

MINISTRY OF PRESIDENTIAL AFFAIRS
H.H. THE PRESIDENT INITIATIVES
SHEIKH KHALIFA MEDICAL CITY | AJMAN



وزارة شؤون الرئاسة
مبادرات صاحب السمو رئيس الدولة
مدينة خليفة الطبية | عجمان

SHEIKH KHALIFA MEDICAL CITY AJMAN

ANNUAL REPORT



2019



Accredited by Joint
Commission International

Sheikh Khalifa Hospital - Women and Children
Rashid Centre for Diabetes and Research



Operated by إدارة

GHP Specialty Care

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01



Our Message

Initiatives of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE



Our main goal is to build our country and citizens. Man is the real resource. The United Arab Emirates, through its federation, provided a live and honorable example of a country which derived from its past, a path to the present.

What we have achieved so far is a coronation of strenuous and great efforts to attain a comprehensive developments strategy.



H.H. Sheikh Khalifa bin Zayed Al Nahyan President of the UAE, (may God save and bless him) gave the highest priority to building the Person, and confirmed the continuity of this approach as a continuous target by stating that “the focus of our attention shall always remain the Emirati Person as the ultimate objective and goal of the development, in the present and the future.

The person is the real wealth of this country, before the oil and after, hence the interest of the citizen shall remain the goal we are working to achieve day and night “ In line with that, came H.H.’s initiatives to achieve the aspirations of his nation, which - in the healthcare arena- included the establishment of world-class hospitals at the highest level of efficiency, and sophistication.

Inspired by the objectives specified in H.H. the President of the UAE, Initiatives, came the Cabinet Decree in 2016 for SKMCA to become under the supervision of “The Medical Office” in the Ministry of Presidential Affairs, which aims to create a system that guarantees access to integrated healthcare services to Nationals and residence in various parts of the country, and to transfer knowledge from international companies to the UAE nationals through the implementation of an effective system for the employment and development of nationals.

In executing its mission, His Highness’ President’s Initiatives has opted to partner with Global Health Partner (GHP) who assumed full responsibility of the hospital operation in December 2016, with a key mission of providing the highest standard of health care to Ajman community and the people of Emirates.

His Highness Sheikh Khalifa bin Zayed Al Nahyan

President of the UAE



His Highness Sheikh Mohammed Bin Zayed Al Nahyan

Crown Prince of Abu Dhabi & Deputy
Supreme Commander of the UAE Armed
Forces



His Highness Sheikh Mansour Bin Zayed Al Nahyan

Deputy Prime Minister and Minister
of Presidential Affairs





A Message from the CEO



Dear all,

As the CEO of Sheikh Khalifa Medical City Ajman (SKMCA), I look on the past four years with great pride. Together we have transformed SKMCA into a medical city providing healthcare of international standards, in many areas exceeding international benchmarks, to Ajman and its neighbouring Emirates. 2019 was a year where we were able to fully leverage on the foundation of healthcare competence and the strong culture being built and realise improvements within all areas of operations, some highlighted in this annual report. It is with great excitement I look ahead to, together with you, my colleagues and friends, continue increase patient volumes, deliver first-class outcomes and introduce modern healthcare practices to serve the community.

Care of International Standards

Ensuring a safe healthcare experience consistently across all points of service has been at the forefront of our efforts in making SKMCA a place of comfort and quality care. In 2019, SKMCA was recognized to have a patient safety culture higher than ever before in the Arab region on eight of twelve parameters in an external study. In our facilities and by our staff, high-risk quadruplets were successfully delivered, two JCI re-accreditations were achieved, a low hospital readmission rate of 1.7% was achieved and the amount of trauma level 1 and 2 patients undergoing "FAST" scan increased from 42% to 100%. These are just a few of the achievements that demonstrate our successful journey and that our team efforts bear fruits.

One Medical City

2019 was a year when important restructurings were made to transition SKMCA from four independently run hospitals into one streamlined

medical city. The new structure enables us to share resources and competencies to improve efficiency, which further improves patient safety and quality of care. This simplifies our focus on multi-disciplinary teams and patient-centered care chains.

Centers of Excellence

The Centers of Excellence continue to be at the core of SKMCA's development. The restructuring to one hospital further enables integrating the Centers of Excellence and allocating resources around the patient to enable a comprehensive care experience. With their multi-professional teams, international outcome measurements, common routines, procedures and guidelines, the centers provide SKMCA with the ability to reach patient's long-term health targets, efficiently and holistically.

Into 2020 and Beyond

As the CEO, I am eager to realise the many interesting opportunities as we together continue to cater to the UAE population. The global healthcare scene is currently experiencing a shift where patients demand more control of their health and providers go from the traditional reactive to a more proactive approach, in which focus on preventive and comprehensive care is key. In 2020, there will be a continued and accelerated focus on digital solutions and innovative care concepts to ensure a long-term sustainable SKMCA.

Truly yours,

Erik Wassberg, MD, PhD, MBA Chief Executive Officer
Sheikh Khalifa Medical City Ajman



A Message from GHP



GHP has had the honour and privilege to serve the people of Ajman for more than ten years. The developments that have been made at SKMCA in only four years would not have been possible without the strong relationships between GHP Speciality Care, the Ministry of Presidential Affairs through the Medical Office and the Ajman Emirati community. SKMCA is indeed a success story and we look very much forward to accelerating the journey ahead.

Bringing Swedish Healthcare Abroad

Swedish healthcare is well renowned for its notable patient care, with focus on patient safety and high-quality clinical outcomes. GHP is a leading healthcare provider in Sweden with novel care concepts, outcomes that impress in national comparisons and a wide network of academia, healthcare professionals and third parties. In 2019, SKMCA experienced increased exchanges from GHP's Swedish network through for example visiting physicians, conferences, symposiums and audits, altogether continuously bringing the golden standards from Swedish healthcare to Ajman.

Building Competence through Dedicated Leadership

GHP is a knowledge intense company driven by innovation in the clinical and commercial fields and takes pride in continuously developing knowledge and competence. This is done through highest focus on training and education but also through the creation of a 'knowledge culture' where knowledge is at the

core, expanded and transferred in all parts of daily operations. This knowledge transfer includes clinical expertise and extends through to innovation and digitalization. It is our utmost focus that the competence developed through our operations is to create prosperity in Ajman in the short- and long-term.

Long-term Committed to Serve Ajman

We are honoured by the trust put in us by both the Ajman population and the Ministry of Presidential Affairs. Again, we reaffirm our continued commitment to the healthcare of Ajman and the UAE; always seeking to advance the standards of care and service provision to the community. GHP will continue to deliver international quality outcomes to the workforce, to the Ajman society, to the Ministry of Presidential Affairs and to the UAE healthcare system.

Yours sincerely,

**Robert Ball, Chief Executive Officer - International
GHP Specialty Care**



02

SKMCA Vision, Mission and Business values

SKMCA Vision, Mission and Business values

SKMCA is operated by GHP Specialty care and we share the same values. GHP is a Swedish healthcare provider that makes difference wherever we operate. We drive change through strong medical integrity and dedicated leadership. our high degree of specialization increases the quality and creates long-term sustainable results. GHP's vision is to be Patient's first choice within all specialist areas we cover. GHP strives to be the leader in every local market in terms of both quality and size.



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Vision

Our vision is to be "Patient's first choice".





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Mission



Our mission is to provide internationally outstanding healthcare, research and education to the Ajman population, the northern Emirates and UAE in a high quality, reliable and safe environment.

Business values



We always aim to carry out work of the finest caliber, achieve the best results and deliver an experience of superb quality. We want to be the best and we want to be of true benefit to people. We believe that the more you do something, the better the result. GHP therefore works after the principle “Quality through specialization”. This means that everyone working in the business is an expert in problems that their patient group has. We focus on a particular patient group and this results in greater quality, efficiency and patient safety.

Our five core business values are:

1. Professionalism



We act responsibly and professionally in all interactions with our patients, among staff and towards our stakeholders.

2. Quality and patient safety



We care for details and ensure highest quality from start to finish. We follow international guidelines and best practice. We systematically learn from risks and incidents

to create a safer system. Highest patient safety is a promise to our patients they should always take for granted.

3. Teamwork



We collaborate as one team inter- and multidisciplinary to deliver the best possible care for our patients. We cooperate internally and externally to deliver results that matter.

4. Commitment



We provide efficient services in which society's resources are used as effectively as possible. We are committed to deliver the best of results and to exceed expectations.

5. Transparency



We operate in an open, trustful and sharing environment. We embrace a blame free culture.

The background features a complex geometric design. On the left, there's a network diagram with nodes and connecting lines in green and blue. This is overlaid with large, semi-transparent teal and light blue triangles. A diagonal line runs from the top left towards the bottom right. In the bottom right corner, there's a pattern of small, light-colored triangles.

03

SKMCA Overview

SKMCA Organization

Dr Erik Wassberg
CHIEF EXECUTIVE OFFICER



SKMCA is the only governmental hospital in the Emirate of Ajman, governed by MOPA through TMO and operated by the Swedish company, GHP Specialty Care. The operation of SKMCA is managed through the Executive Leadership Team (ELT) and relevant committees. All staff are aligned to a C-suite member.

Dr Boubou Hallberg
DEPUTY CHIEF EXECUTIVE OFFICER



Dr Fawzi Al-Ayoubi
CHIEF MEDICAL OFFICER



Hani Ayyad
CHIEF NURSING OFFICER



Susanne Ljungqvist
CHIEF FINANCIAL OFFICER



Magnus Ericsson
CHIEF OPERATING OFFICER



Dr Joacim Stalfors
CHIEF QUALITY OFFICER



Elizabeth Driver
CHIEF HUMAN RESOURCES OFFICER



Dr Johan Snygg
CHIEF RISK OFFICER



Anna Simlund
STRATEGY DIRECTOR



Aysha AlReyaysa
PUBLIC RELATION DIRECTOR



Salem Alkaabi
ADMINISTRATIVE AFFAIRS MANAGER – MASFOOT



Saleh AlJneibi
GOVERNMENT RELATION DIRECTOR



SKMCA Hospitals

SKMCA consists of four facilities with a total 220+ bed capacity.

Sheikh Khalifa Hospital – General (SKH-G)

- 24/7 Emergency service
- Outpatient service
- 106 staffed beds
- 6 operating theatres; 4 major and 2 minor
- 4 VIP rooms, 2 Royal suites



Sheikh Khalifa Hospital – Women and Children (SKH-WC)

- 24/7 Urgent care & Delivery service
- Outpatient service
- 74 staffed beds
- 3 operating theatres; 2 major and 1 minor
- 4 VIP rooms



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Sheikh Khalifa Hospital – Masfoot (SKH-M)

- 24/7 Emergency & Delivery service
- Outpatient service
- 10 staffed beds (with a possibility to increase to 18)
- 3 operating theatres; 3 major
- 2 VIP rooms



Rashid Center for Diabetes and Research (RCDR)

- World class diabetes care in a unique patient- centered care process



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SKMCA Hospitals

SKMCA offers the following clinical services:

- Dermatology, Diabetes, Endocrinology, ENT, Gastroenterology, General Surgery, Infectious Disease, Intensive Care & Anesthesia, Internal Medicine, Nephrology, Neurology, Neurosurgery, Nutrition, Obstetrics & Gynecology, Ophthalmology, Orthopedics, Physiotherapy, Pulmonology, Radiology, Urology and Vascular Surgery.
- Pediatrics, Pediatric Anesthesiology, Pediatric Cardiology, Pediatric Endocrinology, Pediatric Gastroenterology, Pediatric Intensive Care, Pediatric Neurology, Pediatric Surgery and Neonatology.
- Pharmacy and lab.
- Intensive Care Unit (ICU), Pediatric Intensive Care Unit (PICU), Neonatal Intensive Care Unit (NICU). SKMCA's clinical, administrative and operational services provide support to the medical city with a total staff of ~1300 and ~500 staff through outsourced contracts. SKMCA is one clinical service unit.

In reflection of the Leadership's keenness to provide the best healthcare services for their citizens in the Emirate of Ajman and the Northern Emirates Region as a whole, SKMCA aims to provide a world class Health Services commensurate with the aspirations of the UAE Government strategy.

SKMCA is a healthcare provider in Ajman including Masfoot that currently caters to the healthcare needs of the citizens of Ajman and its neighboring Emirates. Ajman City is a metropolitan area with a growing number of high rises and rapidly expanding commercial and residential areas. Masfoot is a rural area with expanding communities and growing populations. It is situated in the mountains close to Hatta and the Omani boarder, approximately 130 km from Ajman City. Ajman has approximately 540 000 inhabitants, where of 9000 live in the Masfoot-Jumeirah community and 6000 in Al-Manama.

Multidisciplinary Trauma Care at SKMCA

The trauma care within SKMCA is extensive with around 700 Trauma alerts yearly (10% Level 1, 52% level 2 and 38% level 3) that are included in our registry and thus admitted from ED to the hospital (Injury cases dealt with at the ED and discharged home are excluded). 35% of the trauma patients are UAE nationals. Department of Surgery is leading the organization, operation and provision of the Trauma Care in accordance to American College of Surgeons (ACS) Criteria and is committed to meet the criteria on Trauma for a level II Trauma Center. The department also leads the educational activity of the trauma center including Trauma Team Training, CME program, Trauma Grand Rounds and coordination and participation as faculty in ATLS and ATCN.

