

Candidate Brief

For the position of:

ASSISTANT EXECUTIVE DIRECTOR -
PERFORMANCE AND REWARDS

HAMAD MEDICAL CORPORATION



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 - Official Tourism Website of Qatar - <http://www.experienceqatar.com>

Background

Introduction

Hamad Medical Corporation is the premier not-for-profit health care provider in Qatar. Established by Emiri decree in 1979, the Corporation has developed highly specialised medical facilities capable of providing state of the art diagnosis and treatment of diseases that previously could only be managed in overseas medical centres. Today the Emir, HH Sheikh Hamad Bin Khalifa Al-Thani's vision is to provide high quality healthcare services to all, which meet the best global standards of quality and outcomes. Consequently this is an especially exciting time for healthcare provision in the State of Qatar with a recent major restructuring of the system and a concomitant large scale expansion of healthcare services. Equally in order to develop an integrated world class healthcare system HMC is investing in high class research and education in addition to preventive, primary, secondary and tertiary healthcare provision. Qatar's Vision for 2030 puts healthcare at the core of its future strategy.

The backdrop to these transformational changes is a rapidly expanding population in Qatar (600,000 in 2000 to almost 2 million in 2010) alongside a very large growth in the expatriate workforce. Key health conditions in Qatar, aside from trauma injuries, are cardiovascular disease and hypertension, diabetes, respiratory conditions and asthma, obesity and other chronic conditions with related and costly long term care implications.

The health system in Qatar is almost totally government funded but there are recent developments in private sector provision and other initiatives are in place covering health insurance models and also the introduction of an element of self pay for non Qatari nationals. 90-95% of the inpatient care is provided by the state-owned Hamad Medical Corporation (HMC), which also provides a range of other services.

The Supreme Council of Health (SCH)

Moving on from the concept of a National Health Authority and in order to separate the provision of healthcare from its regulation, a Supreme Council of Health has recently been established. This has meant a more streamlined and effective decision making process. A further major development in 2008 was the creation of a Primary Health Care Corporation to work on enhancement of the existing network of 23 primary care facilities and the creation of new "wellness centres." Here, the emphasis is on multi-disciplinary teamwork in the fields of preventive care, education for a healthy life, diagnostic and therapeutic services, and counselling and support for mental health patients.

Other related ongoing service developments include screening programmes and early interventions, developing community based health programmes in such areas as mental health and residential care, and developing a National Organ Donation Programme and Transplant Centre. On the secondary and tertiary care side, Qatar's major hospitals will provide high quality care as well as participating in leading-edge biomedical research and education.

In addition, the Supreme Council of Health is tasked with regulating, monitoring and evaluating public-funded services and the private sector, to ensure that health care is provided in accordance with agreed standards and performance targets, and planning the future financing of care in the country.

The Supreme Council of Health (SCH) is directly responsible for developing and overseeing Qatar's health care system. The SCH is committed to building a healthy society for today and the future. SCH operates on the following core values:

- Focus on people.
- Focus on wellness both physically and psychologically.
- Pursue a sustainable health care system.

SCH's responsibilities and goals include:

- Develop a clear vision for the nation's health care system.
- Facilitate medical research.
- Regulate Qatar's medical landscape.

Hamad Medical Corporation

Current Service Provision

Hamad Medical Corporation (HMC) is an integrated and growing health care delivery system that currently provides 90 -95% of acute and sub-acute care services in Qatar. It is the largest employer in Qatar, with over 15,000 staff, and is one the largest health providers in the Middle East.

At the current time its portfolio includes seven hospitals, a comprehensive ambulance service and Home Healthcare Services. All services, with the exception of Al Khor, are based within the Hamad Medical City Campus which is depicted below. The current hospitals are:

- HamadGeneralHospital
- RumailahHospital
- Women's Hospital
- Al Khor Hospital
- Al Amal hospital
- DukhanHospital – became part of the HMC group in September 2011
- The HeartHospital – due to be opened this year
- Al Wakra Hospital - due to be opened this year

Hamad Medical Corporation aspires to realize its ambitious vision of being an internationally recognised centre of excellence in the provision of healthcare; in keeping with the State of Qatar's pledge of "Health for All". HMC prides itself on providing quality and cost efficient healthcare for all patients, regardless of their nationality.

