PHCC CORPORATE
ANNUAL
REPORT
PRIMARY HEALTH CARE CORPORATION - TOGETHER FOR A HEALTHIER COMMUNITY
2017
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PHCC CORPORATE ANNUAL REPORT 2017
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2017 has been an important year for PHCC as we are right in the middle of a significant milestone. The previous strategy set the foundation of primary care and now going forward, the 2018-2022 National Primary Care Health Strategy will focus on delivering health outcomes, advocating health promotion and preventative care and continuing to place a great emphasis on primary care as the first step to healthcare. Our aim is to achieve a focused outcome with clear targets to enable us to effectively and confidently deliver better services for a healthier community.

With the dawn of a new year, 2018, we are more ambitious to achieve better international healthcare and wellbeing standards. By the support of God and our dedicated staff’s continuous efforts, we have been able to achieve 52 of 64 recommendations and 10 of our obligations to patients, as mentioned in the National Primary Healthcare Strategy. By the end of 2017, the Primary Healthcare Corporation has achieved 84% of the National Primary Healthcare Strategy. The next steps will focus on continuing to achieve all recommendations by the end of 2018.

In terms of new facilities, Muaither, Al Wajbah, Al Waab & Qatar University Health Centers were under construction during 2017 and are being prepared for the planned opening in 2018. This will increase the number of operational facilities to 27 health centers and will provide more accessibility to our services by Qatar’s growing population. The new health centers will be the latest state of the art addition to PHCC’s multitude facilities. PHCC already opened the registration and has activated an SMS campaign to residents of the surrounding areas to encourage them to register at Muaither and Al Wajba Health Centers, which are expected to open towards the end of the first quarter of 2018.

PHCC played a pivotal role in implementing the National Health Strategy as the first point of contact in the healthcare system. It offers a wide range of primary health care services as well as early detection and screening services for many diseases. The new strategy focuses on prevention before treatment besides raising awareness of the society while also involvement of patients in the healthcare process.

In June 2017, we proudly announced that PHCC had been awarded with the highest level of Canadian Accreditation (Diamond level with no conditions), which bolstered the diligent endeavor to achieve PHCC’s vision and coronate the efforts provided to meet the highest international standards of integrated primary health care services in Qatar.

Despite the challenges that our beloved Qatar faced since June 2017, we made sure to translate the wise instructions and guidance of His Highness, The Emir of Qatar, into actions. PHCC ensured that the unjust blockade of Qatar did not affect the services provided in any primary health care facilities. The operation of the health centers continued naturally, proving the effectiveness of the long-term national plans and strategies which enable PHCC to respond to any emergency circumstances. In addition, and in collaboration with our partners in MoPH and HMC, PHCC’s needs for medicines and medical supplies were kept within regular limits, and the health centers continued to receive their scheduled needs periodically without any significant effect, creating a storage of medical supplies that is sufficient for several months.

I would also like to take the opportunity to congratulate PHCC staff on the overwhelming success of the International Conference for Primary Health Care, which was held from 17-19, November 2017 under the slogan “Healthy Communities, Brighter Future”. The conference welcomed both esteemed partnerships and highly regarded participants that went on to praise the excellent delivery and warm hospitality. It was great to witness both committees and event organizers come together to deliver a remarkable conference.

Considering the current challenges and in light of Qatar Vision 2030, all the achievements stated in this report are clear evidence that both determination and persistence can make the achievements that would be internationally recognized as the basis for a distinguished primary healthcare system, aligned with developments in other sectors in the country. These efforts prove that we can innovate and achieve despite any future challenges, and will require every one of us to exert more effort to achieve progress as we aspire for more success and distinction year after year in our journey.

Finally, I would like to thank all who have participated, supported our work, and contributed to achieving the goals of the Primary Health Care Corporation, the National Primary Healthcare Strategy and the National Health Strategy in the State of Qatar.
2.1 PHCC at a glance

The Primary Health Care Corporation (PHCC) is the state owned Primary Healthcare Provider and was established as an independent corporation by an Emiri Decree in 2012. Currently, the Primary Health Care Corporation is operating through 23 primary health care centers distributed into three regions, namely Central, Western, and Northern. 14 of these centers are located in the city of Doha, while the rest are located in populated areas across the country.

PHCC has around 5600 employees and nearly 3 million people visited its primary health centers in 2017. PHCC staff is working very hard to provide high quality services, which will improve patient experience and greater awareness of prevention and health promotion. Simultaneously, PHCC is undertaking a major expansion in services and health and wellness facilities in order to improve the access to its services to Qatar’s growing population. During 2017, PHCC continued the efforts in order to commission 4 new health centers in 2018 (Muaither, Al Wajba, Al Waab and Qatar University). These state of the art centers will be the latest addition to PHCC’s facilities.

2.2 What We Are Working Towards

PHCC is the main provider of primary health care services in Qatar. Primary healthcare refers to health care services that are delivered outside of the hospital and offer the first point of contact in the health care system. We provide a wide variety of different types of health care services based on the location and population needs of each area. We focus on promoting the health of our population, and prevention from diseases, in addition to patient diagnosis and treatment, and the provision of a long-term and constant support to patients and their families from infants to elderly, children, adults, married couples, and mothers.

We aim to meet the following goals in everything we do:

- Excellence in Health Services, Facilities and Infrastructure - By being the first and continuous point of contact for high quality, accessible and safe primary health care services.
- Excellence in Organizational Learning and Development – By ensuring the organization as a whole has the culture and systems in place that fulfill our core objectives.
- Excellence in Customer Services - By ensuring that our services, staff and facilities are centered on our customers’ needs.
- Excellence in Partnerships - Establishing effective relationships with all partners to deliver high quality primary care services.

- Teamwork - We work together for the benefit of our patients.
- Quality – We provide a high quality care that is safe, effective and focused on patient experience.
- Commitment to Community - We believe that our first commitment is to the community we serve to ensure the provision of high quality health care in the most effective setting to promote ease of access.
- Mutual Respect - Engage, listen to and value the contribution of others.
- Compassion - Demonstrate our commitment to world-class care by providing a caring and supportive environment for our patients, patients’ families and fellow caregivers.

2.3 Services We Provide

<table>
<thead>
<tr>
<th>Health Care Services</th>
<th>Home Visit Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Physician - Consultation</td>
<td>Antenatal Care Services</td>
</tr>
<tr>
<td>Patient Management</td>
<td>Vaccination Services</td>
</tr>
<tr>
<td>Screening Services</td>
<td>Mental Health</td>
</tr>
<tr>
<td>Dental Services</td>
<td>Ophthalmology/ Optometry/ENT</td>
</tr>
<tr>
<td>Medical Commission Services</td>
<td>Dermatology</td>
</tr>
<tr>
<td>School Health Service</td>
<td>Laboratory Services</td>
</tr>
<tr>
<td>Social Worker Services</td>
<td>Radiology Services</td>
</tr>
<tr>
<td>Health Education</td>
<td>Pharmacy Services</td>
</tr>
<tr>
<td>Health Promoting Schools</td>
<td></td>
</tr>
</tbody>
</table>

The table above gives a broad overview of the services that we provide (our website www.phcc.qa provides full details per Health Center).
Within 2017, and despite the challenges that our beloved Qatar faced, we continued with our ambitious Health Center Improvement program which involved identifying areas to improve the patient experience and quality of service, in addition to implementation of new services and expediting the ongoing plans to open 4 new health centers in 2018.

Accreditation Canada International (ACI) “We did it again!”

In June 2017, PHCC achieved the Diamond Accreditation Level in all services and the highest certification available at Accreditation Canada International. The certificate was obtained following rigorous surveillance of patient safety, administrative, policies, HR and financial resources and data systems during visits to all PHCC health center’s in Qatar over the period of one month. During this period, surveyors from Accreditation Canada International had met with patients, staff, partners and senior management, completing satisfaction of the requisite quality and safety standards in addition to elements such as patient care.

Accreditation Canada International identified several success areas, including the commitment of a multicultural workforce, the integrated quality evident throughout all areas, the systematic focus on quality enabling change management and organizational capacity building, the mastery of organizational and clinical standardization and the drive to ensure that Primary Health Care Services reflect the corporation’s values, delivering caring, patient-centric healthcare services. This Diamond Award follows on from PHCC achieving the platinum level of accreditation from Accreditation Canada International (ACI) back in 2014.

Uninterrupted Health Care Services During the Blockade:

In spite of the sudden blockade imposed on Qatar since June 2017, it did not affect the services provided in any primary health care facilities, where the operations of the health centers continued naturally, stressing that PHCC has long-term national plans and strategies to enable it to meet any emergency circumstances. In addition, PHCC’s needs for medicines and medical supplies were within normal limits, and the health centers continued to receive their scheduled needs periodically without any significant effect, indicating that each health center has storage of medical supplies suffice for several months.

Moreover, PHCC has revealed that close to 30,000 citizens from Saudi Arabia, the UAE, and Bahrain, have received health care services at PHCC health centers since the blockage was imposed, indicating that primary health care centers provide services to all patients without discrimination. PHCC has served 6,195 patients from Bahrain, 2,410 from the UAE, and close to 20,000 patients from Saudi Arabia since these countries have imposed the block on Qatar. It is important to note that these patients have received the service in a natural way just as Qatari citizens have.

International Primary Health Care Conference - Qatar 2017:

PHCC held the International Primary Health Care Conference 2017 between 17-19 November 2017 with great success and very positive feedback. The conference themed “Healthier Communities, Brighter Future” was a major event for PHCC. Over 900 attendees from international and local medical universities and hospitals had attended the conference. The conference’s main objectives were to honor progress and embrace the future of primary health care in Qatar, provide a platform to share knowledge, facilitate forums to discuss best practices and underline the promotion of health and wellness by providing excellence in primary healthcare.

Track of the sessions covered the following areas:

- ... Health systems and quality management.
- ... Clinical Management and Practice.
- ... Health Promotion and Disease Prevention.
- ... Education, Training and Capacity Building.

The conference brought together inspiring speakers and experts from across the globe to share knowledge and best practice through various sessions, with the participation of 6 keynote speakers out of total 54 speakers and 4 pre-conference workshops which covered variety of topics such as Knee & Shoulder examination, Minor Surgical Skills, Cultural Competencies in Health Care and Identifying the Autistic Child in the Community.