Achievements 2019

- Multidisciplinary Trauma alert 24/7
- All physicians are ATLS certified
- Physicians trained in FAST (Focused Assessment with Sonography in Trauma)
- Handles 700 trauma alerts yearly
- Established a massive transfusion protocol
- Increased competency by recruiting more Consultants and Specialists
- Running monthly trauma drills

Scope of Service

- Staffed with specially trauma trained physicians and nursing staff 24/7
- FAST available immediately and 24/7
- Multidisciplinary approach

Specialties

The work is multidisciplinary leading to a buildup of a trauma center with many departments involved such as ED, Orthopedic, Radiology, Anesthesia/ICU and hemodialysis on top of the different sections of General Surgery's involvement.

Patients and Diagnoses

Trauma levels 1, 2 and 3 as per set international criteria.





04

Centers of Excellence

Centers of Excellence (CoE)

SKMCA has been given the assignment to develop four Centers of Excellence in the Northern Emirates within the following specialties:

- **Diabetes & Lifestyle**
- **Feto-Maternal**
- **Orthopedics & Spine**
- **Gastroenterology**

Each Center of Excellence (CoE) is focused on defined patient groups with complex care needs by utilizing clear patient pathways and an absolute commitment to quality and medical outcomes measurements. Each CoE shares a common 10-point framework to ensure that each patient has access to the most focused care and treatment options. The framework is designed to differentiate each CoE as an important clinical asset that addresses key chronic and acute health conditions, not only in the northern Emirates but more broadly across the UAE.

The 10-point framework that provides the foundation for each CoE includes:

1. Highly qualified clinicians
2. Evidence-based treatments and protocols
3. Advanced procedures
4. Full Continuum of Care – Patient pathways
5. Commitment to quality and process improvement
6. Outcome and performance measures
7. Focused training and education
8. Research
9. Technology and IT systems
10. Accreditation



Center of Excellence in Diabetes & Lifestyle (RCDR)

RCDR is a national tertiary outpatient reference center for diabetes and obesity treatment and research. This includes to:

- Provide state-of-the-art diabetes care to patients in need of specialist treatment,
- Provide research within diabetes and society,
- Provide professional education to healthcare providers, and
- Actively contribute in public awareness activities in the UAE

2019 Achievements

Several key achievements were realized in RCDR during the year. A successful JCI re-accreditation was completed and the service scope was expanded, including provision in Masfoot on a weekly basis. The medical need and positive response to the services provided have led to a rapid growth, 57% over two years. Approximately 90% of the patients are self-referrals. The average number of new patients seen per month is 150-200, of which pediatrics corresponds to approximately 5%.

The antenatal clinic and inpatient consultations are now in full function and expanding with increasing patient volumes. Combined clinics are seeing on average 75-100 patient visits per month. In the ophthalmic clinic laser treatments are in full service and eye injections were implemented during the year.

In 2019, RCDR initiated an extended service within the lifestyle clinic for individuals with obesity and developed it to the bariatric clinic with the option for bariatric surgery when required.

Furthermore, a pediatric endocrinology clinic launched, providing service for children below the age of 15 in both diabetes and endocrinology.

The foot clinic at the center, which develops and supervises the diabetic foot care including treating diabetes foot ulcers in the Northern Emirates, has strengthened its qualification by recruiting a highly qualified endocrinologist with special expertise in diabetes foot care. To meet the increasing demand for insulin pump therapy, for type 1 diabetes, an insulin pump clinic started in 2019.

RCDR conducts research and gives presentations at conferences highlighting SKMCA and the CoE. The center has three consultants and one nutritionist with PhD degrees. The consultants are speaking and holding poster presentations at national and regional conferences like EDEC, AACE, Kuwait Pediatric Conference and our own RCDR conference. Two of the PhD degree holders got grants from ETR for research projects during 2019. Thereto, the CoE has close collaboration with Sharjah Medical University, with students attending RCDR weekly for training and education.

RCDR is fostering community awareness about diabetes, prevention and lifestyle changes. On World Diabetes Day (November 14), open sessions were held in the community with glucose screening and advice. Elementary school students were entertained in our center on two days and given information and education about diabetes.

Scope of Service

The center provides an all-inclusive “one-stop shop” care facility tailored to meet the needs of patients with diabetes and all its associated co-morbidities. The multi-disciplinary teams of professionals are also working together with other departments of SKMCA.

The clinical services of the center are:

- Diabetes clinic with Insulin Pump Clinic
- Endocrine clinic
- Lifestyle Clinic with an educational kitchen and a gymnasium
- Foot Clinic
- Eye Clinic
- Dental Clinic
- Bariatric clinic
- Joint antenatal clinic
- Inpatient consultations SKMCA
- Telephone on call service 24/7
- Pediatric endocrinology
- Diabetes clinic in Masfoot



Patients and Diagnoses

The majority of the center's patients are adults with type 2 diabetes (88% of patient volume), type 1 diabetes (12 %) and gestational diabetes. More complicated cases, such as patients to be considered for bariatric surgery or those in need of insulin pump therapy as well as patients with insufficient treatment concerning blood glucose, blood lipids, and blood pressure, are also treated at the center. Most of the patients are very difficult to refer out, due to lack of resources in the primary care, and are followed in the center over time.

First bariatric surgery performed at SKMCA



Another step forward in providing advanced surgery with standards well in line with any world class provider. During the year, employees at SKMCA have collaborated to start surgery for morbid obesity, also called bariatric surgery. The process and pathways are finalized and the first patient was successfully operated on April with a laparoscopic gastric sleeve resection. Bariatric surgery is not to be confused with cosmetic surgery. The reason for weight-loss surgery is to reduce or even cure obesity related disorders and thereby improve life quality. Briefly, the basic criteria for surgery are longstanding obesity with insufficient weight loss on several attempts and BMI above 40kg/m² or BMI >35kg/m² if a closely related disorder such as diabetes type 2. All patients go through a thorough work-up at RCDR. Pre-operative education includes interview by a bariatric nurse and a mandatory multi-disciplinary lecture followed by a multi-professional team. Patients are seen by a nutritionist, endocrinologist and bariatric surgeon. If the patient is found eligible for bariatric surgery, he or she is also seen by a psychiatrist, cardiologist and anesthetist. Prior to surgery, patients are put on a very low-calorie diet for 2 to 4 weeks. These are the first steps on the journey for a better life.



Center of Excellence Feto-Maternal

Conceiving, carrying and delivering a new child is one of the most central things in a woman's and family's life. However, it can also be one of the riskiest things she will ever do. Providing excellent and up-to-date care to ensure a healthy mother and healthy child is the primary goal for our CoE in feto-maternal medicine.

Through an all-encompassing maternal care, complicated pregnancies are detected and transferred to separate multi-professional teams within the CoE dealing with maternal and/or fetal complications, delivery, neonatal, pediatric and maternal care in a continuous process.

The CoE has the resources to make advanced intrauterine diagnoses and treatments, as well as deciding and planning mode, place and timing of delivery, depending on the potential problem of mother or the un-born child at hand. For the newborn at SKMCA, adequate neonatal care is offered in collaboration with other centers. Lifestyle information forms an important part of the service.

2019 Achievements

The established antenatal care, according to the Swedish model, creates the foundation for the CoE by supporting normal pregnancies and recognizing the abnormal ones to be able to manage them with expertise; preeclampsia, hyperemesis, growth restrictions, malplacentations, multiple gestations etc. It is an opportunity to teach a healthy lifestyle and the number of enrolled patients is constantly increasing.

Establishment of Enty al Hayat clinics with lifestyle classes have contributed to lifestyle and pregnancy information to several hundreds of pregnant women in various forms.

Furthermore, establishment of a multi-professional clinic with focus on diabetes during pregnancies ensures professional, on-the-edge team care of our diabetic pregnant women and surrounding hospitals have started to refer patients to the unit. In this service, we address all the problems during pregnancy related to both type 1 and 2 diabetes, including a screening program OGTT (Oral Glucose Tolerance Test) and structured follow up on abnormal tests.

The CoE has realized several achievements in the labor room:

- Decreased caesarian rate from 33 to 25%
- Decreased the rate of perineal cutting from 58 to 8% without increasing the rate of big tears
- Reduced rate of stillbirths by 30% (from 2018 to 2019)
- Introduced "pain-free" deliveries, including 24/7 epidural anesthesia availability
- Supporting vaginal delivery after previous caesarian delivery
- Fathers are invited to be present at normal deliveries and cesarean sections, which has been introduced with great success, supporting the whole family
- Successful delivery of many high-risk patients, e.g. quadruplets

Development of gynecological surgery has increased the number of procedures overall within the gynecological and fertility improving surgery. Laparoscopic surgeries have been greatly expanded and is now by far the predominant approach to pelvic surgery. Procedures done by laparoscopic approach are for example myomectomies, hysterectomies, ectopic and cornual pregnancies, ovarian cysts, endometriosis, and abdominal cerclage, previously almost exclusively managed by open surgery.

The NICU has a high bed occupancy rate of its 17 beds as patients from surrounding hospitals are also referred to the unit. In addition, the Special Care Baby Unit (SCBU) opened with very good effect on the care of patients and relieving NICU from the intermediately sick children such as jaundiced neonates, neonatal growth problems etc.

Scope of Service

Specialties

Obstetricians, midwives, delivery nurses, physiotherapists, neonatologists and NICU nurses. The presence of pediatric surgeons and pediatric cardiologists also create better possibilities to deliver and care for the extreme premature and/or sick babies.

Patients and Diagnoses

The complete care process from conception to 28 days after delivery is under the scope of the CoE, in all relevant specialties, as well as pre-conception treatment and counselling to ensure the goal of a healthy mother and healthy child.



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Center of Excellence Orthopedics and Spine

Orthopedics and spine is a CoE focused to treat musculoskeletal injuries and disorders, that is in the skeleton, joints, muscles, tendons and other connective tissue, as well as in the peripheral nerves. These disorders have a correlation to lifestyle. As a patient, it is crucial to come to a clinic with leading specialists in that particular part of the musculoskeletal system where you have a problem, and where there are different treatment alternatives available.

To achieve this, the CoE offer complete professional healthcare teams. There is a need for a structured collaboration within the multi-professional team around the patient, meaning a high degree of continuity for patients throughout the course of treatment. By recruiting key staff members such as consultants in orthopedics, specially trained nurses and physiotherapists to SKMCA, the CoE is now a referral center for the Northern Emirates providing state-of-the art treatment and second opinion for fracture complications.

The CoE is focused on shouldering the responsibility to be at the forefront of development and innovation in the fields of planned orthopedic and spine treatment, surgery and rehabilitation. Another focus is sharing of knowledge, arrangement of courses and training with other MOPA and referral hospitals.

2019 Achievements

SKMCA is a de facto trauma center receiving patients with all types of fractures, including complicated fractures. High patient

volumes create an opportunity to improve and maintain high quality. Sheikh Khalifa Hospital - Masfoot has during 2019 been equipped to accommodate elective orthopedic surgery. Both Ajman and Masfoot facilities can be used together with synergies to achieve high value healthcare for the individual orthopedic and spine patient.

The CoE presently handles acute trauma cases, planned elective orthopedic surgery and outpatient visits. In total, approximately 850-900 orthopedic surgical cases annually, with a high number of major trauma-related emergency surgeries.

Scope of Service

The CoE is a unit offering the highest expertise according to international standard and guidelines in four main pathways as per below:

1. Fractures and trauma care: highly complex pelvic fractures and advanced trauma care requiring a multidisciplinary approach
2. Degenerative joint diseases: degenerative joint diseases in patients with significant co-morbidities
3. Arthroscopy/sports medicine/rehabilitation
4. Spine disorders – trauma and degenerative disease

Specialties

Orthopedic physicians, physiotherapists and plaster technicians, neurologist, radiologist, endocrinologist and specialized nurses.

Patients and Diagnoses

The CoE is treating fractures, osteoarthritis with focus on knee, hip and shoulder disease including prosthesis surgery as well as other treatments such as arthrosis school, physiotherapy and patient education and diagnostic and therapeutic arthroscopic procedures in knee and shoulder. The CoE also focuses on spine injuries and diseases for patients with complex back problems needing surgical or other interventions.



Center of Excellence in Gastroenterology

The CoE in gastroenterology was founded as a completely new service in 2017. The center is to provide a comprehensive range of services for pediatric, adolescent and adult patients and to limit the impact of both acute and chronic gastrointestinal diseases on population morbidity and mortality. The center comprises medical and surgical services and includes prevention, diagnosis and treatments of disorders from the gastrointestinal system.

Through common routines, follow-ups, procedures and guidelines, the multi-professional team consists of experts from several departments in SKMCA. Endoscopies are performed in a multi-purpose minor operating theatre with a proper endoscopy room, dishwasher and cabinets as well as endoscopy towers, both for elective and emergency cases. The CoE cooperates with other MOPA hospitals as well as non-MOPA hospitals in accordance with the overriding principle of lifestyle change.

2019 Achievements

During the year, the team consisted of a consultant in adult gastroenterology, a consultant in pediatric gastroenterology, an endoscopy nurse, an OPD nurse and a nutritionist. A second consultant adult gastroenterologist, adding scientific expertise in gastroenterology, will join in the very first part 2020 and help fulfil the high goals of the CoE.

Routine procedures now include diagnostic and therapeutic gastroscopies and colonoscopies. Advanced procedures such

as ERCPs and PEG (Percutaneous Endoscopic Gastrostomy) placement are now also performed. Besides standard treatments in gastroenterological disorders, biological treatment has also started at the unit.

Furthermore, an endoscopy nurse has been trained and together with OPD nurse and nutritionist, the team has been settled. The minor OT has been refurbished with a proper endoscopy room, dishwasher and cabinets and new endoscopy towers for elective cases.