The Corporation's Vision is based on three pillars; Health, Education and Research, which are reflected in its new logo and expressed in accompanying statements. All five hospitals are JCI accredited, having been awarded initial accreditation in 2006 and re-accredited in 2009.

Hospital	Services	Beds	Specialty	Occupancy
HamadGeneralHospital	■ Trauma	443	Adult	96%
	■ Emergency			
	■ Medicine	102	Pediatrics	96%
	■ Pediatrics			
	■ Critical Care	58	Critical	84%
	■ Specialized		Care	
	■ Surgery			
	■ Specialized			
	■ Medicine			
	■ Laboratory			
	■ Medicine			
	■ Radiology			

Hospital	Services	Beds	Specialty	Occupancy
Rumailah Hospital	■ Adult Rehabilitation	427	Adult	87%
	■ Children's Rehabilitation	30	Pediatrics	84%
	■ Burns & Plastics	60	Mental Health	90%
	■ Dental	28		
	■ General Surgery	58	Residential	
	■ General Medicine		Long Term	
	■ Psychiatry			
	■ Residential Care			
Women's Hospital	■ Obstetrics	248	Adult	68%
	■ Gynecology	71	NICU	80%
	■ Neonatal			
	■ Emergency Care			
	■ Newborn Screening			
Al Amal	■ Medical Oncology	46	Adult	88%
	■ Radiotherapy			
	■ Chemotherapy			
	■ Pain Management			
	■ Specialist Laboratory			
Al Khor	■ General Medicine	115	Adult	79%
	■ General surgery	22	Pediatrics	53%
	■ Emergency Medicine	12	Critical Care	69%
	■ Pediatrics			
	■ Obstetrics			

Hospital	I/P Surgery	Day Cases	ED Attendances	Deliveries	Out patient Visits
Hamad General	14,223	4,572	501,537		382,084
Rumailah	3,194	3,741			210,255
Women's Hospital	5,149	242	47,741	15,532	126,710
Al Khor	2,755	1,397	122,843	443	59,499
Al Amal		5,350			14,211
Total	25,318	15,302	672,121	15,975	792,759

Emergency Medical Services (EMS) attended to more than 85,000 incidents last year with the Life Flight Air Ambulance service responding to 600 calls requiring critical care paramedical availability.

Home Health Care, formally launched in 2009 and JCI accredited in 2010, undertook over 9,000 home visits.

HMC no longer administers the 23 Primary Health Care Centers in the State. PHC has been established as a Department of the Supreme Council for Health but HMC provides support on Clinical Education, IT, Facilities Development and Materials Management to a sector that is expected to see rapid development over the next decade.

New Facilities

A new HeartHospital is scheduled to open this year. The two-storey building is adjacent to Al Amal and RumailahHospital, and will have an initial capacity of 116 beds and 350 employees. The HeartHospital will open in two phases, the first phase will be the outpatient and support services and the second phase will include inpatients, a catheter laboratory, operating theatres and emergency services.

Al Wakra Hospital will serve the towns of Al Wakra and Masaieed, lying south of the capital Doha. It is scheduled to open in 2011 and will act as the district general hospital for the area and will have 150 beds.

The planning for additional hospitals at the HamadMedicalCity site is currently underway with facilities for a Skilled Nursing Facility, a Rehabilitation Medicine hospital, and a new Women's hospital. Consideration is being given to utilizing one of these buildings as a day and planned surgery facility and to use some of the available space in one of the facilities to support clinical research.

Academic Affiliations & Clinical Partnerships

Hamad Medical Corporation's vision is to achieve international recognition as a world-class quality health care provider, supported by partnerships with international health providers and academic institutions to foster the three pillars of health, education and research.