National Primary Health Care Strategy 2013 - 2018, Highlights of 2017

Status of the 70 NPHC Strategy Recommendations including 10 QWs, and 10 Patient Pledges as of 31st December 2017

- 56%
- 20%
- 24%
- 70%
- 30%
- 20%
- 50%
- 40%

KEY
- Workstream plans are at risk of failure to deliver or there are significant number of serious risks which are unmitigated
- Workstream plans have some risk of failure or there is a small number of serious risks which are unmitigated
- Workstream plans are on track and there is small number of serious risks which are mitigated
- Workstream is completed, BAU, subsumed by a new or existing recommendation or external to PHCC
PHCC recognizes that some of its current facilities have outstretched their capabilities due to the country’s unsurpassed population growth in recent years. For this reason, the National Primary Health Care Strategy’s pledges for services that are provided in a safe and clean environment that meets the patients expectations and enhances clinical practice are being executed. PHCC has developed Corporate Priorities; a number of them are pertinent to physical environment.

14 (new & replacement) Health Centers are planned to be built in both the Metropolitan area of Doha city (where the most significant increase in population was recorded) and across the country, demonstrating recognition of need in the outskirts of Doha city. These facilities are planned to be delivered between 2017 - 2021.

All new Health Centers are bigger in size than existing ones with a wide range of clinical services in accordance to the vision of the country for the enhancement of a healthy and productive society, where self-care and awareness become a priority in the community’s conscience. In addition they are designed to cater to clinical services in parallel to empowering community’s engagement for long-term solutions and life style promotion. This vision is achieved by integrating Wellness features such as pool, gym, weight management and other new services in many of the health centers. Primary Care Walk-in-clinics, expanded Diagnostic Imaging Services as well as Family Medicine and Specialized Medical services are also provisioned in alignment with PHCC strategy.

### Operational Facilities

In 2016, PHCC opened 3 new health centers, two of which are substitutes for two existing centers, namely Rawdat Al-Khail and Umm Slal Health Centers. These centers are a distinctive example of healthcare and wellness centers, providing wellness as well as primary health care services. The third was the Al-Thumama Health Center, which is a modern addition to the PHCC’s facilities.

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing Health Centers</th>
<th>New Health Centers</th>
<th>Replaced by New Health Centers</th>
<th>Extension Building at Health Centers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>21</td>
<td>19</td>
<td>0</td>
<td>None</td>
<td>23</td>
</tr>
<tr>
<td>2015</td>
<td>20</td>
<td>21</td>
<td>1 (Al Thumama)</td>
<td>1 (Leabaib)</td>
<td>22</td>
</tr>
<tr>
<td>2016</td>
<td>20</td>
<td>22</td>
<td>2 (Al Karaana &amp; Leghwairiya)</td>
<td>2 (Al Thumama &amp; Rawdat Al Khail)</td>
<td>23</td>
</tr>
<tr>
<td>2017</td>
<td>21</td>
<td>21</td>
<td>0</td>
<td>0</td>
<td>21</td>
</tr>
</tbody>
</table>

**Health Centers**

1. Abu Baker Al Siddiq Health Center
2. Abu Nakha Health Center
3. Airport Health Center
4. Al Daayen Health Center
5. Al Jumailiya Health Center
6. Al Kaaban Health Center
7. Al Karaana Health Center
8. Al Khor Health Center
9. Al Rayyan Health Center
10. Al Shamal Health Center
11. Al Sheehaniya Health Center
12. Al Wakra Health Center
13. Gharrafat Al Rayyan Health Center
14. Leghwairiya Health Center
15. Leabaib Health Center
16. Madinat Khalifa Health Center
17. Mesaimeer Health Center
18. Omar Bin Khatab Health Center
19. Umm Ghwailina Health Center
20. Umm Slal Health Center
21. Unmm Slal Health Center
22. West Bay Health Center
23. Al Thumama Health Center

New HC replaced old one.
Became Operational Q3 2015.

New HC replaced the old Al Muntazah HC.
Became Operational Q2 2016.

New HC. Became Operational Q4 2015.

New HC replaced old one.
Became Operational Q3 2015.

New HC replaced old one.
Became Operational 2Q 2016.

New HC Became Operational 2Q 2016.

New HC. Became Operational Q4 2015.
4.2 New Facilities

The objective of the new Health Centers is to create facilities that are of outstanding architectural merit and will become clinical centers of excellence, supporting patients and their families as well as the clinical staff. PHCC strives for venues that will be Evidence-based, Purpose-built, Patient-centered, Family-oriented, Respectful to Culture, Supportive to Clinical Practice, Safe, Reliable and Sustainable.

Within year 2017, Muaither, Al Wajbah, Al Waab & Qatar University Health Centers were under rigorous construction and are currently being prepared for the planned opening in 2018.

The new Health Centers will be among the most modern and unique health centers not only in Qatar but also in the whole region. They represent the quantum leap in the level of services provided by PHCC. The centers will provide comprehensive health services such as Family Medicine clinics, Vaccination Clinic, Non-Communicable Diseases Clinic, Postnatal Clinics, Well Women and Well Baby Clinics, Smoking Cessation Clinics, Medical Commission and Travel Vaccination, Dental services, Therapeutic and Physiotherapy Clinic, early screening services for breast and Bowel cancer, as well as Laboratory, Pharmacy and Radiology services.

Muaither and Al Wajba HCs will also offer wellness services, which will focus on health promotion; this will include a gym, a swimming pool, massage room, steam room, sauna room as well as general medicine clinics and specialized clinics with the most latest medical and non-medical equipment.

<table>
<thead>
<tr>
<th>Project</th>
<th>Municipality</th>
<th>2017 Status</th>
<th>Expected Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qatar University Health Center</td>
<td>Doha</td>
<td>Construction</td>
<td>2018</td>
</tr>
<tr>
<td>Al Waab Health Center</td>
<td>Al Rayan</td>
<td>Construction</td>
<td>2018</td>
</tr>
<tr>
<td>Al Wajba Health Center</td>
<td>Al Rayan</td>
<td>Construction</td>
<td>2018</td>
</tr>
<tr>
<td>Muaither Health Center</td>
<td>Al Rayan</td>
<td>Construction</td>
<td>2018</td>
</tr>
<tr>
<td>Al Khor Health Center</td>
<td>Al Khor</td>
<td>Design</td>
<td>TBA</td>
</tr>
<tr>
<td>Al Mashaf Health Center</td>
<td>Al Wakra</td>
<td>Design</td>
<td>2021</td>
</tr>
<tr>
<td>Madinat Al Shamal Health Center</td>
<td>Al Shamal</td>
<td>Design</td>
<td>2021</td>
</tr>
<tr>
<td>South Wakra Health Center</td>
<td>Al Wakra</td>
<td>Design</td>
<td>2021</td>
</tr>
<tr>
<td>Umm Al Seneem Health Center</td>
<td>Al Rayan</td>
<td>Design</td>
<td>TBA</td>
</tr>
<tr>
<td>Al Sadd Health Center</td>
<td>Doha</td>
<td>Design</td>
<td>TBA</td>
</tr>
<tr>
<td>Nuaija (formally known as Al Hilal)</td>
<td>Doha</td>
<td>Planning</td>
<td>TBA</td>
</tr>
<tr>
<td>Al Themaid (formally known as Bani Hajer)</td>
<td>Al Rayan</td>
<td>Planning</td>
<td>TBA</td>
</tr>
<tr>
<td>Madinat Khalifa Health Center</td>
<td>Doha</td>
<td>Planning</td>
<td>TBA</td>
</tr>
<tr>
<td>Umm Ghuwailina Health Center</td>
<td>Doha</td>
<td>Planning</td>
<td>TBA</td>
</tr>
</tbody>
</table>
4.3 Capital Projects & Biomedical Engineering Services

Capital Projects - Facilities Management

Capital investment projects relevant to sustainability, safe and sound operation and amelioration of current facilities in terms of safety, applicable standards, codes and statutory regulations have been completed or are on-going. An example for these projects is West Bay Health Center extension building that was completed and became operational in 2016.

This project provided enhancement of administrative services in addition to increase of medical services such as antenatal, consultation rooms, well women, injection rooms, nursing assessment rooms, optometry, premarital clinics and ophthalmology clinic.

Since June, 2014, Primary Health Care Corporation assumed responsibility on the Facilities Maintenance Management, demonstrated in all below core functions:

- Planned Preventive Maintenance
- Response and Resolution of Corrective Actions, Urgent and Emergency Calls
- Landscape Maintenance
- Computerized Maintenance Management System (CMMS)
- Call Center
- Potable Water Testing & measures required for water enhancement
- Key management
- Support Services / Planning & Procurement

### PHCC - Health Center Capacity - Rooms

<table>
<thead>
<tr>
<th>Notes</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Purpose Consultation Rooms</td>
<td>323</td>
<td>323</td>
<td>419</td>
</tr>
<tr>
<td>Specialized Rooms (Screening/ Diagnostic Imaging i.e. Radiology X-Ray and Ultrasound)</td>
<td>50</td>
<td>50</td>
<td>70</td>
</tr>
<tr>
<td>Maternal Child Health Consultation Rooms</td>
<td>67</td>
<td>67</td>
<td>95</td>
</tr>
<tr>
<td>Dental Consultation Rooms</td>
<td>83</td>
<td>83</td>
<td>119</td>
</tr>
<tr>
<td>Other specialized rooms</td>
<td>62</td>
<td>62</td>
<td>83</td>
</tr>
<tr>
<td>Triage Rooms</td>
<td>54</td>
<td>54</td>
<td>70</td>
</tr>
<tr>
<td>Observation Rooms</td>
<td>36</td>
<td>36</td>
<td>44</td>
</tr>
<tr>
<td>Consultation Rooms</td>
<td>13</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>Treatment Rooms</td>
<td>42</td>
<td>42</td>
<td>50</td>
</tr>
</tbody>
</table>
Biomedical Engineering Services

Bio-Medical Engineering supports PHCC’s operations to provide optimum health care services by ensuring minimal downtime of medical equipment, monitoring, technology upgrading of medical equipment for enhanced clinical diagnostic capability, improved workflows and compliance to global healthcare standards on safety of patients and clinical staff.