Regarding procedures, gastroscopies and colonoscopies, the first ERCP ever and also PEG-procedures (percutaneous endoscopic gastrostomy) were performed. Other services launched at the unit are intragastric balloon placement for weight loss to avoid, or before, bariatric surgery, besides standard treatments in GE disorders and biological treatment.

Scope of Service

Specialties

Gastroenterologists as well as pediatricians, bariatric surgeons, nutritionists, physiotherapists, specialized nurses and RCDR endocrinologists. The Department of Radiology supports the CoE through high quality and new CT and MRI imaging, where MRCP now is a common diagnostic adjunct.

Patients and Diagnoses

Common procedures in the CoE are diagnostic gastroscopies, diagnostic and therapeutic ERCP, diagnostic and therapeutic colonoscopies, interventional endoscopy and laparoscopic and open surgery including obesity.

The most common conditions within the newly established pediatric gastroenterology are:

- Faltering Growth
- Chronic Diarrhea
- Inflammatory Bowel Conditions
- Functional Bowel Conditions
- Recurrent Abdominal Pain
- Allergic Bowel conditions (Eosinophilic Esophagitis & Gastroenteritis)
- Gastroesophageal Reflux Disease (GERD)
- Gastrointestinal Bleeding
- Congenital Gastrointestinal Abnormalities including Motility Disorders. The expanded pediatric service and procedures now include:
- Diagnostic Upper Gastrointestinal Endoscopy & Colonoscopy
- Therapeutic Upper Gastrointestinal Endoscopy & Colonoscopy
- Gastrostomy





05

SKMCA in numbers

SKMCA 2019 Year Review



128,000
ED & Urgent Care
Attendances



122,000
Outpatient
Attendances



50,000
Inpatient Days



390,000
Prescriptions Filled



81,000
Laboratory Tests



45,500
Medical Images
(including CT and MRI)



9,900 Dialysis Sessions

1,580 Number of Births



39,000
Surgery and Procedures



1,200+
SKMCA Staff
200+ Emiratis **50+** Swedes



Education, Training and Research 2019 in Review

1,704
Staff attendances at
internal clinical
education programs



212 University
student placements



4,600,000
Dirhams spent on staff training
and conference attendance



18 & 30
Number of research projects and
conference presentations



890
Staff completed
Life Support training

80
Number of Shared and
Internal Advanced Clinical
Education Programs offered

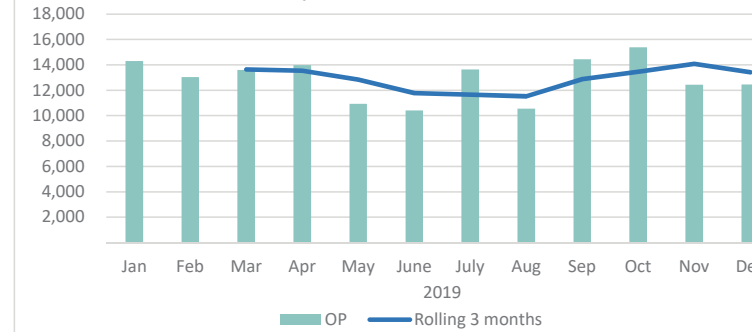
270
Total number of
CME's for SKMCA programs



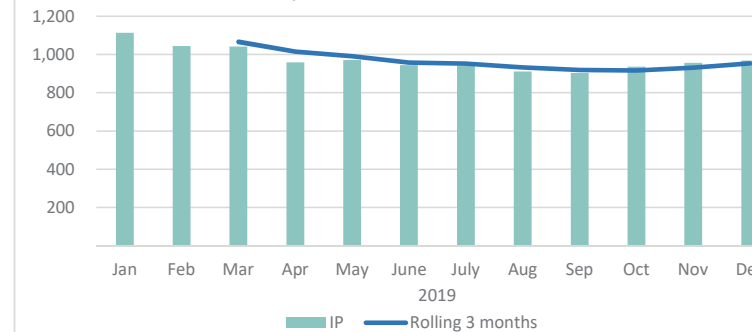
75%
Emirati physicians
undertook advanced
clinical training in 2019

Core Process

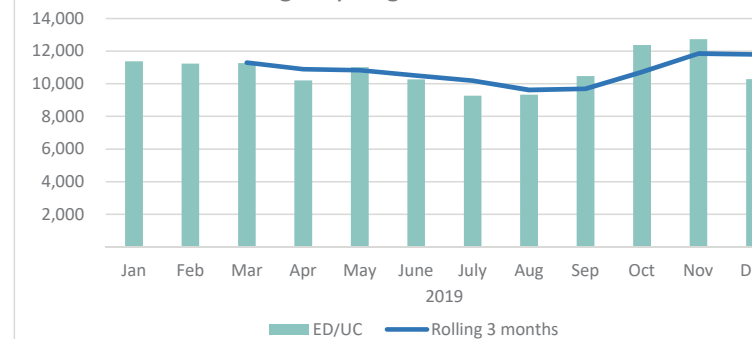
Outpatient volumes 2019



Inpatient volumes 2019



Emergency/Urgent care volumes



Key Achievements

Key Achievements in 2019



- Masfoot Hospital fully operational 24/7
- JCI re-accreditation for RCDR and SKH-WC
- Successful delivery of Quadruplets
- New Emergency Department opened
- Opening LAIQ Center in Ajman



Accredited by Joint
Commission International

1.7% Hospital re-admission rate



Major Activities

8
Visiting Physician
Programs

7
Swedish Visiting
Physicians this year

6
Major Conferences
conducted in 2019



8
The number of
Universities SKMCA have
collaborated with in 2019

72%
Emirati administration staff
undertook education in 2019

100%
Staff that have completed
Mandatory Competencies in 2019



Operated by
GHP Specialty Care

بإدارة



06

A Closer Look at SKMCA Achievements

SKMCA Quality Improvements, Patient Safety and Patient-Centered Care

In all hospitals, unplanned event including patient harm occurs. The reason for this is that all eventualities that can occur cannot be predicted and planned for in a highly complex environment as healthcare.

All hospitals face the same challenge and what distinguish the excellent from the not-so-good organizations, from a safety perspective, is firstly the capacity to acknowledge the fact that errors occur. Secondly, that errors and risks identified are handled in a manner to stop re-occurrence of the same adverse events. The key is a learning system, implemented to address causes for events that did not go as planned.

At SKMCA, we had more than 8400 incident or risk reports 2019. This is more than 5 reports per employee, way above the international aim of having at least one report per employee and year. The management see these reports as a treasure-chest of information for learning. After investigation, all reports are analysed monthly, to identify the need for improvements. We encourage ownership and development, visualized in our motto "Every day a little better". It is the continuous improvements, and the appurtenant culture, that will gradually make SKMCA an outstanding hospital.

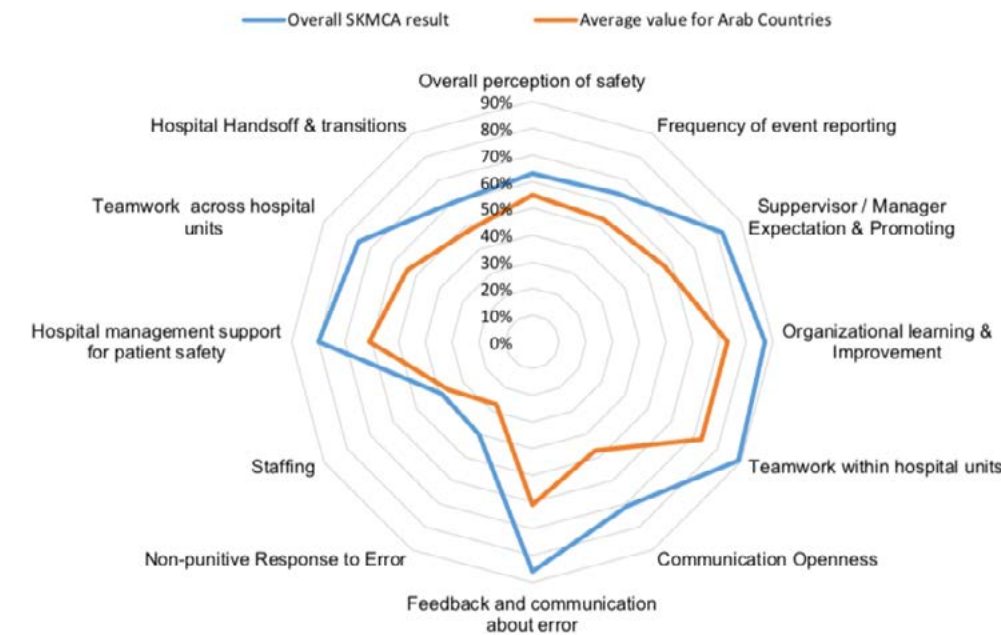
A comprehensive incident reporting with subsequent changes in work processes, is one cornerstone in the development of a safety culture. Safety culture constitutes the values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to and the style of an organization's safety management.

During 2019, a standardized assessment of patient safety culture was performed in SKMCA, showing impressive compared to results from the Middle East and also compared to Sweden.

Patient Safety Culture assessment

During 2019, the Safety Culture was assessed using the internationally used questionnaire developed by the Agency for Healthcare Research and Quality. The questionnaire is based on statements in 12 dimensions. The survey was performed online and the response rate was 59% (791 of 1331 staff).

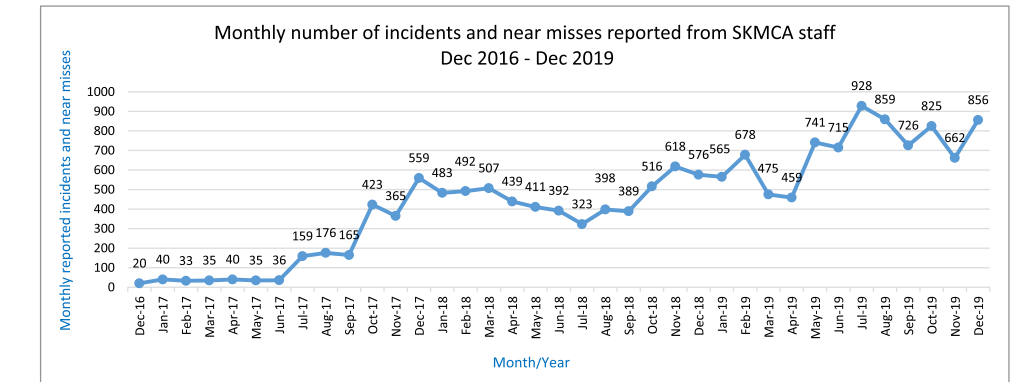
Comparing overall SKMCA composites level with Arab Countries



The results demonstrated an overall evolved safety culture in SKMCA compared to results published from other Arab countries.

A detailed analysis of the results showed that an updated patient culture had been introduced from system level and is supported in general by management but still a blame-free culture is not fully established. The efforts will continue in 2020 to further develop an open reporting of all events including all staff.

Reporting risks and incidents



During 2019 more than 8400 incidents, green crescents and clinical complaints have been reported. That is more than 5 reports per employee on annual basis, maybe a world record! The reports are encouraged and welcomed, and is seen as a learning opportunity for the organization to prevent the re-occurrence of errors. At the SKMCA, we investigate all reports in a straightforward manner with the aim to create a safer hospital to our patients and staff. The key factor for this is a blame free culture, meaning that staff are able to report errors and risks without fear of reprimand or punishment. The blame free culture us formulated by the expression "See it – Say it – Fix it".

Speak up for Patient Safety!



See it!



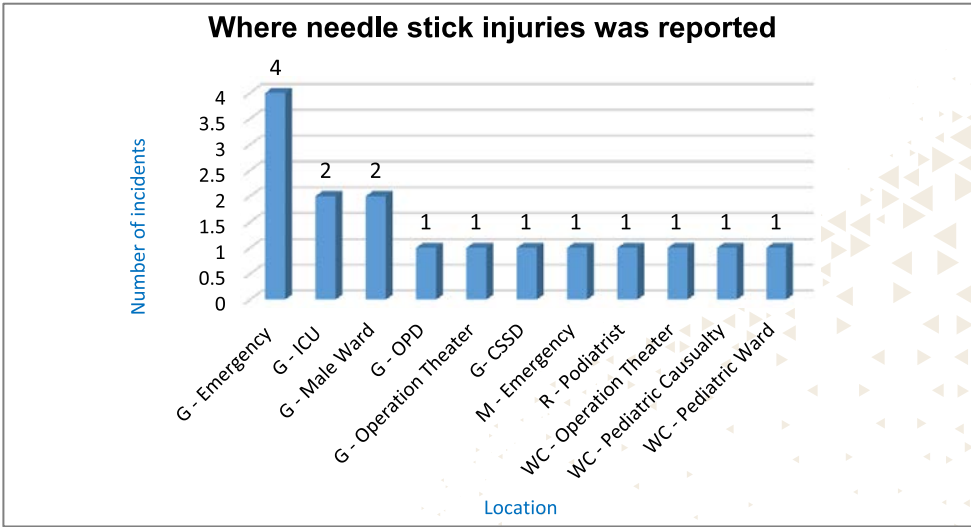
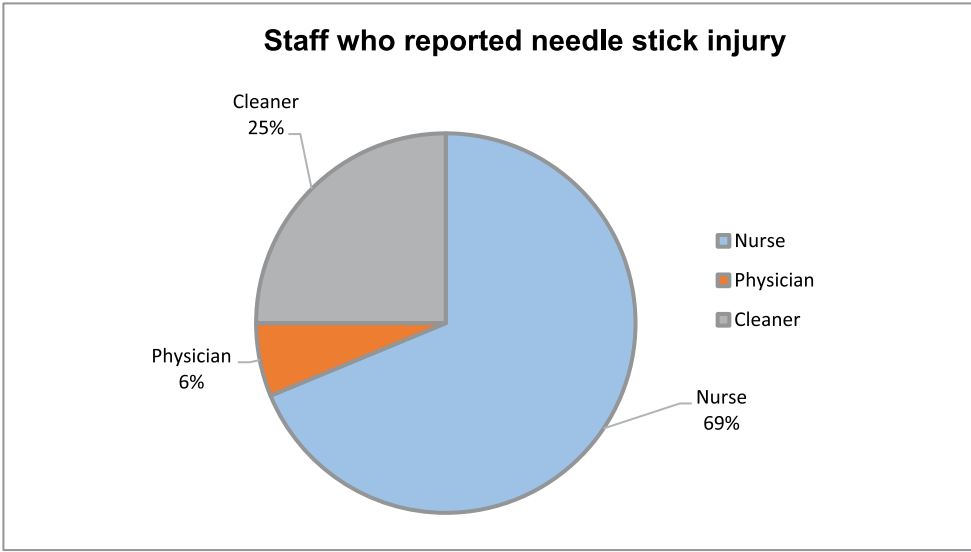
Say it!



