a key role in many international negotiations (such as in Darfur), established an award winning news network (Al Jazeera) and won the right to host the 2022 Football World Cup
 - Government's vision is to transition to a 'knowledge-based' economy in order to reduce the dependence on oil and gas. One aspect of this is to become a **world leader in healthcare and medical research**



2. HMC as an Aspiring Academic Health System



HMC IS A BUSY, GOVERNMENT FUNDED HOSPITAL SYSTEM UNDERGOING A PERIOD OF RAPID EXPANSION AND CHANGE

HMC is a government funded non-profit provider. Through its eight hospitals and with an annual budget of c. \$2bn it provides 90% of the acute healthcare in Qatar. Since its establishment in 1979, HMC has successfully delivered rapid expansion while maintaining a high quality of care.

- **Vision:** To become an internationally competitive Academic Health System, providing the highest quality care in the region
- **Comprehensive:** HMC is the only organization in Qatar to provide a comprehensive range of acute and tertiary hospital services based on clinical need not ability to pay
- **Number of Patient Visits:** 600,000 visits to the emergency department and 800,000 outpatient visits each year
- **Key Academic Partners:** Hamad Medical Corporation already has a number of key academic partners including Weill Cornell Medical College in Qatar



2. HMC as an Aspiring Academic Health System



WE ARE DEVISING INNOVATIVE WAYS TO ADDRESS OUR KEY CHALLENGES

HMC faces a robust and dynamic set of challenges in delivering high quality, internationally-competitive healthcare to Qatar's growing and increasingly diversified population.

Key challenges include:

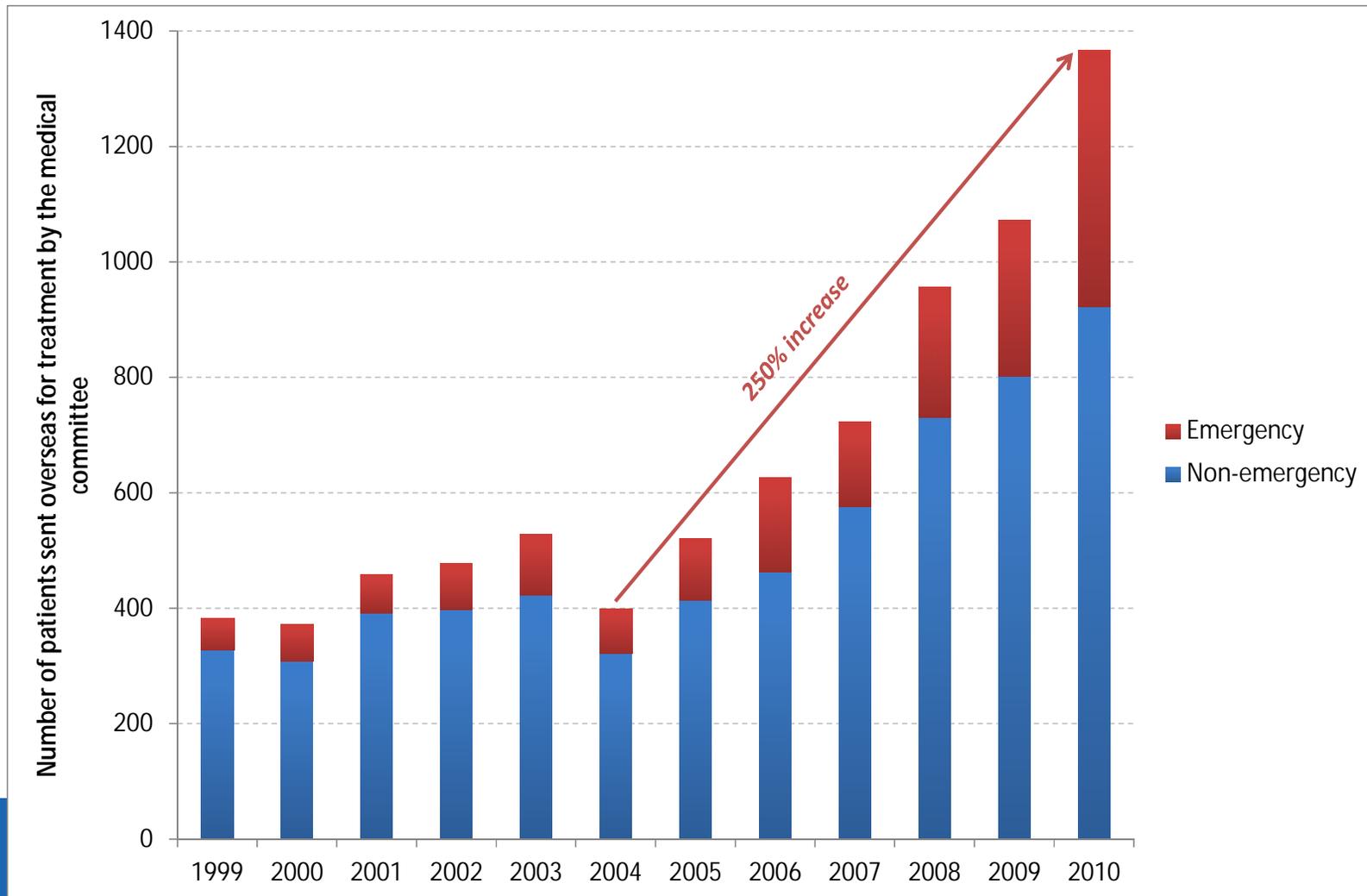
- Increasing trend in patients sent overseas for treatment, reflecting rapid population growth and rising expectations
- Changing burden of disease and health, with high prevalence in the areas of cancer, cardiovascular disease, metabolic disease (including diabetes), trauma, infectious disease, and women's and children's health
- Keeping pace with advances in scientific discovery, in the areas of clinical and translational research, the usage of innovative diagnostics and therapeutics offered to patients, and in training and mentoring our current and future generations of health professionals
- Addressing health workforce shortages and the changing expectations and roles of health professionals
- Ensuring we remain internationally competitive with respect to ideas, talent, and quality of care