The department is highly resourced and established with competent staff to cater for:

- Management of Medical Equipment within PHCC Portfolio.
- Medical Equipment Planning, Budgeting & Procurement.
- Acquisition, Installation, Test and Commissioning of Medical Equipment.
- Planned Preventive Maintenance of Medical Equipment.
- Response and Resolution of Corrective Actions, Urgent and Emergency Calls.
- Medical Equipment Recalls.
- Medical Equipment and Spare Parts Inventory Management.
- Medical Gases (Oxygen Cylinders) Supply Chain Management.
- Real Time Monitoring of Temperature and Humidity in the Cold Chain Environment for Management of Medications in Pharmacy and Nursing Treatment Rooms and Management of Reagents and Controls in Laboratory.
- Clinical Staff Training on Medical Equipment Functionality and Application.

The major medical equipment in the modalities of Dental, Radiology and Laboratory has substantially increased in the past couple of years.

- Dental Clinic Treatment Chairs has increased by 48% from 60 Units in 2014 to 89 Units in 2017.
- Dental Panoramic X-Ray has increased by 57% from 7 Units in 2014 to 11 Units in 2017.
- X-Ray has increased by 31% from 16 Units in 2014 to 21 Units in 2017.
- Ultrasound has increased by 65% from 20 Units in 2014 to 33 Units in 2017.
- Lab Analyzers has increased by 28% from 82 Units in 2014 to 105 Units in 2017.
- Sterilizers has increased by 21% from 72 Units in 2014 to 87 Units in 2017.

Medical Equipment Maintenance

A total of 8653 medical equipment across 23 health centers are under maintenance by highly competent staff. The department is proud to have advanced test and measuring instruments for calibration and safety analysis to ensure that the equipment adheres to international patient safety standards. Additionally, 24 / 7 uninterrupted support is provided to ensure that the clinical workflow continues, with minimum downtime time of medical equipment.

Corrective Maintenance Of Medical Equipment Installations

Major Bio-Medical Engineering Directorate Projects Executed In 2017

- Implementing National Cancer Screening Program for Bowel Cancer Screening by installing Fecal Immunochemical Test [FIT] Equipment across 23 Health Centers.
- Standardization of Laboratory Diagnostic Equipment (Hematology Analyzer-17 Units), to leverage economies of scale in operational expenses through fixed cost per reportable test model of procurement.
- Implementing National Oral Health Hygiene Program by commissioning Mobile Dental Treatment Units.
- Technology Upgradation to Digital X-Ray Radiography Systems at Al Kaaban HC and Al Shamal HC.
- Medical Equipment and Medical Furniture replacement and additions in Schools to aid School Health Program for providing the required healthcare services for children and adolescents.
Primary Health Care Achievements in 2017

5.1 Prevention and Early Detection

National Bowel and Breast Cancer Screening Programs

More than 22,000 patients have benefited from early screening services for breast and bowel cancer during 2017. We were proud to implement and operate the first population based cancer-screening program to actively call and recall participants within the GCC. ‘Screen For Life’, Qatar’s National Breast and Bowel Cancer Screening program, led by Primary Health Care Corporation, has completed their second successful year of raising breast and bowel cancer awareness in Qatar enhancing its reputation as a regional leader in cancer care. During the year, the program recorded great achievements through a wide range of lectures, community outreach programs, awareness campaigns and other activities.

This year, the program also received a prominent support from international franchise and local retail shops to the Program by placing awareness messages in its stores and having its staff wear the awareness-branded ribbons. ‘Screen For Life’ played also a prominent role in the high-profile regional conferences where PHCC shared the successful work of ‘Screen For Life’ in the First Gulf Cancer Conference. The program team also participated in Arab Health Exhibition and Congress 2017 to further spread the program message, share ideas and gather health sector updates.

Furthermore, ‘Screen For Life’ completed two successful month-long awareness drives to mark global initiatives for Bowel Cancer Awareness Month (March) and Breast Cancer Awareness Month (October). During these campaigns, the team engaged with a wide cross-section of society in Qatar by hosting awareness lectures at governmental departments, private sector entities and education institutes, implementing targeted awareness campaigns across different forms of media, and engaging communities in wide-ranging outreach programs throughout the year.

The ongoing efforts by ‘Screen For Life’ to engage communities in the program’s goals and the benefits of screening in the early detection of cancer, resulted in 12,272 ladies being screened for breast cancer at one of the three dedicated screening facilities at Al Wakra, Lekhbat and Rawdat Al Khal Health Centers, and 10,501 screenings for bowel cancer. The team delivered 24 awareness lectures during the course of 2017 attended by 864 people. The marketing team scheduled 15 visits for the Mobile Screening Unit in several locations, offering mammograms to eligible women, in addition to the presence of the Mobile Unit in different health centers throughout the year.

We plan to widen the scope of the current National Cancer Screening Program Services from Qatari nationals to the full eligible population of Qatar in 2018.

NCD SMART Clinic

The first ‘SMART’ clinic was opened at Al Wakra Health Center on 31st January 2016, targeting diabetes screening to all registered adult Qatari patients. The first step in establishing the project was to identify all those with diabetes or at risk of developing diabetes, through a combination of data analytics and a risk based screening program. Moving forward, we have started a transition to the Family Medicine Model, whereby screening services and management of patients with NCD’s will not need to go to a separate clinic as they will be seen by their own Family Physician. The SMART Check is a locally devised model of accountable care that ensures provision of comprehensive and continuous health care. It was rolled out to all PHCC Health Centers in 2017.

Autism Spectrum Disorder (ASD) Screening at Well-Baby Clinics

Autism Spectrum Disorder (ASD) is a general term for a group of complex disorders of brain development that affects social interaction and verbal and non-verbal communication skills. It is very important that autism spectrum disorder is diagnosed early in children. Studies show that the early intensive behavioral intervention improves learning, communication and social skills in young children with autism spectrum disorders.
National Policy statement for the use, management and waste control of Amalgam was finalized and approved by the Oral Health Committee. A memo from MoPH was prepared to be sent to all providers of dental and oral health explaining compliance requirements and their duties.

The National Oral Health Committee also approved the establishment of 5 national working groups who will focus on priority areas as identified for delivery in line with the approved priorities of the National Oral Health Strategy. A proposal to establish Qatar National Dental Network was reviewed and approved by Executive Board of MoPH. This will be a unique opportunity in oral health and dentistry in Qatar to show and provide a framework for collaborations to the other health service areas.

PHCC also celebrated the 8th Gulf Cooperation Council Oral Health week themed “Teeth, Health and Beauty” March 2017, to educate the community about the health problems associated with oral and dental diseases and encourage its members to adopt positive behavior for oral and dental care.

Oral Health Strategy and Beautiful Smile Project
The necessary policies and clinical guidelines of The Beautiful Smile program have been developed and approved which will provide preventive and curative services for children and adults. This program work is currently underway to introduce this program in all health centers. The recent roll out of the Beautiful Smiles at Al Thumama and Gharrafat Al Rayyan Health Centers totals the number of health centers that have implemented this service to 14.

Patients can now contact 107 hotline to book dental appointments with ease in all health centers including 4 rural areas (Al Jumailiya, Leghwairiya, Al Karaana & Al Kaaban), Qatari Dental Clinic QDC is operational and is implemented at all HC’s with system communication between HC’s and 107 including Dental weekend clinic.

In terms of the National Oral Health Strategy, and following the completion of Qatar Child Oral Health Survey clinical exam data collection 3 weeks ahead of the schedule, the data collected through self-reporting questionnaire was organized for data entry and completion is nearly 90%, with an expectation to complete this task in February 2018.

5.2 Health Promotion and Education
Health promotion activities are one of the most important responsibilities led by the World Health Organization and the Ministry of Public Health which focus on the prevention of illnesses such as cancer and heart disease through the reduction of risk factors that includes smoking, unhealthy diet, sedentary life and environmental pollution. Therefore, improving lifestyle is the ideal solution to avoid ailments and complications. Primary Health Care Corporation, as a part of the health system and as the main provider of primary health care services in Qatar should focus first on preventing diseases and health promotion. This is happening in different forms such as:

Smoking Cessation Clinics
PHCC is committed to supporting and encouraging patients to live healthier lifestyles and to be proactive about quitting smoking. Smoking cessation clinics are operational in the following 7 health centers: Al Daayen, Mesaimeer, Omar Bin Khatab, Abu Baker Al Siddiq, Rawdat Al Khail, Gharrafat Al Rayyan and Leabaib Health centers. The number of visits to these clinics reached 2,428 in 2017. Out of those visits, 154 patients were assisted into quitting smoking. Subsequently, 206 patients reported that they actually quit smoking.
Wellness Services

The vision of Wellness Services is to empower people to make positive lifestyle choices to achieve balance in physical, mental and emotional health and to support people to live longer, healthier, productive lives. It will also aim to take a whole-person and community approach to improve the health and wellbeing of the whole population. The wellness program covers universal wellness, brief interventions and healthy lifestyle service. Wellness services are provided in three levels of increasing intensity, as follows:

- **Universal Wellness Services (Level 1)** are for all PHCC service users and cover the provision of information related to the four main risk factors for ill health in Qatar.
- **Brief Interventions for Wellness (Level 2)** are provided at all health centers, by family medicine teams.
- **Healthy Lifestyle Service (Level 3)** are delivered regionally at Wellness facilities. This report gives the monthly wellness service activity and service update report. It is split into the three key areas under the wellness service.

The Wellness Program had two main work streams. Work-stream 1 focused on the longer term strategic direction and the implementation of the service specification for wellness and Work-stream 2 focused on interim solutions for running 3 wellness centers. “Leabaib, Rawdat Al Khal and Um Slal Health Centers”. The wellness services gradually started to be provided by PHCC’s in-house wellness staff staring from April 2017 with plans to phase out reliance on external providers by end of 2017.