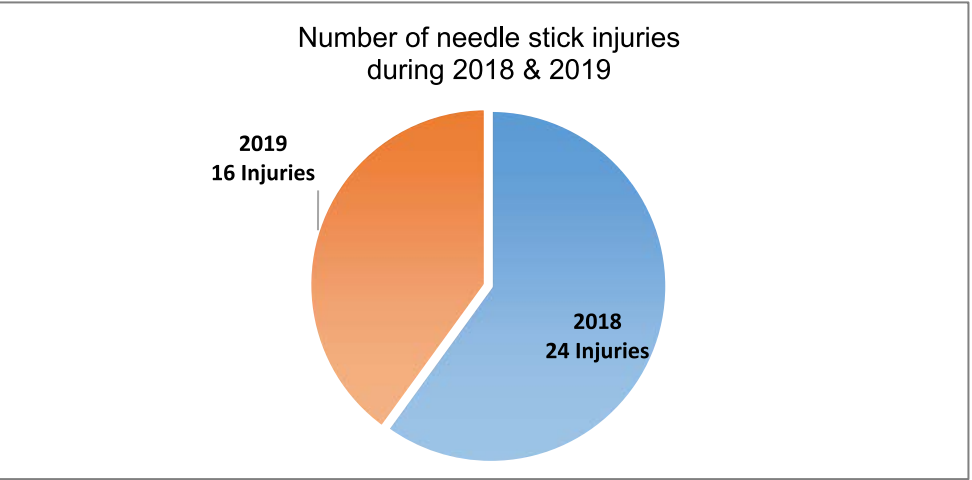
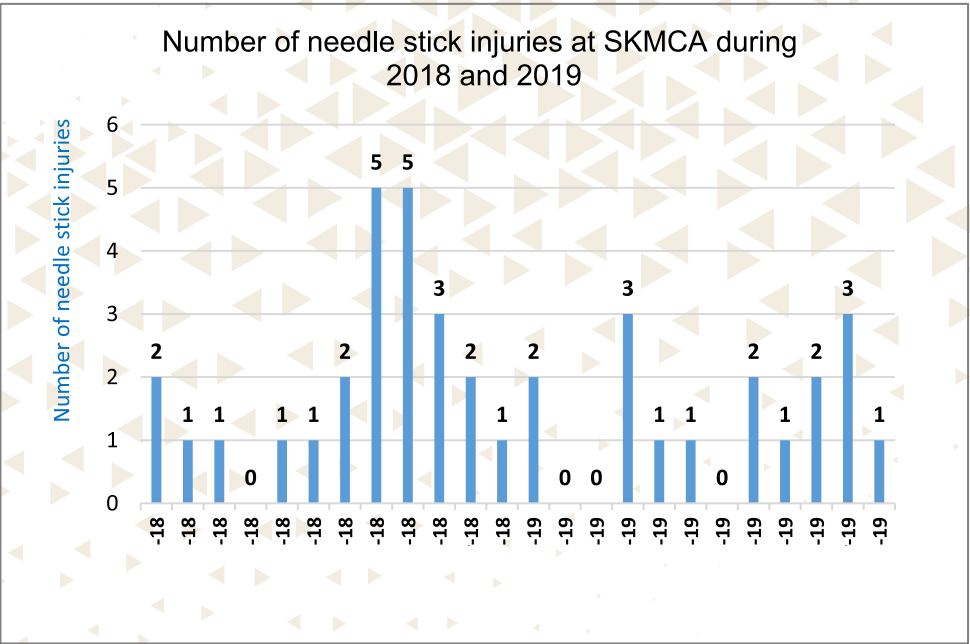
Fix it!

Needle stick improvement project

A total of 16 needle stick injuries were reported, and the affected staff category and reporting units are described in below graphs.

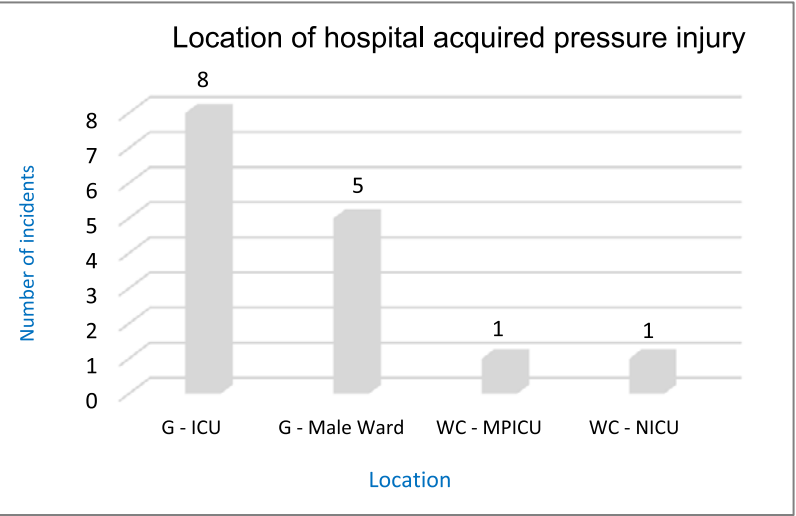
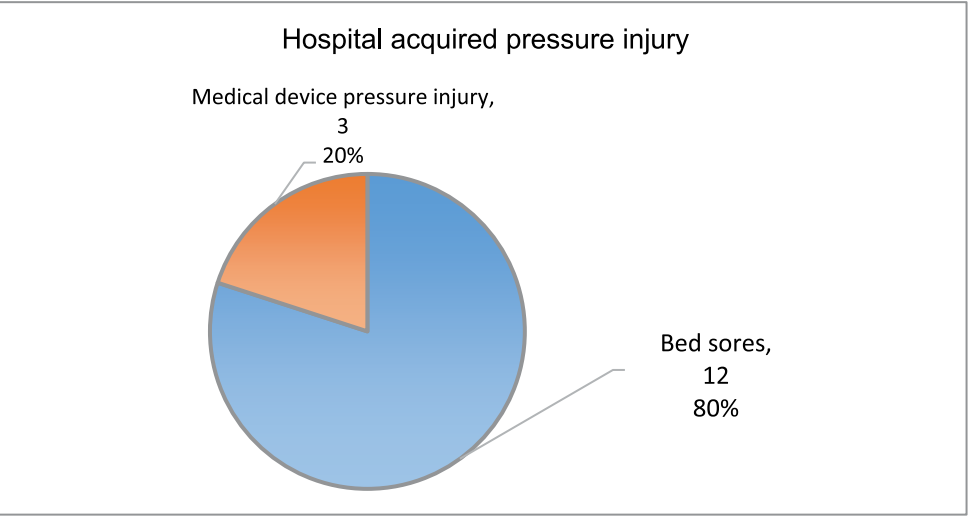


During May 2018, one Root Cause Analysis addressed the needle stick injuries at SKMCA. The analysis identified gaps including lack of education & material and lack of compliance to routines, policy and procedures. The gaps have been addressed and many actions has been performed including education, workshops, immunization programs, action cards, purchasing new materials and IT system modifications. In addition, all the needle stick injuries are discussed and followed up during the monthly Safety, Health and Environmental committee. A Staff clinic have been commissioned to handle the needle stick injuries. There are fewer needle stick injuries reported 2019 compared to 2018, but they still exist, demonstrating the need of continuous efforts, mainly due to rotation of staff and compliance issues.



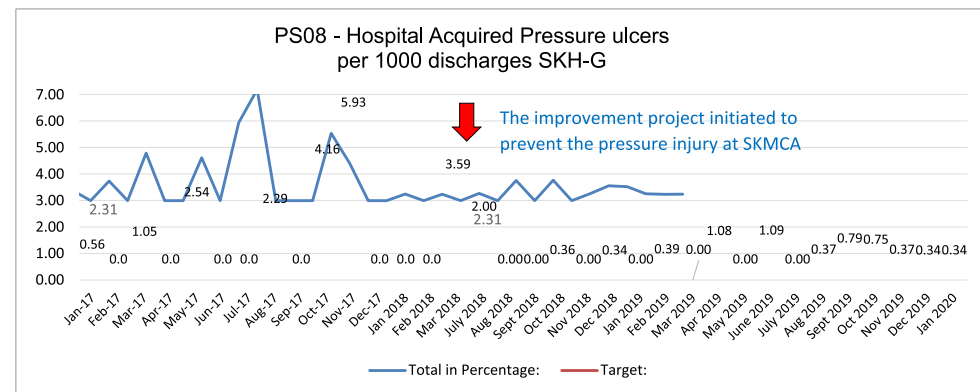
Hospital-acquired pressure injury improvement project

The second common cause of injury at SKMCA was hospital-acquired pressure injuries. Most of the pressure injuries are bed sores (80%) and the rest are medical device related. Most reported cases are from advanced care units as ICU.



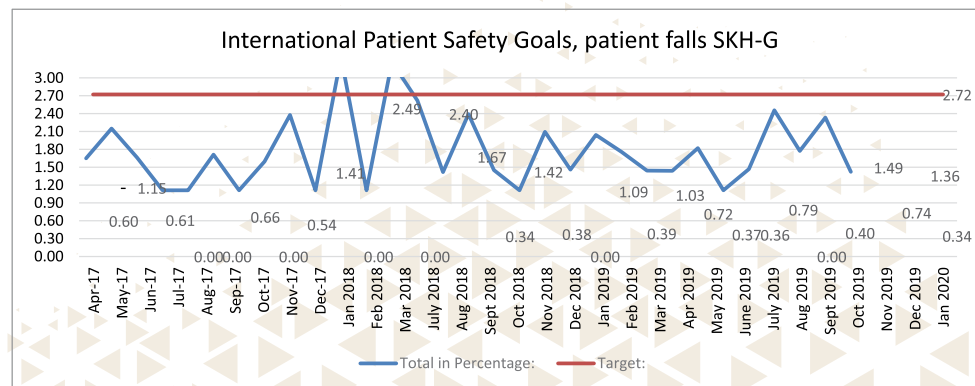
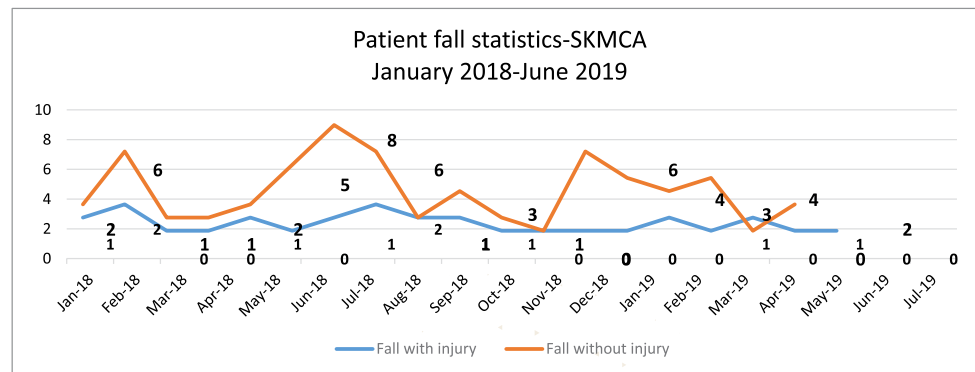
A quality improvement project, to reduce the number of hospital-acquired pressure injuries, was initiated already 2018 and closed 2019 under the supervision of the nursing organization. The aim was to meet the KPI target with less than or equal to 0.5 pressure injuries per 1000 inpatient bed days.

The starting point was a Root Cause Analysis to identify possible causes of pressure injury. The gaps in the RCA initiated several improvements including: education, procurement of new material (beds) and equipment to enhance the patient care. The result of these improvements was followed-up during 2019 and the KPI result have improved as shown in the graph.



During the year 2019, 22 patient's falls was reported through the incident report system, 5 of them resulted in injury. Although the rate of fall at SKMCA, compared to other hospitals is better than the international standards, an improvement project was commissioned to proactively ensure patient safety. A Failure Mode and Effect Analysis was conducted during quarter 4 of 2019. The gaps identified were needed updates in policies, education, update in IT tools, unification of instruments and compliance issues. An improvement project was initiated and implemented throughout SKMCA including standardization of assessment, implementation of risk of fall tools in different units, education of staff and patients, involvement of physicians, ensure environmental safety, updating the policy and ensure the proper documentation in the medical record. The improvement actions will be followed up and the number of falls will be monitored during the year 2020.