- | | |
|--------------------------------|--------------------------------------|
| ■ Medical Education & Training | Weill-CornellMedicalSchool - Qatar |
| ■ Nurse Education & Training | University of Calgary - Qatar |
| ■ Allied Health Training | College of the North Atlantic -Qatar |
| ■ Post Graduate Nurse Training | Deakin University, Australia |
| ■ Paediatrics | Hospital for Sick Children Toronto |
| ■ Radiotherapy | HeidelbergUniversity |
| ■ Newborn screening | HeidelbergUniversity |
| ■ Mental Health | Asia Mental Health |
| ■ Quality and Governance | Partners Boston |
| ■ Cardiovascular services | The Cleveland Clinic |

The Academic Health System

The healthcare system in Qatar is state funded and available to all at little or no cost via a network of hospitals and healthcare centres delivering health care. Although most of the hospital system is integrated through Hamad Medical Corporation, primary care and the various academic institutions are rarely aligned. The academic health system initiative is designed to correct this inconsistency and align the various strands with a single mission and vision. These health systems are a potential solution to integration problems because of their unique combination of teaching, research, and patient care. Their strength results from the seamless integration of these central activities to improve health and well being, search for innovative health-care solutions, and ensure a modern, flexible, and sustainable workforce.

The academic health system partnership will enable multidisciplinary teams to address key research questions and ensure rapid translation into clinical practice. To be leading organisations of the future, academic health systems should be focused directly on their communities and regions. This focus involves development of a social conscience and provision of tangible economic and personal health benefits to the community. These social determinants of health include an individual's social circumstance, environment, and behavioural patterns. Qatar has a unique opportunity to embrace this concept and develop a distinctive academic health system, which will allow the diverse academic institutions and health-care providers to work in harmony for the public good, and seek sustainable and affordable health-care solutions. This development includes embedding of a public health system and exploration of innovative health system designs and new models of health-care delivery.

With this approach HMC hopes to identify new ways of working that will make the Qatari population less dependent on hospitals, perhaps by harnessing modern technology and a flexible and skilled workforce to help shift the emphasis from secondary care to primary care and prevention. The Academic Health System Initiative website has information about the partners, governance arrangements, strategy, and its distinguished international advisory board. Each institution will remain legally independent but united with a shared vision and an overarching strategic plan. We have developed a translational research institute at Hamad Medical Corporation to complement the other biomedical research facilities in Qatar, including state-of-the-art core research facilities at Weill Cornell Medical College in Qatar. The Institute will host the Qatar Biobank, funded by the Qatar Foundation, which will include a prospective epidemiological study of the Qatari population (in collaboration with Imperial College, London, UK) and a disease-specific tissue repository. The indigenous Qatari population provides a potentially important study group because it is stable and derived from three main genetic sources—the Arabian Peninsula, Iran, and Africa.

Copy of Advertisement



Seachande

Hamad Medical Corporation
DOHA, QATAR

See how much is possible...

› Exceptional package including excellent accommodation

› Assistant Executive Director - Performance & Reward

› Assistant Executive Director - HR Service Delivery

› Senior HR Business Partners

Hamad Medical Corporation (HMC) was established in 1979 and is the premier not-for-profit health care provider in Qatar. The Corporation has developed highly specialised medical facilities capable of providing state-of-the-art diagnosis and treatment of diseases that previously could only be managed in overseas medical centres.

Today the vision is to provide high quality health care services to all, which meet the best global standards of quality and outcomes. Consequently this is an especially exciting time for health care provision in Qatar with a recent major restructuring of the system and a large scale expansion of health care services. Equally, in order to develop an integrated world class health care system HMC

is investing in high class research and education in addition to preventive, primary, secondary and tertiary health care provision. Qatar's Vision for 2030 puts health care at the core of its future strategy.

These posts are first class opportunities for exceptional individuals. If you would like to be involved in HMC's transformation programme please visit www.acertus.co.uk/hmc where detailed information is available. In addition, do not hesitate to contact Linda McCue from Acertus directly via email, linda.mccue@acertus.co.uk, or telephone 07958 032839 / 01730 266208. Informal and confidential discussions are welcomed.

Closing date 20th February 2012.