The clinics for healthy lifestyles began and was rolled out in line with the awarding of licenses for each physician at the wellness centers. Each pilot site was tested using real staff volunteers to start with. Mesaimer, Omar Bin Khatab and Gharrafat Al Rayyan were the first to start referrals in January 2017. The automated gym referral function has been created in Cerner to allow easy referral from all health centers into the operational wellness centers. Training on using the referral system was delivered to the staff accordingly.

It is expected that the next two wellness centers will operate (Muaither & Al Wajba) in first half of 2018.

The wellness team is working collaboratively with the Physiotherapy services on managing low-back pain group sessions for physiotherapy patients. Plans are in place to start sessions by March 2018. In addition, the wellness team is working on developing procedures for the Relaxation Lounges at PHCC’s new Head Quarters in collaboration with the Occupational Health and Safety department.

School Health and Health Promoting Schools Program

The health-promoting schools program is one of the WHO initiatives that is being implemented in Qatar’s schools to constantly seek to improve and develop their physical and human capabilities to provide in (Appropriate Healthy Environment).

The initiative also aims to create a “healthy and safe school environment” in sensory, psychological and social terms, acquiring life skills and developing healthy habits for members of the school community, closer ties and cooperation between members of the school community and society, and provision of preventive and curative health services. This is implemented via school health policies and procedures that promote health-promoting behaviors such as: healthy feeding, introduce health education topics, and adhere to school security and safety procedures.

PHCC is sponsoring health promoting schools initiative because it aims to enhance students' health. The percentage of schools under the WHO health promoting schools initiative is 71% in 2017. PHCC seeks to involve more schools along the map of Qatar. The number of school nurses deployed at schools increased to 278 nurses covering a percentage of 97.4% of schools in Qatar. In addition, 90 school clinics have been linked to the e-file services in PHCC as a 3rd stage of the plan which stipulates linking the nursing clinics in all schools to the e-file service in relevant health centers. PHCC is also in the process of identifying the pathways for improving school nursing services throughout three main pathways: health promoting schools program, school-based student health survey, and improvement of school clinic services.

PHCC also organized the 7th Forum of the National Health Promoting Schools program in Leabaib and Umm Salal health centers, where 51 representatives of primary, secondary and high schools participated in this two-day school event. The main topics discussed at the forum were the identification of obstacles to overcome in the implementation of health promoting schools program, and the acquisition of knowledge on the best practices to effectively develop the program. PHCC has also honored schools that have achieved the required standards to become health-promoting schools. At a ceremony held in the presence of a number of officials from the Ministry of Public Health and the Ministry of Education and Higher Education. Schools who have achieved the Diamond level (3 schools), Bronze level (27 schools) and silver level (55 schools) have been rewarded.

Other School Health projects:

**HEAICSS Assessment Project:** Preparation phase for this project has been completed including the proposal for the pilot phase, standardized HEADSSS Assessment forms, mechanism of student’s referral and follow up, memorandum of agreement between School Health & MoEHE, establishing the Adolescent Health Team.

**Chronic Disease Care Management Project:** Approval was granted for implementation. Terms of Reference of Chronic Disease Management in Government Schools Steering Committee were completed and working group as well as the project plan were formalized.
5.3 Enhanced Primary Health Care Services

PHCC’s Family Medicine Model

Research evidence and international trends support the Family Medicine Model (FMM) as a positive way forward for redesigning services, which place the patient and family at the center of all forms of care. Implementing a Family Medicine Model approach to service delivery will result in services being provided in well integrated manner by a multidisciplinary team, with a clear relationship to the patient/family.

The future vision is no longer separate services into stand-alone clinics that are operated only at certain times within PHCC for basic and foundation primary care services. Rather, appointments for any of the foundation Health Center services can be made with a member of the health care professional team to which the patient is assigned, and can be made at any shift or day of the week when at all possible and as the schedule allows. These services can be provided within the scope of the family medicine specialist. When a patient presents for a consultation, the opportunity will be seized to provide other services they may be due for rather than having them return for another visit. This will enable an improved, standardized and coordinated approach to service delivery.

Increased emphasis will be placed on health promotion and the prevention or mitigation of chronic conditions.

PHCC have developed models of care key to the outcomes of the NPHCS and these are incorporated into the FMM method of service delivery as this is implemented. Following the completion of initial pilot at Leabab HC, the service is now applicable to all Leabab registered patients and is provided by two teams in the morning and afternoon shifts. Plans for the future implementation and rollout of the FMM are being developed across all health centers. The next batch of health centers to adopt FMM will be Al Wajba, Muaither, Al Waab and Qatar University Health Centers once opened in 2018.

Better Mental Health

The National Primary Health Care Strategy clearly states that the Primary Health Care in the State of Qatar will play a significant role in treating mental disorders and constitute the basis of mental health service delivery system. The first phase of service implementation included the design of services provided by physicians, development of clinical guidelines, advanced training, provision of drugs needed for treatment, and the establishment of joint working relationships with secondary mental healthcare providers. Mental Health Foundation training was delivered to 400 physicians whereas an Advanced Mental Health training module was developed and delivered to 61 physicians.

Psychological support services providing a stepped model of care for patients presenting mild to moderate mental health concerns. The first PHCC psychological support clinic was piloted at Rawdat Al Khail Health Center 6 months, where services was delivered in collaboration with HMC specialists as part of the joint working protocols have been established between the two corporations prior to handing over to PHCC psychologists. Phase 2 included rolling out primary healthcare teams in Leabab and Rawdat Al Khail Health Centers, which started receiving referrals from all PHCC Health Centers. This will be followed by Al Thumama; and Al Wajbah Health Center once opened early 2018.

Number of Patients Screened for Mental Health Conditions for 2017 was 18,633 patients, 5% of which were referred to Secondary Care Clinic, HMC.

PHCC has also signed a Memorandum of Understanding with the Mental Health Friends Association (Weyak) and Behavioral Health Support Center within the framework of achieving community partnerships and supporting cooperation in the fields of mental and behavioral health. The MoU aims to enhance mutual cooperation in the fields of mental and behavioral health. The MoU aims to enhance mutual cooperation in the fields of mental and behavioral health.

Enhanced Antenatal and Postnatal Care Services

The updated Antenatal package of care aims to ensure early detection of pregnancy-related complications, provide an opportunity for health promotion and education and appropriately refer cases to a higher level of care, when necessary. For low risk mothers the updated Antenatal Care service involve a set of 6 structured visits at specific gestational age, in all HCs, which will each provide opportunities for health education with the Maternal and Child Health counsellors. An improved screening package was also provided, including HIV, Hepa B, Hepa C, Syphilis & Rubella screening in addition to Hemoglobin level and fasting blood sugar. Evidence based best practice clinical guidelines have also been developed to support Antenatal Care teams in providing care to all clients receiving the services. The pregnancy notebook has also been updated following feedback received and was rolled out across all health centers. In 2017, 100% of pregnant women accessed the Antenatal Care service at least 1 time during pregnancy and received Antenatal care.

The 6-week Postnatal check service includes a physical & psychological assessment, health education and counselling on breastfeeding, nutrition, physical activity and family planning. Full roll out of the post-natal 6-week check-up was completed in Q4 2017 as compared to only 9 health centers in 2016. All HCs are now providing the service to both Qataris and non-Qataris.
5.4 Improving Access to Our Services

PHCC has achieved significant progress in improving access to its services and operations. This progress is core to the delivery of the wider primary health care strategy implementation.

The recent renovation of current health centers along with the planned increase of new health centers is one of the fundamental ways to improve access to our primary care services. This is in addition to the improvement program for health care services across PHCC’s service portfolio. This includes delivery of better services through enhanced health center governance, more efficient patient time management by introducing triage services and an enhanced appointment booking system, better front office services at health centers and a clear focus on customer services through Hayyak Customer Services program.

The Patient Portal (MyHealth) is Now Live for Patients and their Families

The Patient Portal (MyHealth) is an online secure access to patient electronic Medical Records, where patients can view their recent clinic visits, upcoming appointments, results of lab investigations, prescribed medications & treatment, allergies, medical reports, and procedures history at both PHCC & HMC. This can be done anytime, anywhere in the world through a computer, tablet, or a smart phone connected to internet.

Training sessions were already conducted at all health centers and patient enrollment has commenced. Patient Portal was also made available to PHCC HQ staff to enroll themselves and their families early. CIS/HIM conducted awareness sessions on the Portal and assisted staff in the enrollment process.

Extended Hours and Days of Operation

PHCC has extended working hours and increased working days to cover the weekends in most health centers including pharmacy, laboratory and radiology services. This leads to more flexibility and convenience for the public in benefiting from our services.

Appointment Systems and Triage

The appointment system was expanded to cover all 23 existing PHCC Health Centers in parallel to the clinical triage program. Meanwhile the 107 Hayyak call center capacity and accessibility was increased dramatically and is currently working 24/7, capable of supporting the whole of Qatar’s population in five languages, and ready to assist in terms of book, reschedule or cancel appointments, information and assistance and complaints and feedback.

Physician’s schedules are available 12 weeks in advance to enable the reception staff and 107 call center to book ahead with the patient’s preferred physician upon the patient’s convenience and book follow up appointments if required. PHCC implemented a communication plan that proactively promotes appointments over the walk-in visits.

Family Medicine Model will be rolled out to all health centers over 2018 – 2019. As part of this implementation, we are planning to conduct a holistic review of the entire process which will include: triage, appointments, clinic utilization etc.. By incentivizing appointments over walk-in, e.g. patients who attend for an appointment will see their named physician for a full 15-minute holistic assessment. We aim to increase the percentage of patients who pre-book their appointments.

To improve and complement the above, triage is now live in all health centers. As a result, patients who attend their health center without a prior appointment are seen by a physician according to clinical need, with those who are most unwell being seen first. The remaining patients may have to wait but are guaranteed to be seen on the same shift.

Referral Management Office (RMO)

PHCC Referral Management Office has been set up to substitute the legacy manual referral process. E-Referral processes play an important role in the integration of care and in relation to the successful collaboration between PHCC & HMC under the “Better Together Program”. This eliminates the delay and loss of paper referrals. This will also facilitate a clear audit trail and improved governance round patient access.

The Collaboration with HMC to move from paper to electronic referrals from Al Wakra HC to Al Wakra Hospital was launched in November 2016.