2. HMC as an Aspiring Academic Health System



INCREASING TREND IN PATIENTS SENT OVERSEAS FOR TREATMENT, REFLECTING RAPID POPULATION GROWTH AND RISING EXPECTATIONS



2. HMC as an Aspiring Academic Health System



QATAR'S ACADEMIC HEALTH SYSTEM PARTNERSHIP

Formally launched in August 2011, Qatar's Academic Health System is an exciting collaborative partnership between Qatar's premier healthcare, education and research organizations.

Our system includes:

Healthcare providers and research organizations:

- HMC
- Sidra Medical and Research Center
- Primary Health Care Corporation

Educational institutions:

- Weill Cornell Medical College in Qatar (medical education)
- Qatar University (pharmacy and biomedical sciences)
- University of Calgary – Qatar (nurse education)
- College of the North Atlantic – Qatar (allied health professions education)



كلية طب وايل كورنيل في قطر
Weill Cornell Medical College in Qatar



We are all equal partners in the Academic Health System



2. HMC as an Aspiring Academic Health System



WE HAVE A CLEAR VISION AND STRATEGY FOR SUCCESS

Together, Qatar's Academic Health System partners have established a clear vision and strategy for success, drawing upon the partnership's synergies as well as additional local and international expertise. Patients, and the delivery of excellent patient care, are at the forefront of the partnership's ambitious vision.



Our AHS' primary goal: Patients receive the best and safest clinical care

- **Patients receive the best care possible**, informed by the latest research developments and using the newest treatments, tools and diagnostics
- Healthcare professionals are trained to work in **interprofessional teams**, following a curriculum that addresses local and global health challenges
- **Clinical and translational ("bench to bedside") research** helps us better understand our patients' health problems as well as impact health globally
- Information systems and health informatics promote **evidence-based practice** and support our education and research activities
- Community engagement helps create a shift from a culture of treatment to one of **prevention and awareness**

2. HMC as an Aspiring Academic Health System



WE ARE ALREADY MAKING PROGRESS

In just a short time, we have begun to realize significant achievements and accomplishments in support of our transformation towards becoming an Academic Health System.

Highlights of progress include:

- Opened **three new state-of-the-art hospitals** last year
- Only hospital system outside the United States to have all hospitals, home healthcare services and ambulance services **accredited and then reaccredited by Joint Commission International**
- Achieved **ACGME-I accreditation** for our medical education program
- Overall **patient satisfaction rates are high** across our hospitals
- Gallup poll found 90 percent of the **population of Qatar is satisfied with access to quality healthcare**, the highest in the Middle East
- Continued **growth in research funding** received through the Qatar National Research Fund and other sources
- Working in partnership with Cerner to implement a robust, **state-of-the art Clinical Information System (CIS)**
- Recruited a range of **leaders from around the world** with strong, clinical, research and education backgrounds to work alongside our excellent Qatari leadership
- Received numerous regional **awards and accolades** for the quality of our services

2. HMC as an Aspiring Academic Health System

WE HAVE IDENTIFIED THREE KEYS TO SUCCESS

In pursuit of our ambitious vision, we have sought to develop a roadmap for success. Drawing upon learnings from the world's leading academic health experts and institutions, we are developing a bespoke model for Qatar's Academic Health System.



Creativity and innovation

- Developing and implementing bold new ideas in the areas of education, research and patient care
- Using innovation as a lever in transforming our clinical practice, research endeavours, and educational initiatives

Vision to reality

- The ability to transform ideas and plans into real programs
- Establishing and achieving ambitious goals at an unprecedented pace

Looking beyond our borders

- Working towards an international vision that leverages expertise and key learnings from the world's leading academic health experts and institutions
- Establishing programs which are locally focused yet globally minded



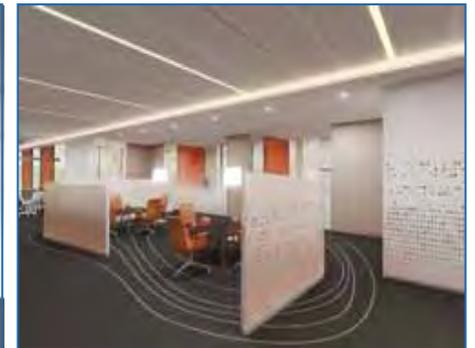
2. HMC as an Aspiring Academic Health System



CREATIVITY AND INNOVATION

A core part of the future model at HMC is the development of institutes and core infrastructure to provide a seamless package of care for our patients.