Fall risk improvement project

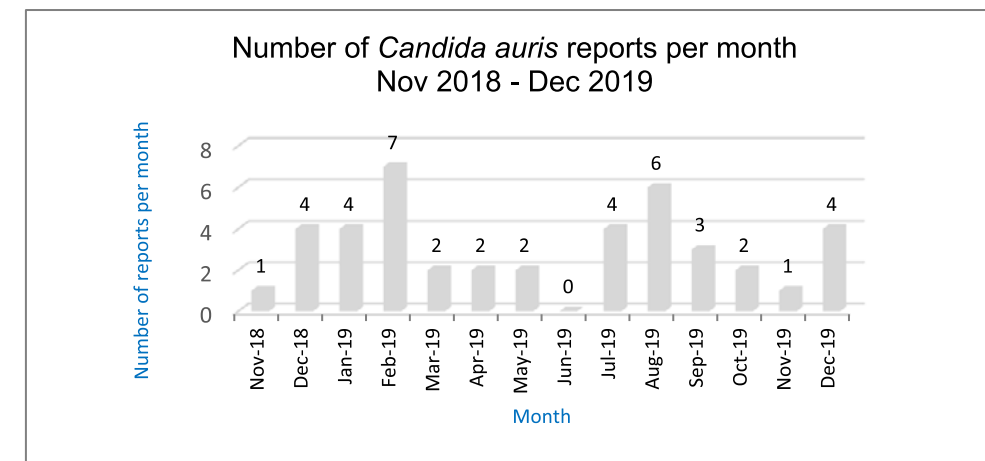
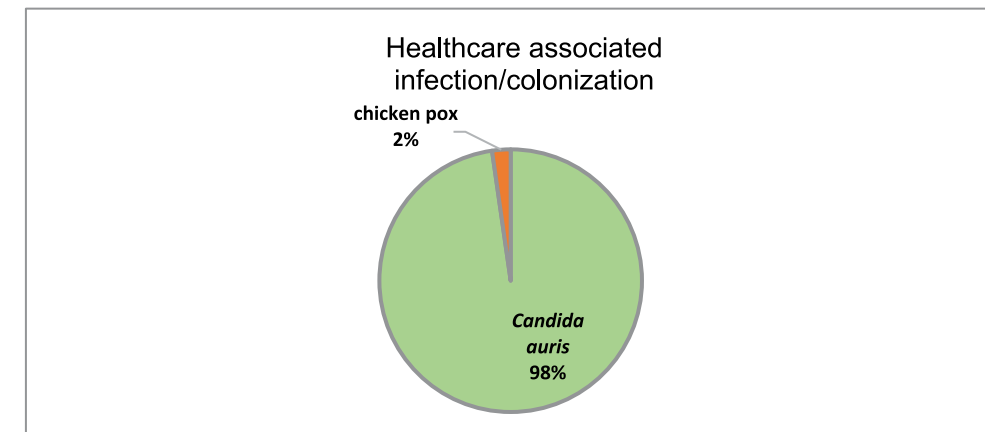


Reporting of Risks and Near misses

The reporting of risks and near misses and the analysis of these, are a resource to establish safer Processes. Often a serious injury is forewarned by several risk reports and by monitoring these risks, measures can be taken to pro-actively create a safer hospital.

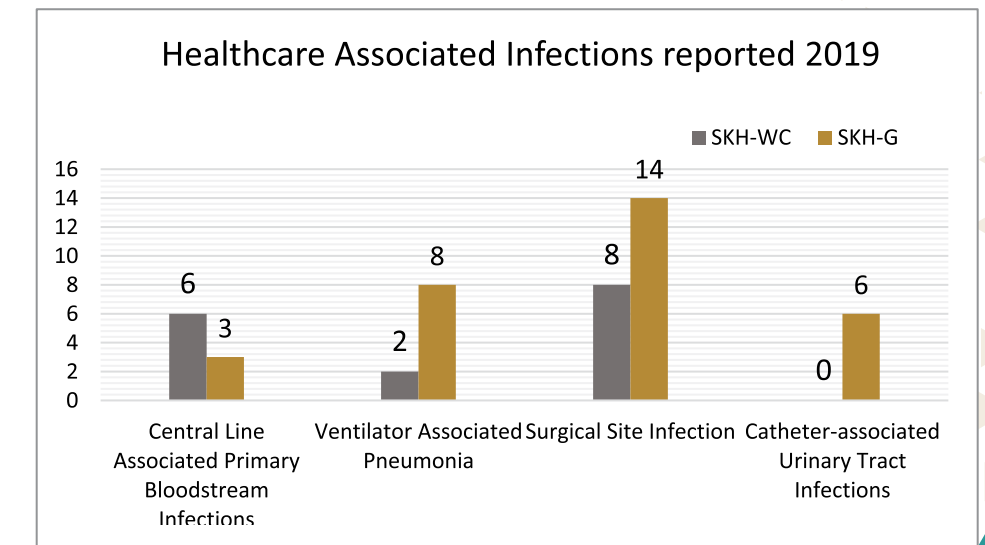
Healthcare associated infections- improvement project

The most common reported healthcare-associated infection was the *Candida auris* outbreak in the ICU. In total, 42 patients were reported to be infected with *Candida auris* during 2019.



An improvement project was commissioned from SKMCA level to investigate and control the outbreak including the CNO, CQO, infection control staff, nursing, and physicians. A Root Cause Analysis has been conducted to identify the possible contributing factors behind the outbreak, with actions to prevent the transmission between the patients. The actions included screening of patients, enforced hand hygiene, isolation precautions, education materials, posters and monitoring the practice among healthcare workers. There have been zero reports of *Candida auris* during the first quarter of 2020, and the result will be continued to be monitored and followed up during 2020.

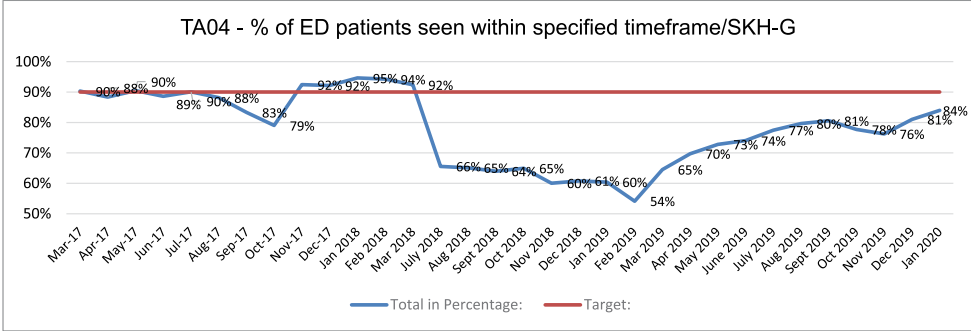
The figures off the more common healthcare associated infections are demonstrated in the graph. The infection types and definition follow the description by Centers of Disease Control and Prevention. Surgical site infections are the most often reported (n=22), followed by ventilator associated pneumonia. For all infection types, bundles of care have been implemented and educated.



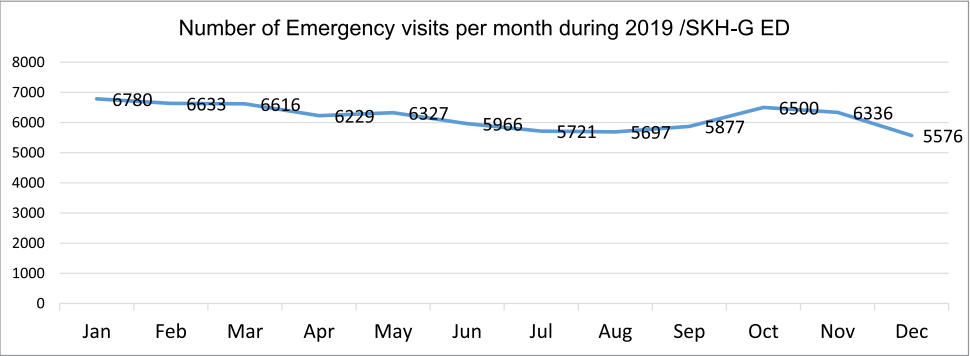
Waiting time – improvement project in the Emergency dep. and OPD

To address the waiting times in the Emergency department and in the Out Patient Department (OPD), two taskforces were assigned to investigate the issues and execute action plans for corrective measures.

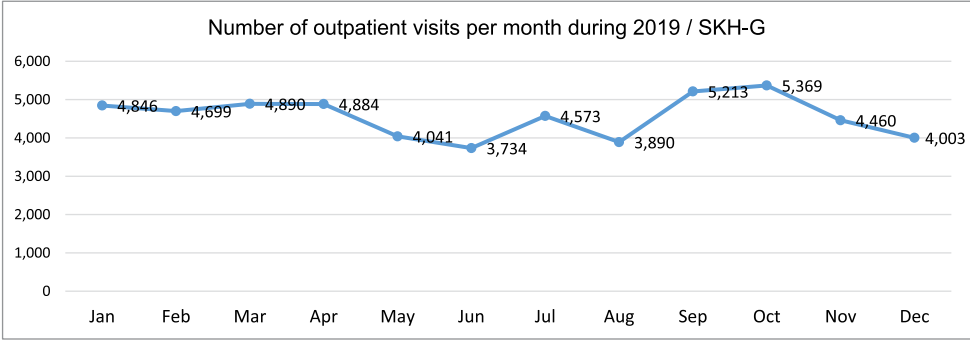
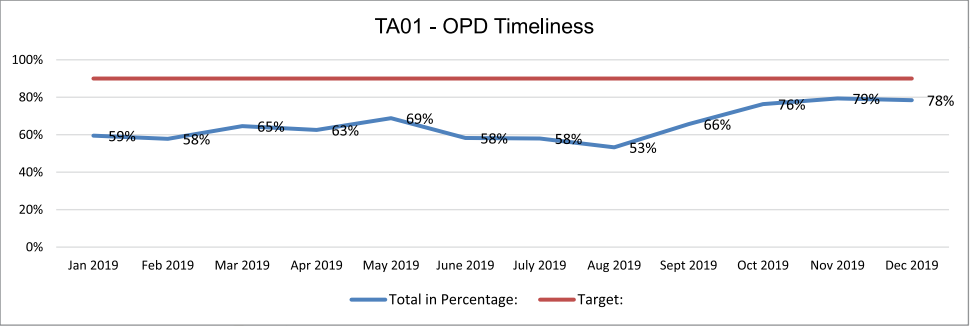
The taskforce in the Emergency department was led by Dr Fawzi al Ayoubi with team. The objective was to establish a seamless process for the patients to ensure operational, legal, financial and safety requirements. Actions included a refurbishment of the ED and revision of the triaging and registration process including a streamlined multi-professional handling of the patients. The project started in August and closed in December 2019.



The data describes a gradual improvement of the waiting time during the project. A factor contributing to not immediately improvement is the increased volumes of patients visiting the Emergency department.



In the (OPD) Project, the taskforce was led by Dr Amna AlShaali and the project group included members from both the clinical and admin teams. The project was operative from August to December. The objectives of the project were to establish processes for optimal functionality and productivity, measured by timeliness to OPD visits (KPIT TA01). The KPI graph for TA01 demonstrates a gradual improvement from below 60% in the summer to results close to 80% at the end of the year. Actions executed were: centralized reception, one organization for the operation of the OPD, improved scheduling of doctor OPD-presence among others.



SKMCA Nursing

Our vision at SKMCA of being the patients’ first choice by providing internationally outstanding healthcare, research and education to the Ajman community and across the northern emirates in a high quality, reliable and safe environment Nursing at SKMCA is uniquely aligned to the Mission and Vision with almost 600 strong women and men in uniform who cater to the well-being of our patients and their families with the highest levels of education, competencies, and dedication to the nursing profession.

Through a rigorous transformation in 2019 and the elevation of nurses’ academic levels, the nursing division now has the highest achievable bachelor degree rates in the world with 100% of the staff having a bachelor’s degree, where even Magnet hospital strive to achieve 80% of all the nurses holding a bachelor’s degree. This is already starting to reflect on improved quality and patient safety outcomes.

With the integration of international and Swedish nursing evidence-based practice, nursing stands at the forefront of the organization to charter a pathway of excellence with solid leadership, structured organization, and dedicated workforce.



12 June 2019

Quality improvement project at SKMCA

1. Waiting times in OPD
2. Catheter Stewardship
3. Hip Fracture Process
4. Antibiotic Stewardship
5. Ultrasound cannulation of AV-fistula
6. Needle Prick Injuries
7. Reduction of Episiotomy rates
8. Reduction of IV complications in pediatric care
9. Efficiency improvement in RCDR



Quality improvement project Winners

1. Catheter Stewardship
2. Hip Fracture Process
3. Reduction of Episiotomy rates

“

There is a lot to learn from our errors and identified risks. Root causes are often unveiling gaps in the organization, training or equipment or human factors. By having the courage to study our shortcomings we can improve the care.

Joacim Stalfors, CQO SKMCA

”

11 Dec 2019

Quality improvement project at SKMCA

1. Automated attendance tracking for ETR events
2. OPD project
3. The Tracheostomy process
4. Optimizing and Standardizing of Crash Cart Medication
5. Quality Policy Adherence Quiz portal
6. HR improvement project – Employee lounge
7. Improving patient waiting time at RCDR
8. Implementing LISA technique on all surfactant deficient babies



Quality improvement project Winners

1. Optimizing and Standardizing of Crash Cart Medication
2. OPD project
3. Implementing LISA technique on all surfactant deficient babies

Masfoot Achievements



Early 2019 SKMCA reached another milestone and together with The Medical Office/MOPA, Masfoot Hospital opened 24/7 services.

After detailed planning and drills both the Delivery unit, Emergency department and Operation rooms were taken into successful operations.