The following hospital and facilities of HMC commenced receiving electronic referrals from PHCC and accordingly all the health centers started referring electronically as scheduled for phase 1, May and June 2017.

- Al Wakra Hospital (AWH).
- Heart Hospital (HH).
- The Cuban Hospital (TCH).
- Qatar Rehabilitation Institute (QRI).
- Communicable Disease Center (CDC).

In November 2017, E-Referral phase 2 with HMC started by adding five more hospitals and facilities:

- Rumailah Hospital.
- Al Khor Hospital.
- Bone and Joint Center.
- NCCCR (Al Amal/Cancer Hospital).
- HMC Home health Service.

Another E-Referral pilot for Paediatric services with Sidra has started in December 2017 at three health centers, Al Rayyan, Umm Ghuwalina, and Gharafat Al Rayyan.

In addition to the above, there is an agreement being developed with HMC to start the Electronic Triage process. Discussions have commenced between PHCC and Sidra to being the referral process of PHCC patients to women’s Mental Health Clinic, with plans to start in February 2018.
Launching the Physiotherapy Service Clinic in Al Shamal Health Center

PHCC has launched physiotherapy services at Al Shamal HC, with the aim of early intervention in the simple cases treatment, enhance fitness, treat the pain and help in prevention. The physiotherapy clinic at Al Shamal HC will serve and receive the referrals from Al Shamal, Al Ghiwairiya and Al Ka’aban HCs. Physiotherapy clinics will initially provide services to visitors from 14 to 70 years old, on Sundays and Tuesdays for women, and Thursdays for men, from 8 am - 1 pm.

There are specific criteria to refer the patients to the physiotherapy clinics, the most important of which is clear diagnosis for the case and its medical stability. The treatment includes cases of rheumatic diseases, joints stiffness, incontinence, pain, muscle weakness, arthritis and other chronic diseases.

The service of physiotherapy clinic includes prevention of falling programs for elderly people at risk, osteoporosis education programs, self-treatment programs, breathing exercises for respiratory patients, counselling for patients with obesity, pre-diabetes symptoms, and diabetes prevention programs. Treatment at PHCC depends on identifying and improving quality of life and movement within the areas of prevention, treatment, and awareness, where medical prevention related to physiotherapy is important in terms of health awareness, especially among the elderly.

Home Care Services

We even aimed to take our services to the doors of those whom need home-care service to make sure that our services are accessible by as many as possible and to enhance our patient’s experience.

Home health care is considered to be an integral part of patient recovery and skilled multidisciplinary care delivered in the patient’s home, which may prevent forestall or limit re-admission to an inpatient setting. This year we have implemented a new model of home health service to ensure more comprehensive cover provided by a dedicated, multidisciplinary team who visit, assess and agree a care plan with the patient and family. This enhanced service was rolled out and has now been established across all 23 Health Centers. Currently the service is available for men, from 8 am - 1 pm.

In addition, an Abdominal Ultrasound Pilot project was launched initially in Rawdat Al Khail and then was expanded to include Al Shamal and Al Ghwaireya HCs with referrals to Rawdat Al Khail. PHCC recorded 4,186,266 radiology procedures in 2017 with a peak record high exceeding 10,000 reports for October 2017 for the first time ever.

In terms of pharmacy services, PHCC also took measures to maintain adequate medication levels, address any possible shortage and put a long-term plan to ensure continuous supply especially during the Blockade. In 2017, the Pharmacy Services dealt with 5,706,784 prescriptions; a 26% increase from 2016.

PHCC also continued with rollout and implementation of the Pharmacy Payment System - MyCare Billing – and achieved Go Live in the majority of the health centers. 2018 Go-Live at 8 more health centers is being planned. PHCC has launched physiotherapy services at Al Shamal HC, with the aim of early intervention in the simple cases treatment, enhance fitness, treat the pain and help in prevention. The physiotherapy clinic at Al Shamal HC will serve and receive the referrals from Al Shamal, Al Ghiwairiya and Al Ka’aban HCs. Physiotherapy clinics will initially provide services to visitors from 14 to 70 years old, on Sundays and Tuesdays for women, and Thursdays for men, from 8 am - 1 pm.

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PHCC also continued with rollout and implementation of the Pharmacy Payment System - MyCare Billing – and achieved Go Live in the majority of the health centers. 2018 Go-Live at 8 more health centers is being planned. A progress was achieved in facilitating the potential transfer of stable refill medication patients from HMC Outpatient Clinics (Cardiology, Mental Health, Dermatology, Ophthalmology) to PHCC Health Centers. Further discussions are ongoing on developing Shared Care Guidelines, updating the SLAs, and the PHCC workload.

PHCC participated and celebrated the WHO World Antibiotics Awareness Week (13-19 November 2017) through the following activities:

- Helden Antibiotics awareness workshop for 38 pharmacists & 40 nurses and other healthcare practitioners from 23 HCs.
- Shared WHO 2017 materials concerning patients and healthcare practitioners’ acknowledgment regarding rational use of antibiotics.
- Enhanced healthcare practitioners understanding of Antibiotics stewardship program.

Laboratory, Radiology and Medication Management

The internalization of laboratory tests at all HCs commenced in 2016. Expansion of lab service hours at all health centers to ensure blood collection morning and evening shifts has also now been introduced. All these measures are helping to improve patient access and turnaround time for test results. This resulted in reduced patient waiting times and improved patient experience of lab services. In 2017, PHCC has run a total of 3,041,934 compared to 3,299,399 in 2016.

New tests were added to the existing menu of tests and central labs have been assigned which means more testing can now take place within primary care and patients do not need to go to HMC for these. Lebab HC lab was the first to be activated as central lab and was followed by the Labs of Rawdat Al Khail, Al Thumama, Mesaimeer and Leghwairiya Health Centers. All lab items are closely reviewed and monitored for adequate stocks and uninterrupted supplies.

As for Radiology services, extensive work has been undertaken to revolutionize the way PHCC delivers its diagnostic imagery service; to support increasing demand on services and ensure best practice standards are utilized. We have recruited additional radiologists and collaborated with SIDRA to ensure more radiologists are available to review images and provide expert opinion to the family physicians to provide the very best care for our patients. Radiology Information System (RIS) and picture archiving and communications system (PACS) are now live in all PHCC Health Centers.

The total patients treated with Multidisciplinary Care Plan - home healthcare services for 2017 was 814 patients.
6.1 Accreditation Canada International (ACI)

Accreditation offers PHCC a framework to assess and improve the quality and safety of services. It is a tool that is aimed at enhancing effectiveness and efficiency of PHCC services ensuring patient and staff safety and putting patients and families at the center of our services.

The accreditation of PHCC by ACI provides the organization and our public with assurance that the healthcare services provided by PHCC are in line with international quality standards.

PHCC had set plans to exceed the Platinum level, and thus achieved Diamond level in the second cycle for 2017. The main five goals were set and pivoted around improved Patient Safety.

- Goal 1: Improve the referral process among healthcare providers.
- Goal 2: Improve medication safety.
- Goal 3: Enhance infection prevention and control.
- Goal 4: Improve the recognition and response to incidents and risks.
- Goal 5: Effective communication attained through the commitment and dedication of all staff to continuous improvement.

PHCC has been accredited with ACI Diamond Level without Conditions in June 2017. This indicates the commitment and dedication of PHCC and its staff toward continuous improvement and delivering internationally recognized services.

6.2 Safety at Our Premises

Safety is a top priority for us at Primary Health Care Corporation. We strive to bring everyone, staff and patients, to work together to ensure safety for all.

We recognize the importance of the wellbeing of our staff as well as our patients and have a dedicated team to ensure that Organizational Health & Safety standards are implemented and maintained in accordance with our policies.

Occupational Health and Safety department along with the Wellness team are working on developing procedures for the Relaxation Lounges at which is planned to be opened in PHCC’s new Headquarters. This initiative aims to enhance the working environment and promotes staff productivity.

This year we also continued the focus on the following initiatives including:

- Providing radiology staff with radiation measuring devices (TLDs) to ensure that they don’t get over exposed to harmful radiation and routinely carry out radiation levels assessments in all radiology areas.
- Prevention of needle-stick injuries.
- Participation in the effort led by MoPH to manage medical waste from all healthcare providers in the State of Qatar.
- Upgrade of fire safety systems across several health centers.
- Commencing with Indoor Air Quality project within the Health centers starting with pilot in Mesaimeer Health Center.
- Training of new staff/contractors on fire safety and emergency evacuation were conducted.
- Activating Workplace Violence and Harassment Group within PHCC.
- Training of First Aider within PHCC Head Quarter departments and Health Centers.

Risk Management is an integral element of ensuring safety and preserving PHCC assets. The focus for the future is to reduce uncertainty, optimize opportunities, create value and enhance learning. An Enterprise Risk Management system is used to proactively and reactively manage all incidents and risks. This provides the organization with the capacity to learn and improve continuously. The Risk Management Framework has been planned and initiated for implementation alongside Risk Register across PHCC.
We run regular safety awareness campaigns to ensure all of our staff are aware of and maintain appropriate standards of care. For example, PHCC encourages patients and their relatives to take a role in preventing health care errors by being active, engaged and involved in their own treatment. On the other hand, encourage staff to speak up, report any risks or errors and implement solutions to prevent harm to themselves, their colleagues and patients. We joined the World Health Organization’s (WHO) global annual hand hygiene awareness by launching the 8th campaign which aimed to ensure that infection control is acknowledged universally as a solid and essential basis towards patient safety and supports the reduction of health care-associated infections and their consequences. Compliance levels are regularly audited across our Health Centers with compliance rates consistently rising.

Infection Prevention and Control (IPAC) audits are being conducted periodically at all PHCC health centers to ensure the highest levels of safety are achieved while providing our services to the patients. IPAC participated with a presentation on the ‘IPAC success story in PHCC’ and was delivered during the 3rd Qatar Patient Safety Week Conference organized by MoPH in September 2017.

The Communicable Disease Control team developed Case Definition of all Communicable Diseases mentioned in MoPH forms. SOP for Electronic Notification of Communicable Disease Control were also developed aiming to roll out Electronic Notifiable Disease reporting to all centers in the near future. Currently, 7 health centers have moved to paperless electronic CDC notification forms.