- Comprehensive virtual institutes focusing on cancer, cardiovascular disease, metabolic disease (including diabetes) and neuroscience
- Institutes will streamline the patient pathway, delivering comprehensive care for specific ailments within an interprofessional and multidisciplinary framework. They will serve as hubs of clinical, educational, investigational and research activity
- Will draw upon regional and international partnerships to develop a bespoke institute model for Qatar, informed by international best practice
- Building our core infrastructure through a state-of-the art Translational Research Institute (opening in 2015)



2. HMC as an Aspiring Academic Health System



VISION TO REALITY

Achieving our goals – transforming our ambitious vision into reality – is paramount to our success. To that end, we have developed mechanisms to help guide and support our developing Academic Health System.



- Robust governance structure and project framework developed to lead, support, and monitor the Academic Health System's development
- Developing an "academic health system-ready" workforce through both external recruitment and training/mentoring of our current complement of clinical, academic, research and administrative leaders
- Establishing Key Performance Indicators (KPIs), benchmarked against international best practice, to monitor our quality of care, research output and other key areas of performance

2. HMC as an Aspiring Academic Health System



LOOKING BEYOND OUR BORDERS

We believe strongly in the benefits of drawing upon the lessons learned by others. We are working closely with regional and international partners to help shape our direction, improve our services, and monitor our performance.



- First Middle East North Africa (MENA) region member of the **Association of Academic Health Centers International**, a non-profit organization which seeks to “mobilize and represent academic health centers worldwide, with the goal of advancing and applying knowledge to improve health.”

<http://www.ahhci.org>

- Establishing research collaborations with world-class international partners, focusing on areas of local prevalence and importance. Initial areas include personalized medicine, diabetes and obesity, and women’s health.
- Partnering with the world’s leading hospitals and health systems to develop and refine our clinical services, ensuring that patients receive care that meets or exceeds international standards



3. Partnership



THERE IS MUCH TO LEARN FROM EACH OTHER

The question of whether to establish partnerships, and with whom, is an important consideration for any organization. Within our Academic Health System, we have sought to capture the synergies generated by our regional and international partnerships, and to ensure that together, we are greater than the sum of our individual parts.

“Collaboration is the new competition”



3. Partnership

WE HAVE ESTABLISHED A NUMBER OF INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS



As an organization, Hamad Medical Corporation has established a number of **international partnerships and collaborations** to help develop our highly specialized institute model:



Women's Hospital – Brigham & Women's Hospital, Boston

Pediatrics – SickKids, Toronto

The Cuban Hospital - Servicios Medicos Cubanos (Cuba)

Trauma – University of Maryland Shock Trauma Center

Dentistry – McGill University (in progress)

Nursing – Medanta, the Medicity

Obesity Personalized Medicine - Duke Medicine

Psychiatry – Asia Australia Mental Health

Cardiovascular – currently selecting international partner

Cancer – currently selecting international partner

Rehabilitation – currently selecting international partner

3. Partnership

WE HAVE ESTABLISHED A NUMBER OF INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS



We are also working with:

Johns Hopkins Medicine, Baltimore

Imperial College, London

Heidelberg University Hospital, Germany

Karolinska Institute, Sweden

Cambridge University, Cambridge (in progress)

University College London, London (in progress)



**Imperial College
London**

3. Partnership



WHAT DO WE WANT FROM A PARTNERSHIP?



1. Joint commitments and understanding
2. Clear and appropriately detailed plan for achieving the goals of the partnership
3. Mutually beneficial
4. Sufficient and appropriate resources
5. Appropriate level of formality
6. Good leadership
7. Clear and enforceable lines of accountability
8. Good communication
9. Mutual respect and trust
10. Key performance indicators

3. Partnership



WE NEED TO CREATE A SENSE OF URGENCY

- Events and institutions are moving quickly
- There is a window of opportunity for leading institutions
- The disconnect between education, science and patient care is no longer tolerable from the societal and political points of view
- Growing need to address shared local and global challenges



4. Key Questions



THE FUTURE OF QATAR IS BRIGHT BUT DEPENDENT ON THE BEST COMBINATION OF LOCAL DEVELOPMENT AND OUR INTERNATIONAL PARTNERS

- **Global Healthcare Market:** How can academic health systems contribute to creating a sustainable workforce that blends international talent with the development of local expertise?
- **Institutes Future Model of Care:** Will the institute model prove suitable for patients with co-morbidities?
- **Partnering for Success:** How do academic health systems make the decision to seek regional and international partners or to build upon local expertise?
- **Creating a distinctive research portfolio:** How can Qatar create a distinctive set of signature research programs?





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