The demand for Dialysis treatment in the Muzeirah- Masfoot region is high and the services have continuously been growing during 2019.

Opening Delivery Unit



Opening the emergency department.



Open dialysis unit.



First surgical operations – Ortho, caesarean sections, appendicitis ...



Installation of high-quality CT-Scan.



Installation of modern machines in the laboratory.



Opening diabetes clinic.



Increasing the hospital's landscaping.



VIP rooms inaugurated.



Increasing the number of patients in OPD, especially pediatric, internal medicine and orthopedic clinics.



Masfoot Achievements

First Surgery done in SKH-Masfoot!

Sunday the 7th of April SKH-Masfoot reached another milestone. Dr. Lars Wahlstrom performed the first Surgery in Masfoot which was a left knee anterior cruciate ligament reconstruction with hamstring graft.

The patient was a young woman who came to the hospital with her family.

All the staff in Masfoot did an incredible job and the teamwork was amazing to see.

The patient and her family was very pleased with the service and the care in the hospital. Keep up the good work!



SKMCA Education, Training and Research



Excellence is achieved through knowledge

In 2019, SKMCA's ETR department organized and facilitated training programs across a wide array of specialties and skills in order to help strengthen the knowledge of its staff. The programs were developed with the aim to support safe and patient-centered care at SKMCA.

In 2019, SKMCA invested approximately 4.6 million dirhams in the training and development of the staff through a variety of platforms and programs. SKMCA ran 80 shared and internal educational programs, yielding a total of 270 CME points just from internally organized programs. In total, over 1,700 staff attended the internal educational programs run within SKMCA.



Hospital Mandatory training

All our staff undergo comprehensive hospital Mandatory Training inclusive of information on: Fire & Safety, Emergency Codes, Infection Control and Risk Management. This is renewed on a yearly basis to enhance self and patient safety practices. SKMCA achieved 100% compliance with the training competencies in JCI audited departments in 2019.

Life Support Training

Depending on their role in the hospital our staff are required to take the relevant advanced life support courses offered through the ETR department. Around 900 clinical staff at SKMCA have successfully completed their life support training requirements in 2019.

Furthering our education with Advanced Educational Programs

We are proud of Centres of Excellence and they are a focal point. With this in mind, the ETR department ensured that a major focus of the training was steered towards the development of the Centres of Excellence and main areas of specialty as well.

Distinguished experts from the Swedish healthcare system were invited to share their knowledge in their specialties at SKMCA. The programs include Visiting Physician Program and advanced Conferences/Symposiums.

In 2019, 8 visiting physician programs and 6 major conferences were organized at SKMCA in the 4 Centers of Excellence and main areas of specialty. During these programs, 7 highly distinguished Swedish experts and consultants in the various specialties were invited to SKMCA to provide their knowledge and expertise to SKMCA and to the community through various educational sessions and patient consultations respectively.

SKMCA's ETR department successfully organized 6 successful international conferences in 2019 that attracted over 600 delegates from across the UAE and the GCC.

Collaborations with Educational Institutes (National and International)

SKMCA is keen to collaborate with recognized universities in the region. SKMCA believes that will enhance exchange of knowledge, expertise and resources essential for the development of the healthcare professionals in the region.

Our collaborative approach has been underscored by our local partnerships with 8 local universities and institutes including the University of Sharjah, Gulf Medical University and Ajman University; in addition to international partnerships with Karolinska Institute and SkaneCare. These collaborations were developed with the understanding that the exchange of knowledge and expertise is a win for us and for the region as a whole.

Dedicated Medical Student Training

Commitment to the training and development of future professionals and leaders in healthcare is one of our top priorities. With an eye always to the future, we are committed to the betterment of our future healthcare professionals and leaders. To achieve this, over the year, the Education, Training and Research department facilitated training of medical students through the different departments of SKMCA.

212 university student placements were given the opportunity to enhance their skills and knowledge in different medical and allied health specialties at SKMCA.

Strengthening intellectual output in Ajman

We are never content with the status quo, and constantly seek better ways of doing. To achieve this the ETR has a strong desire to strengthen and guide clinical research. Calls were made for research proposals and initial submissions were promising.

In addition, SKMCA's ETR department held its first research week with the aim is to bring researchers, and those interested in research, from various disciplines together to create a favorable atmosphere for developing and sharing innovative research ideas. In 2019, SKMCA produced 18 research projects and 30 conference presentations.

Developing Emirati talent

The ETR department worked closely with the Emiratization department at SKMCA to facilitate ongoing support to Emirati staff ensuring their educational needs are being met. The Emirati medical staff and physicians were always provided with special support and consideration either by providing specific training for them at SKMCA or sending them outside SKMCA to attend various training programs.

SKMCA continuously provides its full support to encourage the Emirati physicians to access different sources of skills and knowledge education. Over 75% of the Emirati physicians have undertaken advanced training in 2019.

In addition, the Emirati admin staff were provided with focussed training and education lecture across their various administrative specialties to enhance their skills and knowledge. Over 72% of the Emirati administration staff have undertaken education in 2019.





07

Knowledge Transfer

Knowledge Transfer

GHP and SKMCA, Together in Ajman



Our purpose is to build. Following a natural development of a seamless partnership between Swedish healthcare and local culture and competence, GHP focuses on transferring the finest of Swedish healthcare to Ajman.

This is GHP



GHP is a Swedish public healthcare group that provides healthcare at specialist hospitals in the Nordic countries and the Middle East. GHP supports partners in the public and private sector nationally and internationally.

Building Healthcare Capacity at SKMCA

To GHP, competence is the foundation that we base our model of care and delivery of healthcare upon. The strategy includes:

- knowledge transfer from GHP and affiliates,
- recruiting, retaining and developing the right competence,
- an agile workforce strategy, and
- a dynamic training and education plan

Transfer of knowledge and competence is completed through a number of designated knowledge transfer programs, but also through integrating individuals from GHP and the Swedish healthcare systems as well as individuals from selected high-performing healthcare systems into the daily operation of SKMCA.

In the education, training and research department, GHP supports continuously with ensuring, together with experts from GHP and affiliates, that all education needs are taken care of.

Visiting Physicians

GHP implements ambitious Visiting Physician Programs together with our affiliates, following the strategic plan for how the hospital shall be developed within the clinical service areas. Through a GAP analysis and thorough planning, world-class physicians are appointed to drive the development of SKMCA together with GHP. All visiting physicians are rebooked which creates continuity for all parties.



Knowledge Transfer

Annual Performance Review

Annually, GHP's internal audit office conducts a performance review of the performance of the hospital. It provides valuable insight into current and future issues by independently examining the economy, efficiency and effectiveness of selected areas in the employment of available resources. The purpose of the audit is to provide fruitful analysis and recommendations to strengthen the hospital's course to realize its vision of being the patient's first choice.

Annual Quality Review

The Quality Audit reviews the performance of SKMCA's quality assurance, focused on patient safety and early detection of risks of adverse events, and to help the hospital to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance. The Audit Team for 2019 consisted of physicians, internal and external, nurses and business developers. The audit is based on measurements, protocols, clinical practice guidelines and other written information available within SKMCA, interviews with staff and observations made by the Audit Team on site in Ajman/Masfoot.

Management Support

There are daily ad-hoc interactions between the hospital management team and GHP's headquarters in Sweden, however there are also structured meetings on a continuous basis. Through monthly meetings, two participants from GHP's board of directors, group CEO, CMO and CEO of GHP International, as well as business developers from GHP's headquarters support the hospital management in operational and strategic topics.

Senior Advisory Board

This forum is held bi-annually and includes senior advisors from GHP as well as relevant guest speakers that support the management team and give input on the future course of SKMCA. Each advisory board has a main topic. For example, one session during 2019 focused on the insurance market and the head of GHP's Care Collab (GHP's concept of strategic partnerships with insurance companies) as well as key persons from the UAE insurance market participated. Examples of participants in the senior advisory board are GHP board members and the former Swedish healthcare minister.

GHP International Portal

During the year, GHP launched a new knowledge sharing portal available to all SKMCA staff. The portal is a natural gathering point to easily obtain information from GHP within both administrative and clinical fields. It includes all GHP's clinical and management-

related documents. It also includes other aspects useful for knowledge generation, such as information on diagnoses and procedures from GHP's Nordic hospitals, GHP's care model and Swedish healthcare.

Emirati Executive Management Program

GHP has representatives and contribute substantially to outlining, developing and performing an Emirati Executive Management Program. Furthermore, GHP has good relationships with Sweden's best business school in collaborations to develop future Emirati leaders and managers. During 2019, an ambitious program was outlined that will be executed coming years.

Recruitment

GHP has created momentum in the employer branding of SKMCA in Sweden and its neighboring countries through a focused and strategic human resources work. During the year, GHP has established a dedicated human resource office at GHP's headquarter in Sweden and together with SKMCA's human resource organization established successful recruitment processes to ensure not only quantity but also high-quality of candidates for recruitment to all positions at SKMCA. The value in already having a critical mass of Swedish staff on site at SKMCA is accelerating the speed and ease at which additional recruitments can be made.



Laiq  **لائق**
Medical Screening Center
Sheikh Khalifa Medical City/Ainman
مركز الفحص الطبي
مدينة خليفة الطبية - عينمان

Medical Screening Center

Laiq

08

LAIQ

LAIQ Center Achievements

LAIQ center is a quantum leap in provision services in a holistic concept that allows clients to complete all procedures of Medical Screening Services for the purpose of Residency and to submit Identity and Residency Application Requests at the same place.

The facility is equipped with an integrated medical center and a modern design service area, taking in consideration the target groups to these services and their expected numbers growth yearly.

Center Objectives

- Raising the efficiency and speed of residency and medical fitness services completion in accordance with approved government accelerators.
- Providing integrated services in one location in partnership with governmental bodies to facilitate and serve citizens and residents of the state.

Total Number of LAIQ Staff

Admin – 6

- 5 Reception Support and 1 Deportation Officer

Clinical – 17

- Manager, 3 Doctors, 2 Nurses, 8 Lab Staff & 3 Radiology Staff

Total Number of Visits to LAIQ for medical fitness in the year 2019 is **16086**.

The list of agreements between LAIQ and other companies

Agreements are for smoother and convenient arrangement for their employees to come at the center for medical fitness examination and to serve them better from our side

- Ajman Freezone Agreement
- Darwesh Engineering
- Funnel Experts
- Ali Mousa And Sons
- Ajman Markets Agreement
- Ajman Media City Freezone Agreement
- Mou With Thumbay Group
- Ajman China Mall Bosen Intenational Agreement

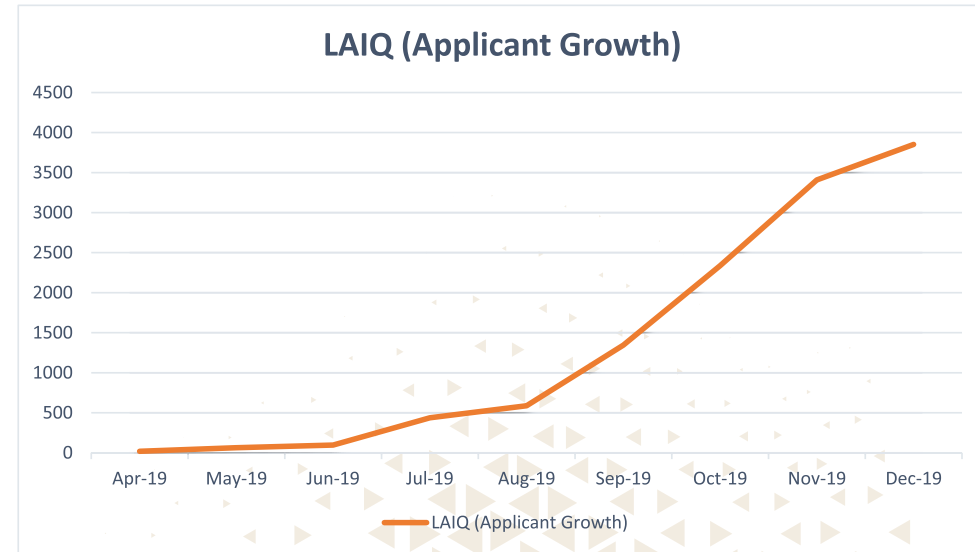


FACTS

- Accepted by all emirates for medical fitness examination
- Medical fitness, Emirates ID, Immigration under one roof
- Client are served at their respective turnover time accordingly
VIP – 4 hrs., FastTrack – 12 hrs., Normal – 24 hours
- Home blood collection are done for renewal applicants who present justified medical report
- Timely Notification of Infectious Disease cases to Ministry of Health
- All infectious diseases like HIV etc. are dealt according to federal laws
- Confirmed Syphilis cases are referred to SKMCA for treatment
- Laboratory Department of LAIQ has Geenius system and ELISA machine to do the confirmatory test for Infectious diseases, previously samples were sent out to SKSH and SKHUAQ

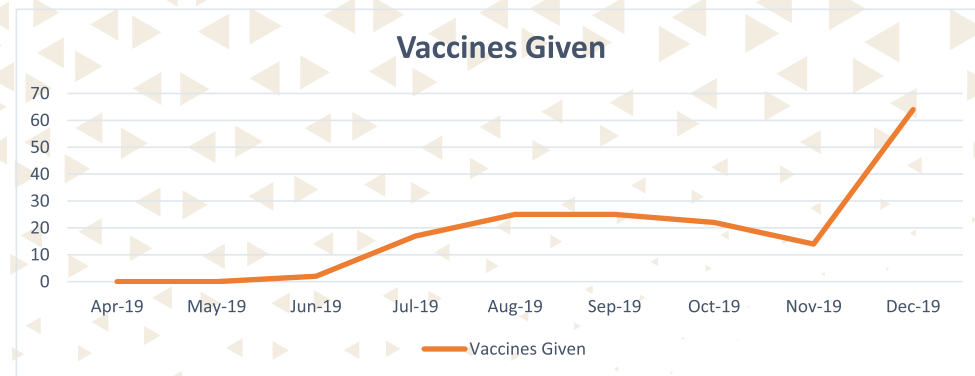
FIGURES

Figure 1



The above graph shows the total number of applicants in the year of 2019

Figure 2



The above graph shows the total number of Hepatitis B vaccination given to the applicants in the year 2019

Social Activities

July 2019 – LAIQ Awareness Camp at NESTO & LAIQ publication at URDU newspaper



LAIQ Medical Screening Center
لائیق میڈیکل اسکریننگ سنٹر

لائیق میڈیکل اسکریننگ سنٹر شیخ خلیفہ میڈیکل سٹی عجمان

ڈاکٹر ریاض حسین امروہو
ڈاکٹر انجمار علی لائیق میڈیکل سنٹر عجمان

ماہون قاسم العزاسم (شیخ فیریطی خدمات لائیق میڈیکل سنٹر عجمان)

ڈاکٹر نور علی عمر اشیری (ایپینٹلسٹ پبلک میڈیکل)

میڈیکل ڈائریکٹر لائیق ویز دا سکریننگ سنٹر عجمان

سابق ڈائریکٹر عجمان پروڈکشن میڈیکل وزارت صحت

www.laiq.ae
Tel: 0674111110

جانبینڈل
شوہز

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09

Inspiring Stories

Successful eye surgery in Ophthalmology clinic

Patient who got his eyesight back!