6.3 Emergency and Disaster Preparedness

Primary Health Care Corporation (PHCC) Health Services are an essential part of planning and responding to emergency arrangements within Qatar ensure a consistent and integrated approach from responding agencies, whatever the emergency.

The initial PHCC Emergency and Disaster Plan was developed in 2015 to provide guidance to organizational personnel in addressing the specific needs and demands arising from a disaster and forms the foundation of the integrated corporate response of PHCC, along with allied organizations to ensure an immediate, effective and optimal response to major emergencies.

In 2016, PHCC has finalized the updated version of its Emergency and Disaster Preparedness Plan which was developed in-house, taking into consideration the global best practices and the role that the government and MoPH expects us to play in the event of a national disaster. We have arranged and conducted mandatory 30-minute Awareness sessions for all the HQ and Barwa staff starting from November 2016.

With successful conclusion of the Emergency and Disaster Preparedness Training cycle 2016-2017, the EDP Team conducted over 240 sessions during this phase, where over 90% of the health center staff and about 78% of the headquarter staff were covered. This was followed by Table-Top Exercises in all the Nodal health centers, which were also attended by HCCC members of other supporting health centers. Live drills started in February and concluded by the end of March 2017. Full-scale mass casualty simulations involving about 40 actors and Ambulance Services were planned. Detailed reports of the lessons learned in these drills will be developed as EDP Training and Drills will become a regular event, which will sustain the level of organizational preparedness at optimal levels.

6.4 Development of Evidence Based Practice and Clinical Guidelines

It is one of the key strategic initiatives of PHCC to embed Evidence Based Medicine in routine clinical practices. To doing so PHCC has taken significant initiatives by establishing the PHCC Guideline Review Committee, to review and ratify internally available best practice guidelines for local use within PHCC. Clinical guidelines on different clinical conditions are continuously reviewed and ratified and are made available for use to guide health practitioners in making clinical decisions at point of care.

Over the past four years, 73 clinical practice guidelines were developed and approved for use within PHCC. All guidelines were adapted from locally and internationally available evidence based best practice recommendations.
Clinical Audit is a quality improvement process that seeks to improve patient care and outcomes through systematic review of care against explicit criteria and the implementation of change. Aspects of structure, processes and outcomes of care are selected and systematically evaluated against explicit criteria. Where indicated changes are implemented at an individual level, team or service level and further monitoring is used to confirm improvement in healthcare delivery.

Clinical Audit is one of the seven aspects of Clinical governance to maintain and improve the quality of care PHCC provides to its patients and to ensure full accountability to patients. In response to this strategic goal, Clinical Affairs Directorate conducted 49 clinical audits over the last three years in a variety of clinical areas to determine that the care is provided in line with best practice recommendations and guidelines.

In 2017 the Clinical Affairs conducted 16 clinical audits including 8 re-audits, the recommendations on poor performance is escalated to the senior management of Operations and Clinical Affairs and further actions were taken accordingly. Following clinical areas were audited and re-audited in 2017:

- Red Flag Reporting (Radiology)
- Management of Urinary Tract Infection.
- Management of Otitis Media in Children.
- Notification of Communicable Diseases.
- Referrals and Documentation (School Health).
- Ophthalmology Internal Referrals from GP to Ophthalmology Clinic.
- Medication Dispensing.
- Management of Hypertension in Adults.
- Re-audit on Management of Dyslipidemia.
- Re-audit on Completeness of Documentation in Home Health Care Referral Form.
- Re-audit on Management of Anemia in Children (0-10yrs).
- Re-audit on Management of Asthma.
- Re-audit on Completeness of Documentation in Dental Records.
- Re-audit on CPR in PHCC.
- Re-audit on Management of Low Back Pain.
- Re-audit on Medication Reconciliation.
7.1 Our Staff

One of the most critical factors in providing high quality primary healthcare service is having a motivated, appropriately skilled and experienced team that work collaboratively and share a common goal of improving health outcomes for the patient. PHCC recognizes the importance of this strong foundation. Broadly speaking, we can divide this into three categories: recruiting new and different staff; training and developing existing staff; and promoting the Health and Safety of all our staff.

In 2017 we continued the program of recruitment to ensure the recruitment of the most appropriate candidates. We have recruited most of the key roles, many of which are for providing the clinical services including specialist doctors from a varied range of backgrounds, ensuring that our patients receive the best possible care available. We are proud and pleased to have successfully recruited staff that are committed and passionate in delivering health care services to the patient population of Qatar.

- ..... The Overall turnover rate of the Clinical Workforce marginally decreased in 2017 compared to year 2016. However, the turnover rate of Doctors Job Category (Physicians & Dentists) Decreased from 3.5% in 2016 to 2.5% in 2017.
- ..... PHCC’s overall “Clinical Workforce” increased by 11.4 % in 2017 compared to year 2016. Overall, Clinical work force at the end of 2017 was 3669.
- ..... Physician & Dentist Workforce of PHCC, increased by 16.3 % & 42.7 % respectively in 2017 compared to the year 2016.
- ..... The Employee Satisfaction Rate increased by 6% in 2017 to be 78% compared to previous survey conducted in 2014 which was 72%.

7.2 Recruitments

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7.3 Qatarization

PHCC is making every effort to attract a Qatari workforce at various career levels and increase the Qatarization rate. The corporation supports Qatar National Development Strategy in various fields. PHCC’s senior management are devoted towards creating the best job opportunities for Qatars. The main Qatarization functions were administrative functions in general and leadership positions in particular. We also provides job opportunities for qualified Qatari nationals to demonstrate their skills especially in the Health Care field, as well as training of Qatari employees and enrolling them in specialized training courses that meet the required purpose within their respective functional areas. The overall Qatarization rate in PHCC was recorded at 21% in 2017 however; PHCC achieved a Qatarization rate of 56.81% in Administrative Category in 2017 compared to 48.10% in 2016, thanks to the policies adopted by the corporation related to promotion of Qatari staff and improvement of working conditions.
7.4 Empowerment of New Qatari Joiners to PHCC in Project Management Field

A newly initiated project by the Managing Director to empower and enable Qatari joiners to PHCC in the Project Management Field. This is in compliance with the Ministry of Admin Development’s directions relevant to Qatarization and in alignment with the Corporation's needs.

The project proposal would enable Qatari Graduates to obtain a holistic approach in Project Management and enable the graduates to acquire new skills, develop existing skills and gain practical advice / knowledge to implement Project Management in the daily PHCC work environment. In addition, the graduates will be able to understand and know how to deliver projects in a coordinated, consistent and transparent manner with a good understanding of the project goals, objectives and benefits before committing significant resources, budget and time on any PHCC-led project(s).

Building upon this success, we are in the process of designing a Workforce Planning Model for PHCC and developing a Medium Term Workforce Plan. This will integrate Workforce Planning into Service specification development and Manpower Budgeting. Further, this will also ensure that we continue to recruit to meet the needs of an evolving model of Primary Care services and links to the National Workforce Plan of the State of Qatar.

7.5 Workforce Training and Development

We are committed to further strengthening the workforce of PHCC and understanding the value of continuous learning and development of our workforce. The PHCC workforce development plan focuses on how the existing workforce can deliver work in new ways, provide more services and develop new skills.

A dedicated workforce training and development team is in place to support the organization in identifying training needs and establishing high quality training and development opportunities. The focus of PHCC Workforce Training Department is to deliver ‘Excellence in Workforce’. By improving knowledge, skills, competence and embedding a learning culture, PHCC will ultimately enhance patient experience through development of emerging services and new roles to provide high quality primary health care.

The development approach has been to triangulate learning requirements with the strategic direction, professional standards, service and organizational priorities. This is to ensure a comprehensive assessment for training needs across the organization.

There have been significant achievements over the past year, supporting the National Primary Health Care Strategy (2013-2018) and National Priorities for the State of Qatar. In summary, these include:

- Ensuring that PHCC meets the Annual Practicing License for health care professionals.
- PHCC was accredited as an approved CPD Provider Organization by Qatar Council for Health Care Practitioners (QCHP), Ministry of Public Health for 3 years, which will further enhance and extend PHCC quality CPD provision for all health care professionals.
- Continuous Professional Development (CPD) was extended to include physicians, nurses, pharmacists, oral health, radiology and laboratory professional groups. These are being further extended and enhanced for other health care professional groups. Introduction of online TNA process that supports effective CPD planning for 2017 and beyond.
- BLS approval from American Heart Association (AHA) for extension of Approved Provider status for an additional two years, for delivery of BLS training through dedicated PHCC International Training Center. Further completion of monitoring phase for ACLS (awaiting formal approval announcement from AHA).
- PHCC e-Learning commitment continues with the extension of online learning provision for primary health care professionals. This includes the launch of e-Library which encompasses Up-to-Date, Lippincott, JAMA, Tailor & Francis, MTS, BMJ Learning, IHI Open School, e-Learning for Healthcare. In 2017, we saw 14,175 eLearning subscriptions and 18,375 completed eLearning modules over 10,355 learning hours.