The Role – Summary

To act as a member of the Executive Leadership team for Human Resources, providing leadership and professional guidance across the range of services provided to HMC by the Human Resources function.

Key Responsibilities of the Role

- The Assistant Executive Director for Performance and Reward will lead the development and implementation of the Performance Management and Compensation and Benefits' strategies, and also develop the associated programs, policies and frameworks in alignment with the overall HR strategy and business objectives.
 - Ensure that recommendations for the performance management procedures, including the performance management plan, are of high quality and in line with best practice.
 - In conjunction with the other HR AEDs, ensure that the performance management plan is linked other relevant HR initiatives.
 - Ensure that recommendations for the compensation and benefits strategy and programs are carried out using accurate comparative market analysis, and are in line with best practice.
 - Ensure compensation and benefits programs adhere to relevant legislation, policies and procedures.
 - Coordinate with respective peers to ensure seamless integration of compensation and benefits with other Human Resources initiatives
 - Manage costing, utilization and funding models against guidelines, to ensure improved employee benefits plans and effective cost saving.
 - Lead the management of the payroll system and ensure data integrity is maintained and the highest levels of confidentiality are applied.

Terms and Conditions

The chosen candidate will be offered a generous package which in most circumstances will be tax free. In addition, good quality accommodation will be offered together with the other usual benefits of an expatriate appointment. Further details will be discussed on an individual basis with candidates as the selection process moves forward.

Job Description

General Information	
Job Title: Assistant Executive Director - Performance and Rewards	
Job Family: Administrative Services	Division: HR
Reporting Relationships and Key Interactions	
Reports to <ul style="list-style-type: none"> Executive Director of HR Subordinates <ul style="list-style-type: none"> Performance Manager Compensation and Benefits Manager 	Key Interactions <ul style="list-style-type: none"> Counterparts within Human Resources Line Managers HR Business Partners
Responsibilities	
Job Summary	
Lead the development and implementation of the Performance Management and Compensation and Benefits' strategies, and to also develop the associated programs, policies and frameworks in alignment with the overall HR strategy and business objectives.	
Specific Responsibilities	
<ul style="list-style-type: none"> Endorse the performance management recommended procedures, including the performance management plan, to ensure adherence to leading practices. Endorse the performance management implementation process, the performance review and appraisal guidelines to ensure their accuracy and completeness. Develop the structure and content of the performance management technical training to be provided to line managers and HR business partners. Establish the appropriate tools for the collection and communication of the organization goals and objectives. Lead the development of individuals' performance management plans, and the performance of the periodic and year-end appraisal process, to ensure efficient and effective roll out. In conjunction with the other AEDs within HR, ensure that the performance management plan is linked to other Human Resources initiatives. Endorse the recommended compensation and benefits strategy and programs, based on complete and accurate comparative market analysis, to ensure adherence to leading practices. Develop the recommendations related to incentive and reward schemes, as well as to pay levels and structures, to ensure adherence to leading practices. 	

- Manage costing, utilization and funding models against guidelines, to ensure improved employee benefits plans and effective cost saving.
- Lead the management of the payroll system and ensure data integrity and confidentiality.
- Ensure compensation and benefits programs adhere to relevant legislation, policies and procedures.
- Coordinate with respective peers to ensure seamless integration of compensation and benefits with other Human Resources initiatives.
- Establish the structure and content of the training to be provided to the Service Delivery team to enable proper execution of compensation and benefits related administration processes.
- Oversee the requests for increments, salary data change and compensation adjustments to ensure timely and effective processing.
- Provide authorization and approvals for Performance Management and Compensation and Benefits, as needed.
- Review and analyze reports, and advise Performance Management and Compensation and Benefits Managers on how to prioritize and manage their respective activities..

