Candidate Brief:

Assistant Executive Director of Nursing
The National Center for Cancer Care and Research (NCCCR)

HAMAD MEDICAL CORPORATION
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Introduction

Cancer currently accounts for about 10% of deaths in Qatar, which is low compared with many other countries. However, a major reason for this is that cancer is a progressive disease that develops over time as people age. Although Qatar has a young population at present, this will change with the population over 60 expected to increase tenfold between 2010 and 2050.

Incidence of cancer will therefore increase as will demand for cancer services. To respond to the increasing incidence of cancer, Her Highness Sheikha Moza launched the National Cancer Strategy for Qatar in April 2011. The Strategy sets out how cancer services will be transformed over the next five years focusing on the cancer care continuum.

It has the following key aspects:

- Education and understanding – supporting the population of Qatar to understand more about cancer.
- Prevention – tackling the risk factors and preventable causes of cancers.
- Early detection – detecting cancers at the earliest possible stage, including through screening programs where clinically evidenced.
- Rapid and definitive diagnosis – rapid and accurate diagnosis of suspected cancers in specialist clinics.
- Treatment – provide patients with the highest standards of treatment, in a responsive way and with appropriate support.
- On-going care – helping people through the physical and psychological challenges that occur during and after treatment, including palliative care for those entering the final stages of their lives.

National initiatives are underway covering the roll out of screening programmes and cancer awareness campaigns. Details of these are outlined in the National Cancer Strategy. A national cancer research strategy has been published to strengthen the translational research capacity and capability in Qatar.

Qatar’s National Cancer Strategy: HMC Transforming Cancer Care Program

HMC is a key stakeholder in the delivery of the National Cancer Strategy and aspires to develop cancer services, which rank with the best in the world and to become a beacon of quality in the Gulf region.

In response to the National Cancer Strategy, HMC initiated the Transforming Cancer Care program in October 2010. The work has focused on the following objectives:

- To establish tumour boards to assume the managerial and administrative functions relating to the provision of cancer services within their specialty, including responsibility for investment, workforce planning, recruitment, training and development and establishing local protocols based on the best international evidence.
To establish or formalise existing multidisciplinary team (MDT) meetings and ensure that they are attended by all specialists for 13 identified tumor groups.

Establish and develop processes to support the existing Cancer Registry to ensure that the data are accurate and provided in a timely manner.

Recruit MDT Coordinators and Clinical Nurse Specialists.

Establish specialist clinics for all suspected cancer referrals.

Develop and implement a referral process for suspected cancers from primary care to secondary care.

Develop screening protocols for Breast, Colorectal and Cervical Cancer.

Develop systems to allow suspected cancer patients to rapidly access diagnostics and treatment.

Develop training requirements and development programs to support new roles.

The role of the Supreme Council of Health (SCH) and Primary Health Care Corporation (PHCC)

Other organisations in Qatar have an important role to play in delivering the National Cancer Strategy. These include the Supreme Council of Health (SCH), Primary Health Care Corporation (PHCC), other government bodies such as the Supreme Council of Education, Qatar Foundation, the Qatar National Cancer Society and others.

SCH has overall policy responsibility for cancer provision in Qatar, including primary prevention programs (for example, tobacco control and action to encourage healthy lifestyles); development of a national communication and awareness program, including symptom awareness campaigns; the development of nationwide screening programs, and, the development of nationally applicable service standards. PHCC also has important responsibilities around screening, referral processes and training primary care clinicians.

The division of responsibilities between different organisations is more fully described in the national Cancer Strategy. HMC is central to the delivery of excellent cancer services in Qatar; however it is not responsible for all aspects of the Strategy. Even where it is not formally responsible, HMC needs to work closely with national bodies since it is responsible for the vast majority of cancer treatment in the State of Qatar.

Pediatric Services

The provision of pediatric oncology services is in a state of transition in Qatar. Although services continue to be provided at HMC, increasingly, responsibility for pediatric cancer services will pass to the new Sidra Medical and Research Center, in collaboration with the Hospital for Sick Children, Toronto, Canada. Although some expertise may be required during the transition phase, and HMC will continue to work closely with Sidra, pediatric cancer care will, for the most part, be provided at this new hospital.
Our ambition is for HMC to become an internationally recognised world-class tertiary center for cancer care, education and research. This will include the provision of high quality cancer care for all out patients.