- Qatar Council of Healthcare Practitioners (QCHP) accredited the Minor Surgery course that was developed in collaboration with Weill Cornell Medical College Qatar (WCMC). This course was delivered to physicians who will support the delivery of minor surgical primary care services to patients at PHCC health centers. This will improve patient access to minor surgery treatments locally, reducing the need for secondary care referrals. 57 physicians completed 4 courses of the minor surgical training.
- Strengthening academic partnership with national and international educational establishments. In 2016, sponsorships and scholarships were approved for 50 Qatari and Non-Qatari PHCC staff, supporting Bachelor of Nursing, Master of Nursing, Fellowships abroad, Executive MBA Abroad, and other Masters Level Programs.
- Developing Qatari nationals as per approved career plan and orientation for primary health care and workplace readiness. A new two-week Qatari Training Program was developed for newly recruited PHCC staff. Comprehensive foundation level II Skills program includes training on Microsoft Office suite and on “The Excellency in Job Performance” which consists of core training on customer service, communication skills, time management and report writing. 640 Qatari staff has completed this course in 2017.
- A “Foundation Level Medical Arabic Language Skills” was developed in collaboration with Qatari Guest Center (Part of Eid Charity, Voluntary Sector); two courses were delivered to 29 non-Arabic speaking Physicians.
- “Excellence in Effective Communication and Teamwork”, program was developed to support Accreditation Canada International (ACI) criteria. It aimed to develop non-clinical skills to clinical health care professionals via an Inter Professional Education (IPE) format and was planned for all clinical health care professionals in PHCC over a period of three years. Program commenced in 2017 with 504 health care professional participating in 15 IPE sessions.
Workforce training statistics for 2017

<table>
<thead>
<tr>
<th>Training</th>
<th>No. of Training / Conferences</th>
<th>No. of Learners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical</td>
<td>229</td>
<td>10,137</td>
</tr>
<tr>
<td>Non-Clinical</td>
<td>87</td>
<td>1,338</td>
</tr>
<tr>
<td>IAD</td>
<td>92</td>
<td>364</td>
</tr>
<tr>
<td>Official Mission: Conference</td>
<td>242</td>
<td>242</td>
</tr>
<tr>
<td>Official Mission: Training</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>643</td>
<td>12,103</td>
</tr>
</tbody>
</table>

e-Learning 2017

<table>
<thead>
<tr>
<th>Portal</th>
<th>Completed Modules</th>
<th>User Users/Logins</th>
<th>Learning Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>British Medical Journal</td>
<td>1334 Physicians and Nurses registered in BMJ Learning and BMJ Best Practice</td>
<td></td>
<td>3,000 estimated learning hours</td>
</tr>
<tr>
<td>e-Learning for Healthcare</td>
<td>2,289</td>
<td>270</td>
<td>701:30:01</td>
</tr>
<tr>
<td>Institute for Healthcare</td>
<td>18,080</td>
<td>986</td>
<td>2712:00:00</td>
</tr>
<tr>
<td>Improvements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UpToDate</td>
<td>786,222 (topic hits)</td>
<td>3,168</td>
<td>2409:36:07</td>
</tr>
<tr>
<td>Journal of American Medical</td>
<td>557 (journal hits)</td>
<td>3,168</td>
<td>189:00:00</td>
</tr>
<tr>
<td>Associations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taylor &amp; Francis</td>
<td>206 (topic hits)</td>
<td>3,168</td>
<td>69:07:07</td>
</tr>
<tr>
<td>MedTraining Laboratory</td>
<td>7,139</td>
<td>290</td>
<td>4216:30:00</td>
</tr>
<tr>
<td>Lippincott Nursing</td>
<td>56,573 (page views)</td>
<td>1,469</td>
<td>2306:00:00</td>
</tr>
<tr>
<td>MTS Lab</td>
<td>7,139</td>
<td>290</td>
<td>4216:30:00</td>
</tr>
<tr>
<td>Skill Port</td>
<td>317</td>
<td>400</td>
<td>436:00:00</td>
</tr>
</tbody>
</table>

7.6 Licensing and Revalidation

In addition to these activities, our Clinical Licensing Team has been working with our clinical staff to ensure they all can obtain the Annual Practicing License for clinical staff from Qatar Council for Health Practitioner (QCHP) of The Ministry of Public Health, Qatar. Having all clinical staff go through the process provides assurance that all PHCC clinical staff are competent and appropriately qualified and a set of clinical competencies are being developed. The table opposite shows the current status of Clinical Licenses, remaining clinical staff are under the evaluation or licensing stage. The total licensed Healthcare Practitioners as at December 2017 was 3635 (97.64%) out of 3723 clinical staff.

PHCC Clinical Staff Licensing 2015 - 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physicians</td>
<td>72.80%</td>
<td>90.92%</td>
<td>97.73%</td>
</tr>
<tr>
<td>Nursing Staff</td>
<td>70%</td>
<td>81.44%</td>
<td>98.28%</td>
</tr>
<tr>
<td>Laboratory</td>
<td>70%</td>
<td>94.74%</td>
<td>97.62%</td>
</tr>
<tr>
<td>Radiology</td>
<td>64%</td>
<td>92.31%</td>
<td>97.71%</td>
</tr>
<tr>
<td>Pharmacy Staff</td>
<td>86%</td>
<td>93.70%</td>
<td>98.52%</td>
</tr>
<tr>
<td>Dentists</td>
<td>82%</td>
<td>91.94%</td>
<td>96.59%</td>
</tr>
<tr>
<td>Dental assistants</td>
<td>81.15%</td>
<td>95.74%</td>
<td>99.30%</td>
</tr>
</tbody>
</table>

Revalidation is the process by which all licensed doctors are required to demonstrate on a regular basis that they are up to date and fit to practice in their chosen field and able to provide a good level of care. PHCC Consultants and Senior Consultants participated in the revalidation project this year which was undertaken in partnership with Medical Validation Ireland.

Each consultant’s qualifications, training and experience were benchmarked against the international standards of the Irish Training Bodies (Irish College of General Practitioners, College of Psychiatrists, Royal College of Physicians of Ireland and the Royal College of Surgeons in Ireland).

Consultants were scored in 6 categories: Qualifications and Training, Portfolio of Experience and Quality Improvement, Teaching and Training, Research and Enquiry, CME/CPD and Professional Attributes. Assessors within the relevant specialty and training body in Ireland carried out independent assessments of assigned submissions. The results of these assessments were moderated by a training body clinical lead. The results exceeded the expectations since Consultants achieved the top category distinction. The revalidation process confirms that PHCC Consultants are qualified worldwide and experienced to practice in their specialty area meeting the highest international standards.
PHCC aims to strengthen their relationship with the community by using their contribution to the decision-making process that supports PHCC’s vision in raising the awareness of various services, campaigns and events. In addition, PHCC is working collaboratively with different partners in various areas whether related to its core operation or adding value to the community. The Corporation answers questions and to respond to inquiries from the public and other entities through its participation in conferences, career fairs and media. Furthermore, PHCC holds sessions to encourage constructive dialogue which contributes to the development of the Corporation and how to improve the services to the public.

8.1 Patient Forums

3 Patient forums sessions were held in 2017 (Rawdat Al Khail, Umm Slal and Al Wakra health centers); they were pivoting around new services i.e. EMR-file system, triage and patient classification, 107 hotline, patient appointments and the consequent pros and cons, in addition to wellness center services and cancer screening services. These sessions are considered important because they reflect the voice of society and its views that are vital in visualizing the impact on public opinion and paving the way for better achievements.

8.2 Al Bidda Clinic

In 2016, PHCC signed a Memo of Understanding (MoU) with the Supreme Committee for Delivery & Legacy and successfully Launched the General Clinic at their Headquarter located in Al Bidda Tower. The clinic official opening took place in February 2017.

The Clinic deals with all emergency cases within the tower and transfers them according to their cases to HMC Emergency. It also provides assistance in some selected events organized by the Supreme Committee like awareness campaigns for Hajj and Umrah vaccination, Flu vaccination campaign, and Heat Stroke Awareness.

Operations in the clinic are running smoothly and coordination is underway with the Supreme Committee to build the new 2018 Joint Events Calendar and decide on events that will be held in the clinic like flu vaccination and smoking cessation…etc. PHCC also assigned a Dietitian in the clinic and held an awareness session under the title “Proper Nutrition” with attendance of 50 employees. Statistics for 2017 shows 593 patient visits to Al Bidda Clinic.

8.3 PHCC Health Promotion, Education Campaigns and National Events

The promotion of healthy life behaviors is one of the basic principles of the Primary Health Care Corporation and therefore has increased its promotion and education activities over the last year.

During 2017, PHCC continued emphasis on healthy lifestyle and disease prevention. Utilizing its resources and relying on the strong partnerships with various entities in Qatar, PHCC participated in a number of activities and events aimed at raising awareness among the community and highlighting disease prevention and promoting various screening services and the importance of healthy life style behaviours including sports and physical exercise.

Blood Donation Campaign

Primary Health Care Corporation launched the Blood Donation Campaign at a number of its health centers. In collaboration with Hamad Medical Corporation. This campaign was part of the Corporation’s commitment to social responsibility, following a demand from the community to improve the accessibility of blood donation facilities. The campaign, which falls under the slogan “Who saved a life” aims at raising awareness of the importance of blood donation, and increasing the blood bank in Qatar in a mission to save more lives.

Autism Awareness Month Campaign

During National Autism Awareness Month, Primary Health Care Corporation hosted a series of activities to engage the public in taking action to support people with the spectrum. In Qatar autism event at Al Shajab Arena, PHCC professionals were at hand sharing useful information and consultative advice about autism and autism-specialized services to advise the community about resources available to individuals and families living with Autism Spectrum Disorder. Lectures on autism awareness were given at Al Thumama and Rawdat Al Khail Health Centers. Furthermore, via its School Health program initiative, Primary Health Care Corporation educated students about autism.

World Mental Health Day Campaign

PHCC launched an awareness campaign under the theme of “Mental Health in the Workplace” to mark World Mental Health Day. Following the theme for 2017, attention was focused around staff to raise awareness of the importance of mental health and has conducted numerous sessions across the Health Centers to support staff. The sessions ranged from lectures, workshops, de-stress sessions, distributing brochures and presentations. PHCC was also the official sponsor of local mental health awareness event hosted by Weyak. A team of social workers from PHCC hosted a booth in Katara raising awareness by sharing educational material, engaging the public in PHCC mental health clinics services and the importance of looking after your mental health.
World Breastfeeding Week

PHCC initiates activities to mark World Breastfeeding Week. PHCC has launched a weeklong campaign aimed at creating awareness of the health benefits of breastfeeding and providing support for breastfeeding mothers across Qatar. This year the theme for World Breastfeeding Week is “Sustaining Breastfeeding Together” aiming to promote, protect and support breastfeeding mothers.