Mr. Rabnawaz is a case of multiple systemic disorders, like diabetes, chronic lung disease, diabetic kidney disease and diabetic retinopathy. He was seen in the eye clinic in SKMCA in September 2018 with loss of both eyes vision. His case was rejected for surgery from other hospitals due to his multiple systemic illnesses and poor fitness to perform surgery under general anesthesia.

Dr. Firdaus Sukhi, operated with the latest technique of vitrectomy (without stitches). The patient was very happy to see and walk again after the surgeries. The year of Zayed helped him by charity to get free surgery for both eyes. A supreme example of care, giving and acceptance to people of all classes and sectors shown by the hospital and its staff, fulfilling the dream of Sheikh Zayed.

The total number of screenings for Retinopathy of prematurity 2019 was 230. The screening of ROP was extended to SKGH in UAQ. Where out of 230, 92 screenings were performed in 2019. The number of premature babies who were treated for advance retinopathy of prematurity by laser and injections were 12. The parents of these babies were thankful to the hospital for providing good services for such potentially blinding disease successfully in the northern emirates under the umbrella of ministry of presidential affairs in SKMCA.



1st Delivery in Masfoot (Emirati)

“To be able to offer family centered care with the highest international standard for pregnant women and families in the community of Masfoot has been one of the main objectives at SKMCA” says Dr Boubou Hallberg.

The team in Masfoot has been working really hard to make this possible and as good and safe as can be.

SKH-Masfoot have witnessed the birth of the first delivery of a baby girl in May 2019. The family were really happy with our services and our staff made an incredible job. The mother did give an extra warm regard to our Senior Charge Midwife, Mette Boesen, for all the support, information and kindness during the Delivery. Mette Boesen said: “I am so proud to be a part of this historical moment of the first delivery in our hospital! Everyone has been working so hard to get where we are today. Our goal is to meet every individual in her needs in both medical and emotional view to give the family a good and safe experience.”

Achievements of Sheikh Khalifa Hospital - Masfoot delivery unit in 2019

Since the opening of delivery unit back in 31st of March 2019, during 2019 year, SKH-Msfoot had 32 successful deliveries out of which 3 were emergency cesareans. 25 of the deliveries are local ladies 7 were nonlocals. 19 female 13 male babies. Furthermore, Masfoot managed 60 triage maternity emergency patients in the delivery ward. The hospital got very good feedback from the families that delivered in Masfoot and women who would like to seek education at Masfoot’s Enty al Haya clinic. Therefore, the clinic’s staff are aiming to increase the awareness of maternity topics and highlight the services to encourage mothers to choose to deliver at Masfoot.



Sheikh Khalifa Hospital – Women and Children Successfully delivery of quadruplets.

Center of Excellence in Feto-Maternal Medicine at Sheikh Khalifa Hospital - Women and Children have successfully performed an elective caesarian section on a quadruplet pregnant women at 31 weeks of gestation. The delivery was efficiently coordinated with 4 Neonatal teams receiving the children at birth and delivering state of the art Neonatal treatment including LISA technique. Three girls and one boy were born with weight range from 1300 g – 1500 g and are now in good condition at the Neonatal ward for monitoring.

“I am very impressed with the dedication and professionalism of the whole team involved in preparing and performing this delivery” said Dr Riikka Bornhede, MRP surgeon and consultant OBGYN- SKMCA- Center of Excellence Feto –maternal medicine - Women and Children.



A success surgery for a single heart malformation baby born.

The surgery gave the mother of a new born baby the hope for life

Dessa is a mother of three and was expecting baby number four: “Emmanuel”. She and her family have moved to the UAE from India. During her fourth month of pregnancy she went for an anomaly scan to check for any fetus malformations. The doctor who performed the investigation found that the fetus had a major heart condition; hypoplastic left heart syndrome, where the fetus has only one heart ventricle. The family was shocked as their second child died of the same condition in India. The doctor continued, mentioning the fetus severe heart defects, his chances of survival is very weak. Therefore, the doctor provided Dessa with two paths; either terminate the pregnancy or continue it with a chance the baby passes away peacefully and naturally. Dessa decided to continue the pregnancy.

Dessa went to Sheikh Khalifa Medical City Ajman with her husband to see Dr. Maria Bagge, Pediatric Cardiology Consultant. They told her about their decision to let the baby go in peace, and the doctor replied mentioning that there is a good chance of survival with advanced cardiac surgery after birth. Dr. Maria was very keen to notify them of the new technology available today, and what we can offer here in UAE. Dr. Maria said, “Because I think it is very important to give life and save life, and this is my job as a Pediatric Cardiologist to look into different options and provide the best care for my patients”. It was informed to the mother that the chances of success are

very high, although he will need several cardiac surgeries before the heart will function as good as possible. After birth, on the same day, Dr. Maria performed an ultrasound and verified that the child had the same condition as his fatal brother: Hypoplastic left heart syndrome. “Emmanuel” underwent his first surgery when he was one month old, and the surgery was very complicated. The risk ratio is ninety percent, and his condition has been exposed to many complications. After a whole month, he was discharged from the hospital. At six month age he had his second surgery. The Mother said “I advise people to benefit from my experience if they have a similar condition” she added “He is a miracle child and a brave warrior too. Now he is very active, smiling and dealing like a normal child”.



**SKMCA is extremely proud
of the ED trauma team**

**Successfully handled 7 trauma cases arriving from the same
traffic accident**

The Emergency Department received a call from the National Ambulance at 07h05 on April 3rd 2019, and was informed that there had been a major road traffic accident with 7 patients injured. The ED team led by Dr. Kamil Vallabh and the surgical/trauma team, led by Dr. Mikael Ekelund, split their resources to ensure that there was a surgical team together with an ED physician for every resuscitation bay. Similarly, the ED nurses were allocated to cover each resuscitation bay. Within a few minutes, all the patients had arrived, and the individual teams performed their assessment, diagnostics and treatment in a very calm and coordinated fashion. All of the patients received from the accident scene were managed immediately on arrival, successfully handled 7 traumas arriving from the same accident and patient disposition decisions were made within 45 minutes of the first arrival. The success and efficiency in managing the situation was due to a coordinated response, excellent communication and leadership from all parties involved. Our experience in engaging in the Trauma Team Training on a monthly basis aided our collective response on the day.





10

Zooming on Local Talents

Meet Dr Najat Mohamed Hassan Rashid , Chief Of Service Medical Laboratory

1. What is your role at SKMCA?

Chief of service- Medical laboratory, participates in all managerial decisions and guides the operation of the laboratory ranging from selection of staff, choice of methods, purchase of equipment, quality assurance, quality control, safety, hours of operation, scheduling of staff, and utilization management and cost-effectiveness of the laboratory service.

2. Who is your role model in your field?

Dr. Norbert W. Tietz: The Father of Modern Clinical Chemistry, He is a legend in clinical chemistry Field and best known for his landmark textbook of Clinical Chemistry (aka “The Bible” of clinical chemistry)

3. What excites you about your role in your department?

“An opportunity that lets me exercise my administrative skill and scientific knowledge”, laboratory testing assures care that avoids harm to patients and enhances safe care outcomes through error prevention, continuous process improvement, and appropriate care for each individual considering accuracy, reliability, and timeliness of reported test results.

4. What are the advantages of working at SKMCA ?

All SKMCA staff working towards the same goal, so you’re not alone, SKMCA management built up one of the most important elements of a successful employee-manager relationship is TRUST.

5. A message you would like to give to your co-workers?

“Don’t wait for other people to do things when you can do them yourself”



1. What is your role at SKMCA?

I'm acting as a nursing unit manager in RCDR since September 2018.

- I'm assisting in developing, implementing and monitoring all related policies and procedures.
- Providing strong and effective leadership and advice to influence decisions thus providing effective management of all departmental staff.
- Planning, developing, organizing, implementing, directing, managing and evaluating the RCDR clinics performance
- Performing comprehensive management and administrative duties, including the employment of competent, diligent personnel to provide competent, efficient service.
- Ensure that all personnel have the appropriate education and experience or training for the type and complexity of the service to be offered, supervised or performed. Exhibit actions that supports patient care, mutual trust and respect and team approach.
- Leading the effective management of the team and ensure delivery of effective, safe and high quality care to patients, with special regard to infection control and emergency preparedness.
- Responsible for risk management and report to the concerned Line Head on all relevant matters.

2. Who is your role model in your field?

My Role Model at my field is Salma Salim Al Sharhan the first Emirati nurse having served thousands of people through her dedicated and exemplary work in the healthcare domain.

3. What excites you about your role in your department?

Rashid Center for Diabetes and Research is a unique center, it's consists of multidisciplinary team offers most of the treatment modalities relevant for diabetes and its related complications under one roof. UAE is having high prevalence of diabetes among the top 10 countries in the world. Diabetes is a chronic condition and our role as a healthcare providers to ensure better management for people with diabetes and to raise awareness among the public about the importance of early diagnosis of diabetes and the importance of managing diabetes, also we holds a number of diabetes awareness campaigns throughout the years in collaboration with our happy customer and government relation departments.

4. What are the advantages of working at SKMCA ?

SKMCA is best hospital in UAE that providing quality patient care. The work culture is great. Patient safety is always a priority. Having good work relationships and highly well-qualified doctors and nurses. I learned what responsibility means, how real planning to be done, what accuracy adds, how to evaluate and how goals, progress and success can be reached.

5. A message you would like to give to your co-workers?

Dear SKMCA healthcare workers, Thank you so much for everything you do. I am proud to work with a team full of ambitious people who continue to deliver excellent results.



**Meet Dr. Asma Jasim Binjab, Consultant,
Pediatric Endocrine Clinic at RCDR**

1. What is your role at SKMCA?

I'm a consultant pediatric Endocrinologist and Diabetologist at Rashid Centre for Diabetes and Research (RCDR) at sheikh Khalifa medical city. Obtained my major pediatric and pediatric endocrinology degree from McGill University, Montreal, Canada. I have more than 10 years' experience in this field. Joined RCDR in late 2018 and established the pediatric Endocrinology and Diabetes clinic in SKMCA. It a new specialty clinic in SKMCA, This specialty deals with all hormonal problems in children, from the newborn period to adolescent years, covering both inpatient and outpatients at the RCDR clinic.

2. Who is your role model in your field?

Dr. Celia Rodd, the program director during my Fellowship at Montreal Children Hospital, Canada, I always found her positive, calm, hard worker, enthusiastic with excellent relations with peers and patients.

3. What excites you about your role in your department?

I'm the 1st pediatric endocrinologist working at RCDR, so had to develop the pediatric Endocrine and Diabetes service from the start, starting a new service is always a challenge where you have to develop a number of procedure and policies. The field of pediatric Endocrinology by itself is very challenging

since we deal with a hormonal abnormality, children are growing daily and have a lot of hormonal changes that occur during their growth, and ultimately some hormonal changes might be abnormal and need intervention at the point. Not to forget, the field is growing, there is continuously new researches and advances in the field.

4. What are the advantages of working at SKMCA?

Working at a big institute is itself an advantage, the friendly working environment, acceptance for new ideas, and the ongoing projects to advance the medical care are some of the positive attracting points to work at SKMCA.

5. A message you would like to give to your co-workers?

You spend the most fruitful time of the day at work, enjoy it, be happy and keep smiling, and don't forget that Teamwork is the key to success.



Meet Ms. Aziza Naeem Hassan Alblooshi, charge Nurse at MPICU

1. What is your role at SKMCA?

I am a nurse team leader in Pediatric ICU. My first aim is to deliver optimum patient care for critically ill children. As well as provide leadership and management to the nursing team to ensure providing a high standard of patient care providing supervision and support. Continuously working hard to apply analytical and problem-solving skills daily, and provide direct guidance and mentorship to my unit nurses. Often acting as a liaison between; staff, various levels of management, and the hospital's executive team.