The NCCCR provides a safe, structured and accessible environment, using the latest techniques and equipment. It will provide specialized programs and services, which meet international standards and best practice to improve clinical outcomes, an outstanding patient experience and support the research programmes of the Academic Health System. The NCCCR’s currently has 76 beds for adult patients; services available include Medical Oncology, Radiotherapy, Chemotherapy, Pain management along with a Specialist Laboratory.

**Department/Division background**

The NCCCR is a 76 bed unit including a dedicated palliative care unit, staffed by c. 250 nurses, with c. 35 clinicians, including specialists. It provides chemotherapy, radiotherapy, palliative care and outpatient oncology and hematology clinics. There is an excellent radiotherapy department, which is a primary activity of the NCCCR, along with inpatient and outpatient chemotherapy. The 2011 National Cancer strategy stated that a new cancer facility should be operational within the next five years, aiming to bring all cancer related activities for all specialties into one location. It is likely that this will be co-located with the other secondary/tertiary facilities and therefore be able to provide suspected and known cancer patients an environment where they can complete their entire clinical pathway without having to visit multiple locations where appropriate. The publication of the National Cancer Research Strategy, will provide the basis for cancer research development within the Academic Health System.

In addition to its inpatient facilities, the NCCCR also sees around 5,500 day case and 15,000 outpatient visits each year. To meet our longer term needs and help the implementation of our National Cancer Strategy, a new Cancer Hospital is currently in planning and will be built and operating within the next 5 years.
Hamad Medical Corporation - Introduction

Hamad Medical Corporation (HMC) is the largest non-profit healthcare provider in Qatar.

HMC 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 has been passed; new facilities will be opened and innovative new services will be provided. HMC 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.

HMC is committed to continuing to invest and transform in order to meet the healthcare needs of a rapidly growing population. HMC is a forward-thinking organization that blends the best elements of Qatari values, innovation and skills, with high calibre international expertise. HMC’s aim is to deliver the best and safest clinical care in the region with high patient satisfaction rates.

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 since 2002 the population grew from 740,000 to 1.8 million. With investment in Qatar set to continue, and the increasing demand for expatriate workers, 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.

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, HMC 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. HMC takes the lead on many key areas of the National Health Strategy, such as diabetes, cancer, organ transplantation and mental health.
Hamad Medical Corporation

Hamad Medical Corporation is the largest non-profit healthcare provider in Qatar, providing around 90% of acute services in the country. Established by Emiri decree in 1979, HMC reports to the Supreme Council of Health in Qatar and manages eight hospitals, a national Ambulance Service and a Home Healthcare Service. HMC’s ethos is based on three key pillars - Health, Education and Research - which are reflected in its logo.

HMC is the largest employer in Qatar, with more than 20,000 staff (rising to 26,000 by the end of 2013), and is one the largest healthcare providers in the Middle East.

HMC has sought and achieved for the third time Joint Commission International accreditation in 2012. In the same year HMC 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 HMC meets the highest and most rigorous standards for physicians’ specialty training.

HMC prides itself in providing quality and cost efficient care for all patients regardless of nationality, in line with the State of Qatar’s pledge of “Health for All”. For this purpose, the Corporation implements a policy of continuous improvement of all management systems and patient care protocols.

Hospital groups

HMC'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, Pediatrics, Critical Care, Specialized Surgery, Specialized Medicine, Laboratory Medicine and Radiology.

Women’s Hospital

Women’s Hospital was opened in 1988 to provide specialized care for women and new-born babies. The hospital currently has 330 beds.

Areas of specialty include: Obstetrics, Gynecology, Neonatal Care, Emergency Care and New-born Screening.
Heart Hospital

The Heart Hospital is a state-of-the-art center for the treatment of adults with heart conditions. The hospital opened in 2011 and integrates all cardiothoracic medical and surgical facilities in one center providing 115 beds.

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

National Center 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.

The Ambulance Service

HMC’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.

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, Pediatrics and Obstetrics.

Al Wakra Hospital

Opened in 2012, this 210 bed facility (which has a flexible capacity of up to 260 beds) serves the rapidly growing towns of Al Wakra and Mesaieed to the south of Qatar.