National Sport Day Celebrations

College of the North Atlantic-Qatar (CNA-Q) in partnership with Primary Health Care celebrated National Sports Day. Staff from both organizations came together to celebrate Qatar Sport Day, a demonstration of both organizations’ commitment to drive forward Qatar National Vision 2030, of which a core pillar is building a healthy, prosperous and developed community through investing in health. This also reflects the importance of further strengthening the concepts of physical activities that should become part of the community’s culture in Qatar as a whole. A medical team from PHCC was at hand providing biometric screening and medical consultations related to practicing physical activities and general advice. A number of Health Centers participated in Sports Day activities to promote a culture of regular exercise amongst the community through a variety of activities that took place under the slogan “Live Healthy”. In addition, groups of medical and nursing teams were available across the country, taking part in activities and events organized by various institutions during Sports Day. The teams provided biometrics and family physicians advice and information. These events were hosted by Supreme Judicial Council, Ministry of Administrative Development and Social Affairs and Al Kaaban Forum for girls as well as General Retirement and Insurance and Umm Slal Sports Club.

National Day Celebration

Under this year’s theme Promise of Prosperity and Glory, the corporation hosted various activities to mark the occasion, highlighting Qatar heritage and creating platforms to raise awareness of good health practice during the celebration period. Celebrations included a health awareness booth hosted in the Mall of Qatar, where members of the public were invited to engage with PHCC clinical staff. Health tips were offered and educational material were shared. Health centers across the country hosted celebratory days parallel to the main event held at the corporation’s Headquarter to honour the State of Qatar. PHCC also provided dietitian experts in partnerships with Qatar Civil Aviation Authority to raise awareness and engage the community on how to pursue an active healthy life.
PHCC Corporate Forum 2017

An annual celebration to mark the success of PHCC and an opportunity to appreciate top-achieving employees and to honor the 25 years-serving employees of PHCC. Improving internal relationships and communication. Creating a successful platform for networking and bonding time.

Other campaigns & media coverage:
- The seasonal flu vaccine campaign.
- The 7th Gulf week of “Oral Health” coverage.
- World Customer Service Week celebration.
- International Immunization Week.
- “How to keep healthy in the summer” campaign.
- International Infection & Prevention Week and Conference.
- Launching of the PHCC 8th campaign for hand hygiene.
- World Day of Family Doctor celebration.

8.4 Utilizing Media to Provide Health Education

PHCC ensures its presence in all types of media. In press, PHCC has conducted educational dialogues with Al Arab, Al Raya, Al Sharq and Al Watan newspapers. The dialogues were between the local newspapers and several doctors from PHCC to inform and educate the community about health risks such as obesity, diabetes, heart and kidney disease. The Corporation focused on important topics such as Ramadan disease and promoting a healthy diet.

The same applies to TV and radio interviews. PHCC has presented audio and video interviews with several official bodies, like Qatar Radio, Qatar TV, Al Rayyan TV, Oryx Radio, and Holy Quran Radio.

PHCC is also publishing its monthly newsletter under the name of “Reayaa” where it showcases the various achievements and events taking place every month.
9.1 Governance and Committee Structure

The Senior Management Executive Team is accountable for internal control. The Managing Director has ultimate responsibility for maintaining a sound system of internal control that supports the achievement of the organization’s policies, aims and objectives. The Managing Director is responsible for safeguarding the public funds and the organization’s assets.

This approach supports the establishment of a committee structure that ensures the implementation of the strategic plan and objectives, risk monitoring, and development of operational plans with specific performance assessment criteria ensuring implementation according to the approved timetable and budget.

The list below shows PHCC committees that directly report to the Senior Management Executive Committee:

<table>
<thead>
<tr>
<th>Committee Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenders Committee</td>
</tr>
<tr>
<td>Workforce and Human Resources</td>
</tr>
<tr>
<td>Operations Committee</td>
</tr>
<tr>
<td>Finance Committee</td>
</tr>
<tr>
<td>Research Committee</td>
</tr>
<tr>
<td>Quality and Safety Committee</td>
</tr>
<tr>
<td>Corporate Ethics Committee</td>
</tr>
<tr>
<td>Health Information Management</td>
</tr>
<tr>
<td>Clinical Affairs Committee</td>
</tr>
<tr>
<td>Disaster Preparedness Committee</td>
</tr>
<tr>
<td>Capital Projects Committee</td>
</tr>
<tr>
<td>Health Center Improvement Committee</td>
</tr>
<tr>
<td>Strategy Implementation Group</td>
</tr>
</tbody>
</table>

Internal controls

The Internal Audit function provides consultancy services to the organization. It carries out various activities to determine whether the Corporation’s controls and governance processes are adequate and functioning in a manner to ensure that risks are appropriately identified and managed to an acceptable level, significant financial and operating information is accurate, reliable, and timely, policies, procedures, standards and applicable laws are complied with, and resources are used efficiently and protected.

Corporate Governance and Compliance to Work Ethics

In support of PHCC meeting its objectives, the Corporate Governance has developed processes and policies to support the transparency in Decision Making Process to ensure there are internal controls and mechanisms in place and spreading of accountability and integrity culture. This function also focuses on providing assurance on the delivery of PHCC’s corporate goals and objectives, facilitating and coordinating the information flow into the Senior Management Team.

Moreover, PHCC has taken several procedures and measures to ensure compliance to work ethics. Some of these measures include the establishment of the Corporate Assurance & Compliance Management Office, which assures that a competent entity is in place to develop and follow up the implementation of the staff conduct standards and principles. Examples include the staff general Code of Conduct, which identifies the ethical standards expected from employees during the performance of their duties, the ability to make relevant decisions and the avoidance of inappropriate behavior. In addition, compliance to the issued internal policies for this purpose such as Bullying Harassment policy, Reporting Ethical Concerns policy, Accepting Gifts policy, Conflict of Interest policy and Patient Bill of Rights and Responsibilities.

PHCC has also developed an integral ethics framework which aims to address issues related to organizational ethics, scientific research ethics and clinical and bio-ethics. PHCC has also established business ethics in order to design a mechanism to support and upgrade the ability of staff to positively respond to ethical issues that arise while performing their daily tasks. The committee consists of departmental representatives, a number of external members and an external ethics expert in the field of healthcare to support the ethical framework inputs.

As part of the application of the ethical framework, a questionnaire was circulated to all employees to consider their views on how to apply and implement appropriate strategies and plans to improve everything we do in the corporation and how it can be done within an ethical framework.

In April 2017, training workshops were organized and attended by 400 targeted employees. The purpose of these workshops was to develop and introduce the importance of ethics at work, PHCC ethics framework, ethics committee, corporate ethics and values, code of conduct, the principles of conduct, the relevant policies, and the steps for raising ethical concerns.

9.2 Corporate Project Management

This function was created to ensure that all initiatives and projects in the organization are in line with PHCC’s vision, mission and strategic objectives. It also monitors the management and implementation of these projects in a high quality and timely manner within the approved budget and the optimal use of resources. In this context, all necessary tools and procedures are provided to standardize all projects in the corporation.

The Corporate Project Management Office (CPMO) operates at corporate level, providing support on project governance, methodology, tools and processes to ensure a central common frame of reference is built and maintained.

During 2017, PHCC invested in increasing project management capabilities and establishing a robust common project management framework whilst improving communications, visibility and stakeholder satisfaction across the entire organization. PHCC staff is a main pillar of the organization’s success, thus it is key to continue investing in their development through project management training programs for excellence for respective PHCC members, as well as a training roadmap empowering Qataris to manage projects. PHCC’s CPMO is now a member of a PMO community which is a group representing PMOs across Qatar’s healthcare sector; from PHCC, HMC and Sidra and led by the MoPH National PMO. This is to share experiences and work in a more collaborative manner to ensure better alignment and subsequently better management of programs/projects at organizational and national levels and improve programs/projects’ success rate.
10 Financial Results

Statement of Comprehensive Net Expenditure Accounts For the year 2017

<table>
<thead>
<tr>
<th>Operating Expenses</th>
<th>Notes</th>
<th>FY 2017</th>
<th>FY 2016</th>
<th>Variation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Cost</td>
<td>1.1</td>
<td>1,270</td>
<td>1,219</td>
<td>4.2%</td>
</tr>
<tr>
<td>Medicines &amp; Drugs</td>
<td>1.2</td>
<td>251</td>
<td>214</td>
<td>-17%</td>
</tr>
<tr>
<td>Fees &amp; Remunerations for Services Rendered</td>
<td>1.3</td>
<td>104</td>
<td>114</td>
<td>-9%</td>
</tr>
<tr>
<td>Rent of Housing</td>
<td>1.4</td>
<td>125</td>
<td>193</td>
<td>-35%</td>
</tr>
<tr>
<td>General &amp; Administrative</td>
<td>1.5</td>
<td>173</td>
<td>328</td>
<td>-47%</td>
</tr>
<tr>
<td>Net Operating Expenses</td>
<td>1.6</td>
<td>1,924</td>
<td>2,068</td>
<td>-7%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>2.1</td>
<td>92</td>
<td>157</td>
<td>-42%</td>
</tr>
</tbody>
</table>

Analysis of Expenditures

1. Staff Cost

Staff cost slightly increased in 2017 as compared to 2016 due to the recruitment during 2017 as well as the annual impact of 2016 new hires.

2. Medicines & Drugs

The main reasons for the increase in 2017, around 17%; as compared to 2016 are summarized hereunder:

- In 2017, patient turnover increased by 11% as compared to 2016, resulting in higher expenses of medicines & drugs.
- Payment of QR 3 million for outsourcing the wellness services in the new health centers.
- Higher prices of latest researched medicines and global inflation were also accountable for the increase of medicines and drugs expenses in 2017.

3. Fees & Remunerations for Services Rendered

Fees and Remuneration for services rendered has declined during 2017 due to the implementation of strict policies to control the discretionary cost.
4. Rent of Housing

The rent of staffs accommodations has decreased significantly in 2017 by 35% as compared to 2016 due to the following reasons:

- ...... During the year 2017, no pending rental claims have been paid in comparison to 2016, where around QR 29 million has been paid to HMC.
- ...... Better arrangement for new joiners to spend less time in hotels which resulted in spending less on rent category.

5. General & Administrative

The decrease in General & Administrative Expense by 47% is due to finalizing most of the major G&A project like CIS and ERP Implementations.

6. Capital Expenditure

Capital Expenditure has decreased by 42% in 2017 as compared to 2016 despite of the additions and replacements of medical equipment and furniture as per business requirements, the overall capital expenditures have reduced significantly since no new health center were opened in 2017.