2. Who is your role model in your field?

My managers and leaders whom I spent years working with them are good role models for me. I learned and earned various management skills, they helped me to make up a different leadership dimension, which can help me explore the ways in which I might already be acting as a leader, or inspire me to develop and grow my leadership skills.

3. What excites you about your role in your department?

As I got experience in this field couple of years ago, something that would lead me to my long term ambition to lead bigger teams in the same organization. That was a good and positive experience. In addition to that, I like to work with the SKMCA leaders, they are transparent, clear, and direct to the point. They are encouraging and motivating me to achieve my goals and to promote myself toward the best.

4. What are the advantages of working at SKMCA?

- It's a patient-centered hospital, patients are involved in their own treatment plans, they feel more empowered, and that they have some control over their recovery.
- The caregivers work together in a hospital as a team, which has benefits for the employees, the patients, and the health-care facility.
- The hospital provides you with an opportunity to be part of a team and work as a team. This can help the employees when they may have a question about how to do something or just when you need someone there to talk to.
- Offer a variety of educational & training opportunities that allows us to increase our knowledge while working towards financial security, and gives an opportunity to the local staff toward career improvement by offering special learning packages.
- SKMCA has several Centers of excellence and provides comprehensive services in all healthcare disciplines relevant to the needs of the community.

5. A message you would like to give to your co-workers?

The skill to succeed comes as a result of hardworking and self-development toward self-satisfaction and patient satisfaction to get a result of the optimum quality of care delivered to all the patients. It's not easy to create this significant and powerful healthcare setting as our SKMCA is, It requires real focus and consistent efforts on the part of its leadership, and it's all from your efforts to create the structures, processes, and systems, and to inspire and hold people accountable every day to the high standards that the SKMCA has set.



Meet Mrs. Muna Saeed AlKaabi - senior - patient affair officer , Revenue Cycle Management Directory

1. What is your role at SKMCA?

I joined Sheikh Khalifa Medical City in 2016, at Masfoot Hospital at that time as an administrative officer for petty cash and patient bills (for one year).

From August 2017 shifted to Ajman hospital in Revenue Cycle Management back office (health insurance, registration, and billing). The current position is senior -patient affairs officer for SKMCA.

2. Who is your role model in your field?

As a Patient Affairs Officer working in the Revenue Cycle Management department, our management, and colleagues inspire me daily, which empowers me to gain in-depth knowledge of Revue cycle management. In addition to the spirit of cooperation, manage the department effectively.

3. What excites you about your role in your department?

Work as a team towards the same goal regardless of positions and job titles.

4. What are the advantages of working at SKMCA?

SKMCA provides a healthy work environment for their employees, furthermore the higher management supports and encourages staff to lead projects and providing them with tools that allow individuals to prosper in a motivating environment. Therefore, I have managed to develop many projects and services along with my peers during the past 3 years of my experience in RCM Department.

5. A message you would like to give to your co-workers?

The biggest barrier between you and confidence in your brain, think positively and don't let negativity overcome you.





11

Into the Community

Into the community

The year of 2019 was filled with achievements and accomplishments internally and externally, During the year, SKMCA had organized and be part of many events held at the premises of SKMCA targeting both patients, visitors, health care providers, and staff. Over the course of 12 months, SKMCA had successfully, held more than 28 events which ran across the facilities of Outpatient Department, Rashid Center for Diabetes and Research, Sheikh Khalifa Hospital – Women and Children, Sheikh Khalifa Hospital – Masfoot, Sheikh Khalifa Hospital – General and Laiq Medical Screening Center. The events covered topics related to Kids, Family, and women Health plus cultural events were organized to celebrate UAE events with staff and visitors.

A Highlight of Successful Events

With the coordination with the laboratory department, SKMCA had held 4 Blood Donation campaigns during 2019; where we had more than 200 blood donors participated at those events.



Another successful event, was Emirati Children's Day event; where we have collaborated with the Nutrition Department and Lifestyle clinic at RCDR to held an event targeting elementary students. The students were educated on the importance of implementing the Healthy Plate method on their schools' meals and at home, while the dietitian had tough the students on the important role of the kidney and how to keep the kidney healthy by following nutritional instructions



On the other hand, a couple of social events were made for SKMCA staff in celebrations with UAE cultural days such as international day of happiness, Ramadan Iftar, Emirati women's day, Flag Day, and UAE National Day.



During October and November a series of awareness exhibitions were held for visitors such as Infection and Prevention Week, World Heart Day, Annual Food Day, World Diabetes Day, and the World Pressure Injury Day which was held for the 1st time by the wound care department.



Community Outreach

Other than internal events, SKMCA had visited external entities to held awareness events such as Ramadan lectures in Hatta Majlis, Hatta municipality, Ajman University, and Old people homes at Ajman targeting mass community and government employees.



SKMCA had also worked on launching its social media channels with more than 80 K followers combined between Twitter, Facebook, linked in, and Instagram. The channels were used to advocate awareness topics, featuring consultants and highlighting SKMCA medical services and accomplishments, plus to promote events and visiting physician program.

The website had also, gone under developments in updating the doctor's bios and photos, plus adding updated services at the website for users' use.

Patient Education

During the year 2019, more than 20 booklets were published and prints for patient educations. The majority of new publications were on pediatrics and maternal books, plus a new set of books were published and displayed on Diabetes topics. Adding to the print publications, digital screens are used to display educational material for patients in waiting areas. standards and the future needs of SKMCA.



12

Main Future Facility Development

2019 Main Facility Development



Opening the Emergency Department at Sheikh Khalifa Hospital – General



Centralized Outpatient Department



Opening new CCU and HDU units



Main Future Facility Development

To fulfil future development of SKMCA services, there are large demands on the facilities. One of them, Sheikh Khalifa Hospital - General, is more than 25 years old and is not fulfilling current standards and the future needs of SKMCA. The number of Emergency visits and the Trauma care development requires a modern and expanded new Emergency area. The expansion of clinical services has impact on the number of ICU, PICU and HDU (High Dependency Unit) beds, which needs to be increased, as well as modern operating theatres, pharmacy, lab and interventional cath lab. The lack of single patient rooms with most patients in multibed rooms is not according to modern principles and new or refurbished wards are crucial. There are a few key projects that need to be realized during 2020 in order for SKMCA to be able to raise the level of healthcare provided.

Admin reallocation

SKMCA would like to centralize the shared admin functions, and during 2020, projects in this regard are expected to be initialized. This reallocation project is key in order to be able to increase the patient numbers in SKH-WC, as well as centralizing the admin functions, in aiming for a more team-based work approach.

Increased focus on pediatric and maternity outpatient care

Once the admin reallocation has been done, it will be possible to activate the rooms in Maternity ward 1, which would allow SKMCA to either further increase the number of beds, or look at alternative solutions like fitting out that ward as an OPD for pediatric and maternity cases.

Increased capacity in PICU and NICU

In SKH-WC, one of the most imminent needs is the one of additional PICU and NICU beds. The current PICU and NICU have been outgrown by the number of patients, and therefore SKMCA has created a project that intends to increase the number of beds.

Pediatric ward – single patient rooms

There is a need for single patient rooms in the pediatric ward. To be able to provide this is key in a family centered care, especially in pediatric cases, where the close proximity to the patient's family is important. SKMCA has created a plan to increase the number of single patient rooms in the pediatric ward by increasing the size of the ward itself.

Clinical staffing linked to future facility development

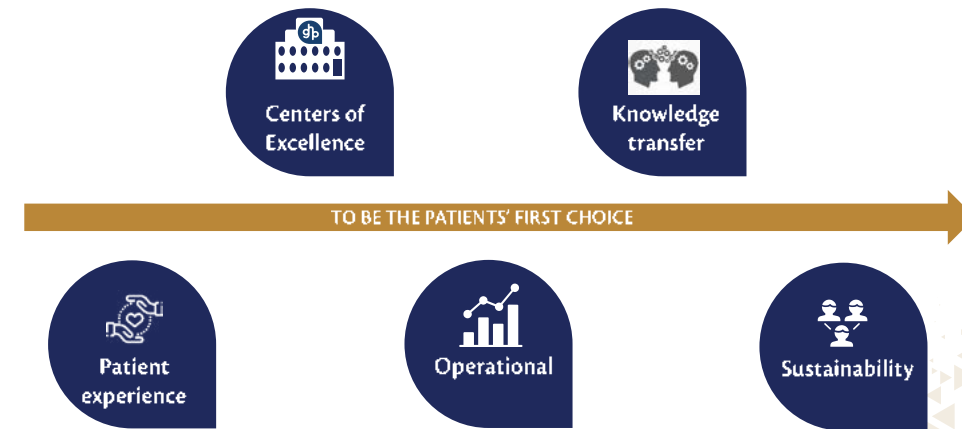
Current staffing and resources are reflected in the number of budgeted staffed beds where proposed expansion and renovation projects would require additional appropriate resources to be further discussed and planned for. Once expansion and renovation projects are approved specific staffing models will be presented for each case.



13

**Into 2020 and
Beyond**

There are five Strategic Themes to guide us in 2020.



Centers of Excellence

SKMCA's four Centers of Excellence are an integral part of the SKMCA strategy and reflects the GHP core value "Quality through specialisation". Through common patient pathways and transparent follow-up, our inter- and multi-professional teams provide evidence-based medicine with state-of-the-art treatments and prevention through lifestyle changes.

- Ensure that all CoE have well-defined patient groups and clear patient pathways described
- Promote community awareness of lifestyle implications of the diseases in each CoE and the services available at SKMCA
- Increase clinical expertise in each center and increase knowledge through research with external collaborators
- Agree and measure clinical outcomes in alignment with international standards for each CoE

Knowledge Transfer

Knowledge transfer from international companies to all SKMCA staff and development of Emirati nationals are key elements in the Presidential Initiatives and core assignments given by MOPA/TMO to GHP Specialty Care in the operations of SKMCA.

- Increase the number of Swedes on-site
- Continue to develop the new GHP International Portal with content tailor-made to promote knowledge transfer
- Provide all UAE national employees with training opportunities to enhance their professional development potential
- Create opportunities for the transfer of international knowledge and cultural understanding from and between Swedish nationals and UAE nationals

Patient Experience

SKMCA should offer excellent attractiveness by providing high-quality person-centered care with a high degree of professionalism and hospitality mentality.

- Enhance the hospitality mentality mindset across SKMCA through customer service training
- Enhance the professional image of SKMCA employees through compliance to our dress code
- Provide care in updated facilities to meet accreditation bodies' standards, ensure a safe work environment and meet patients' expectations
- Analyze input from patient satisfaction surveys in a sophisticated manner, set actions and monitor improvement
- Increase awareness of SKMCA and services offered to drive elective volumes

Operational Excellence

SKMCA is committed to operate and to utilize resources in an optimal way to improve financial performance. SKMCA's operational management will have an increased focus on efficient and effective processes while continuing to improve productivity.

- Establish efficient operational processes through operational dashboards on departmental level
- Optimize cost control and efficiency in hospital-wide processes, such as during discharge and in the laboratory
- Optimize documentation, billing and revenue collection
- Utilize defined and validated data to support operational and strategic decisions in the organization
- Move towards common and integrated IT solutions across SKMCA

- Optimize internal communication to secure cross-functional and vertical coordination of activities
- Achieve JCI accreditation, lab ISO 15189 accreditation and align to the UAE national standards

Sustainability

A central part of our quest for societal benefit is having a sustainable approach to everything we do. Operating SKMCA in a sustainable way is key to long-term success. We will move towards being self-sustained with competence as well as financially while contributing to a more sustainable world.

- Continue to recruit, to develop and to retain competence
- Enhance staff satisfaction by facilitating recognitions/rewards and social schemes that will add value to the employee experience and encourage engagement
- Grow revenue while controlling costs to increase self-sustainment through new financial KPIs
- Increase the number of patients covered by insurance and the number of elective cases
- Contribute to the UN Sustainable Development Goals such as good health and well-being (goal 3), reduced inequalities (goal 10) and responsible consumption and production (goal 12)



14

H.H Crown Prince of Ajman Visit

H.H Crown Prince of Ajman Visit

On 24th November 2019, SKMCA and GHP had the honor to welcome His Highness Sheikh Ammar Bin Humaid Al Nuaimi, Crown Prince of Ajman and Chairman of the Ajman Executive Council, to his first official visit to SKMCA. Sweden's Ambassador to the UAE, H.E. Henrik Landerholm, attended and made a speech on Sweden's world-class healthcare. The ceremony was also attended by the Medical Office and all UAE nationals at SKMCA.

Ms. Aysha Kajoor Al Nuaimi admirably opened and closed the ceremony, which also included a speech from the CEO of SKMCA, Dr. Erik Wassberg, in which he described recent achievements at SKMCA. Advancements within education, training and research and clinical areas where SKMCA outperform international benchmarks were specifically highlighted.

The visit was an important step in GHP's continued development of SKMCA. The Crown Prince of Ajman and Chairman of the Ajman Executive Council encouraged the successful clinical and knowledge transfer achievements at SKMCA, which was also reported in regional news.



SHEIKH KHALIFA MEDICAL CITY | AJMAN

SHEIKH KHALIFA HOSPITAL - GENERAL

SHEIKH KHALIFA HOSPITAL - WOMEN AND CHILDREN



Accredited by Joint
Commission International

RASHID CENTRE FOR DIABETES AND RESEARCH



Accredited by Joint
Commission International

SHEIKH KHALIFA HOSPITAL - MASFOOT

 www.skmca.ae

 +971 6 711 7777

 P.O.Box: 5166

 Ajman, U.A.E

    @SKMCAUAE

 Sheikh Khalifa Medical City Ajman