Areas of specialty include: General Medicine, General Surgery, Pediatrics and Pediatric Emergency, Obstetrics and Gynecology.

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, Pediatrics and Obstetrics.
Continuing Care

*Rumailah Hospital*

Opened in 1957, and now with a total of 520 beds, Rumailah Hospital is HMC’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, Burns and Plastics, Dentistry, Ear Nose and Throat and Ophthalmic Surgery, medical care for the elderly, Psychiatry and Residential Care.

*Skilled Nursing Facility*

The 80-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.

*Qatar’s Academic Health System*

2011 saw the launch of Qatar’s Academic Health System (AHS). HMC 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 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 an internationally recognized health research organization and the leading health research organization in the region. Scheduled for completion in 2014, the TRI will provide state-of-the-art core research facilities to support internationally competitive translational (bench-to-bedside) 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.

For more information on the AHS, visit their website [http://ahs.hamad.qa/en/](http://ahs.hamad.qa/en/)
High patient satisfaction rates

A survey of HMC’s patients has revealed an overall satisfaction rating of 86% for its hospitals.

During April and May 2013, HMC’s Regulatory, Accreditation and Compliance Services Department conducted about 5,000 telephone-based surveys with discharged patients and their families. The results revealed positive ratings across HMC’s network with 89% satisfaction recorded for inpatient services, 85% for emergency services and 83% for outpatient services in the extensive survey.

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 a Corporation hospital again after their experience. Further, the survey has revealed that 95% of patients would recommend HMC hospitals to friends and family.

Key findings include:

- Hospital inpatient scores ranged from 86% satisfaction at Women’s Hospital to 92% at Al Khor Hospital
- In the emergency setting, Hamad General Hospital scored 80% satisfaction and Al Wakra topped the list at 89%
- In outpatients, Hamad General Hospital had a 77% satisfaction rating while NCCCR and Rumailah Hospital each achieved an 88% satisfaction rating
Revalidation of consultants' credentials

A project to revalidate the qualifications, credentials and practices of all HMC’s medical and dental consultants, as well as those of the Primary Health Care Corporation (PHCC), formally began in April, 2013. A consortium of renowned international certifying authorities, working under the name Medical Validation Ireland, will work with HMC’s medical leadership and the Medical Staff Office, as well as PHCC leadership, to complete a peer review of the credentials of every consultant. This revalidation project will help ensure that all our consultants meet a single, unified high standard, enabling HMC to deliver the safest, most effective and compassionate care to all of HMC’s patients.

Academic Affiliations and Clinical Partnerships

HMC's vision is to achieve international recognition as a world-class quality healthcare provider. HMC is developing partnerships with leading local and international organizations in the fields of health, research and education.

Through these partnerships, HMC is seeking to redefine clinical expertise, transform the delivery of its services and bring innovative solutions to meet Qatar’s current and future needs. Two leading examples of HMC’s partnerships are with Partners HealthCare and SickKids International.
**Unique partnership advancing women’s healthcare in Qatar**

A unique collaboration between HMC and Partners HealthCare will transform the Women’s Hospital into one of the leading hospitals in the region for obstetric and gynecological healthcare. Partners HealthCare is a not-for-profit, integrated academic health care system based in Boston in the United States (US), affiliated to Harvard. Under the agreement, Partners will share clinical expertise and international best practices with the Women’s Hospital, one of the busiest in Qatar. As part of its long-running arrangement with Partners, specialists and leading clinicians from Brigham and Women’s, Massachusetts General and Newton-Wellesley Hospitals will work side-by-side with the team at Women’s Hospital to drive improvements in quality, patient care, and – ultimately – clinical outcomes.

**Developing children’s healthcare services in Qatar**

Since 2010 HMC and SickKids International have been working together to develop pediatric healthcare in Qatar. This complex partnership encompasses every aspect of pediatric healthcare in the country, from primary to tertiary pediatric services. The focus is on developing pediatric clinical programs, developing staff through education and training, and developing Child Health Research in Qatar. The partnership with SickKids International demonstrates HMC’s commitment and dedication to delivering excellent pediatric healthcare services in Qatar.