General and Common Responsibilities

- Consolidate and review the department overall strategy, business plan and budget and support the implementation.
- Consolidate and review the department policies and procedures and support the implementation.
- Supervise and coordinate activities of direct subordinates.
- Ensure that job specifications and key responsibilities are fully understood by subordinates and assign duties.
- Ensure that work of subordinates is precise and accurate and compliance with appropriate policies and procedures.
- Review and standardize procedures to improve efficiency of subordinates.
- Perform or assist subordinate in performing duties.
- Lead the annual performance appraisal process for the department.
- Development and implement motivation strategies, engaging employees to ensure achievement of work goals
- Identify staff training needs, and ensure that these are met. Attend and evaluate training events
- Assess the manpower plans and draw up business cases to support the need for a new headcount.
- Ensure that time attendance records as well as personnel records are up to date.

- Investigate work issues and assist subordinates in finding solutions
- Participate in the recruitment process for HR as required.
- Recommend or initiate personnel actions such as promotions, transfers, discharges and disciplinary actions.
- Consolidate challenges impacting the talent base and develop the appropriate succession plan.
- Develop Job Descriptions and regularly review the operating model to ensure it is appropriate to service requirements.
- Confer with peers to coordinate activities of individual departments.
- Consolidate and submit performance reports as required.

Job Requirements

Educational Qualifications & Certifications

- Bachelor's Degree in Business Administration, Economics, Finance, or Healthcare Administration, or the equivalent Master's Degree in Business Administration, Economics, Finance, or Healthcare Administration, or the equivalent
- CIPD (or equivalent) qualification is preferred

Experience

- Candidates are unlikely to have acquired the advanced levels of competency required with less than 10 years relevant experience a substantial part of which should be in a complex organization.
- Preference may be given to those who can demonstrate experience in a similar role.
- Previous experience of working in a Healthcare environment is desirable
- Previous experience of working within a multi-cultural team environment will be an advantage,
- Demonstrable experience and involvement in HR planning and process design

Skills

Language Skills

- English Advanced
- Arabic Preferred

Computer Skills

- Excellent, including Advanced Microsoft Excel and experience in developing C&B scenarios

Other Requirements

- Driving Licence

Competencies

Common Leadership and Professional Competencies

- See HR Competencies (separate document)

Specific/Technical/Functional Competencies

Demonstrates in-depth working knowledge of:

- Strategy Development
- Compensation and Benefits
- Job Evaluation
- Grading Structures
- Performance Management, plus an excellent working knowledge of performance management tools and their application
- A good understanding of typical benefits packages on offer within the healthcare marketplace on an international basis is desirable
- An excellent grasp of the breadth of benefits required to attract and retain employees in all categories eg Baby Boomers, Generation Y etc
- A willingness and ability to quickly acquire good working knowledge of Qatari Employment Law

Note: The Job Description is not intended to be all-inclusive. The employee may perform other related duties to meet the ongoing organizational needs.

Application Process

Application is via CV and concise supporting statement to be submitted to Linda McCue at Acertus via: linda.mccue@acertus.co.uk. In your application please detail how you meet the requirements of the role.

All applications will be acknowledged.

All candidates are requested to complete an Equal Opportunities Monitoring Form.

If you wish to discuss any aspect of the role, organisation or application process please do not hesitate to contact Linda McCue on (+44) 1730 266208 (office) or (+44) 7958 032839 (mobile) or via email.

Following the closing date candidates will be longlisted by Hamad Medical Corporation by scrutiny of their application. Longlisted candidates will be asked to attend a preliminary interview with Acertus. As part of this, candidates will be required to complete an online Occupational Personality Questionnaire (OPQ), feedback will be provided at the preliminary interview. Following this Hamad Medical Corporation will shortlist candidates for second stage interviews. Candidates shortlisted from this part of the selection process will move forward to final interview stage in Doha.

Appointment will be subject to the receipt of satisfactory references and employment checks.

Recruitment timetable summary:

Action	Date
Closing date for applications	20 th February 2012
Preliminary Interview and OPQ Feedback sessions with Acertus for longlisted candidates (London for UK based candidates, via telephone for candidates based outside of the UK)	Week commencing 27 th February
Second Stage Interviews with HMC (UK based candidates - London)	5 th to 8 th March
Second Stage Interviews with HMC (Dubai- for candidates based outside of the UK)	11 th and 12 th March
Final interviews (Doha)	March / April

Management Structure Chart

New organizational structure