**Future expansion**

In order to meet the growing healthcare demands of the population, HMC is embarking on one of the biggest and most ambitious master facility plans ever seen in international healthcare. Work began in early 2011 on a three-year project that will deliver three new hospitals in HMC bin Khalifa Medical City: a new Women’s Hospital, an Ambulatory and Minimally Invasive Surgery Hospital and a Rehabilitation Hospital. Additionally, a Communicable Diseases Hospital will open in 2015.
The Role

Hamad Medical Corporation is seeking to appoint an exceptional individual to this post. The ideal candidate will be confident at providing excellent, hands on nursing management, as well as being an advocate for nursing development and leadership across the national healthcare sector; the post holder will be equally comfortable on the wards as in the boardroom.

First and foremost, the Assistant Executive Director of Nursing must driven by the desire to deliver the highest quality patient care, seeking out and embedding opportunities to improve the safety, effectiveness and experience of care on the wards. He/she will have a customer/patient focus and have a proven ability to foster and instill compassionate care throughout the nursing workforce.

He/she must have a track record in delivering transformational change in nursing practice. HMC aspires to having an increasingly large cohort of nurses that are trained and experienced as advanced and independent practitioners. The successful candidate for this position will be able to articulate and deliver a compelling vision for developing nursing roles with the ultimate aim of improving patient care.

This means that the chosen individual will need to be fully up to date with advanced nursing practice in one or more of the major international healthcare systems.

As a prominent leader of the nursing workforce in Qatar, the successful candidate will be expected to play a significant role in developing the profession at a national level, making a contribution to nursing training and development across the healthcare sector.

As well as being a strong advocate for nursing, the successful candidate will have demonstrable experience of cooperative and collaborative working in a large and complex healthcare organisation and a strong track record in multi-disciplinary team working.

As HMC develops its Academic Health System and improves the quality of care it provides, it will be increasingly important that its senior leaders work across professional disciplines within healthcare and with HMC’s academic partners.

Principal Accountabilities

The Assistant Executive Director of Nursing of the NCCCR forms part of the senior leadership team of the facility and reports directly to the Executive Director of the Hospital. The role also has a professional line of accountability to HMC’s corporate Executive Director of Nursing, Dr Ann Marie Cannaby.

This is a large scale nursing leadership role with responsibility for nursing across all divisions of the facility and the entire nursing workforce.
The Candidate

Experience and Qualifications

The ideal candidate will be able to demonstrate the following qualifications and experience:

- A registered nurse with a good Master’s degree in Nursing as a minimum and preferably a PhD in Nursing
- Several years clinical and managerial experience in a nursing leadership role, such as a Vice President of Nursing/Assistant Executive Director of Nursing, in a major teaching hospital or Academic Medical Centre
- Experience of leading a Magnet accredited nursing workforce
- Familiarity with JCI and ACGME accreditation standards
- Fluent in English. Arabic would be advantageous though not essential

Key competencies

- Administration
- Clinical Management
- Fiscal Management
- Human Resources Management
- Leadership
- Quality Management
- Ethics
- Infection control

Terms and Conditions

The chosen candidate will be offered a generous package which in most circumstances would be tax free. In addition, high 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.
Application and Selection Process

Your application should comprise a full CV detailing your experience and relevant achievements pertaining to this role, particularly addressing the requirements of the job description and person specification. This should be sent via email to our retained consultants, Acertus via hmc@acertus.co.uk. All applications will be acknowledged.

Candidates who have demonstrated through their application that they meet the role and person specification will be invited for a first round interview initially with Acertus. This could be by video conference.

Candidates shortlisted from this process will subsequently be invited to interview with HMC via video conference. Following this candidates will be formally shortlisted and invited to visit HMC in Doha to meet with key members of staff, leading to a formal interview process thereafter.

If you would like to discuss any aspect of the role, organisation or application process in complete confidence please do not hesitate to contact Linda McCue on (+44) 1730 266208 (office) or (+44) 7958 032839 (mobile) or via email linda.mccue@acertus.co.uk.

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

Indicative Recruitment timetable summary:

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<th>Action</th>
<th>Date</th>
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<tbody>
<tr>
<td>Closing date for applications</td>
<td>23rd July 2013</td>
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<tr>
<td>Preliminary Interview with Acertus for longlisted candidates</td>
<td>August, exact dates to be confirmed</td>
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<tr>
<td>Opportunity for shortlisted candidates to visit HMC and final interview</td>
<td>September, dates to be confirmed</td>
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