Healthcare Management Forum **Tuesday, 24 January 2012**

LEADING STRATEGY IN HEALTHCARE

08.00 Registration And Refreshments

08.30 **Opening Remarks From The Chairman**
Philip Leonard, Leader Healthcare Advisory, **Ernst And Young,** UAE

08.35 **Opening Address**
Gary Howe, Global and EMEIA Network Leader for Healthcare, **Ernst and Young,** UAE

09.00 **Keynote Panel: Vision For The Future - Regional Government Strategies For Meeting The Changing Demand For Healthcare Services**

- What are the emerging trends in demand for healthcare services in terms of patient numbers and disease mix across the Middle East?
- How is a trend towards preventative medicine manifesting itself in the growth of primary care facilities?
- What are the key trends and priorities driving public health service planning and how is the healthcare landscape set to develop?
- How will trends in healthcare financing in the GCC develop over the coming five years?
- Will universal healthcare continue to become ever more prominent across the region and how will this impact the competitive landscape for healthcare providers?
- What can health authorities do to improve the network of healthcare services across the UAE and the GCC for maximum synergy and efficiency?
- What current and future regulatory changes will most impact the region's healthcare sector over the next five years?
- Are countries in the Middle East supporting a market driven, consumer choice healthcare system or a European style government mandated system?
- How much control do regional governments have over healthcare service pricing?

Laila Al Jassmi, CEO - Health Policy and Strategy Sector, **Dubai Health Authority**, UAE
Dr Bahaa Fateha, CEO, **National Health Regulatory Authority,** Bahrain
Dr Abdulkareem Sultan Al Olama, Executive Director, **Center for Healthcare Planning & Quality – Dubai Healthcare City,** UAE
Saif Al Nabhani, Director General of Planning, **Ministry of Health,** Oman
Led by: **H.E Dr Mohammed G.A Al Maadheed**, Director General, **Aspetar** and Vice-Chairman Executive Committee, **Supreme Council of Health**, Qatar

09.45 **Leaders Panel: The Helicopter View - Shaping The Healthcare Landscape Across The Arab World To Develop A World Class Industry To Meet The Needs Of A Modern And Growing Population**

- How will the balance of public/private healthcare develop across the Middle East over the next ten years?
- Will increasing cost pressures on healthcare providers cause an increase in consolidation in the sector?
- What impact will the introduction of mandatory insurance have on the provision of quality healthcare in the region?
- What can be done to address the challenges in attracting, retaining and developing high quality manpower in the region's healthcare sector?
- Will the current wave of healthcare infrastructure development be enough to meet the healthcare needs of the population?

Dr Jeff Staples, CEO, **Sheikh Khalifa Medical City**, UAE
Dr Kasim Ardati, CEO, **Bahrain Specialist Hospital,** Bahrain
Dr A. Marc Harrison, CEO, **Cleveland Clinic Abu Dhabi,** UAE
Marc Choufani, Senior Business Development Manager, **Mubadala Healthcare,** UAE

Led by: Engr Sobhi Batterjee, President and CEO, ***Saudi German Hospitals Group,*** UAE

10.30 Emerging Investment Trends: What Is Driving The Region's Healthcare Investors And Where Are They Identifying The Best Opportunities For ROI?

- How has the risk appetite of healthcare developers/investors developed since the economic downturn in 2008?
- What role can private equity investors play in supporting the delivery of healthcare in the region and meeting demand for undersupplied clinical services?
- Is healthcare infrastructure investment an attractive prospect for investors and why?
- What are feasibility studies for new hospital developments in the region telling us about the investment potential of healthcare infrastructure?

Faisal Juma Al Belhoul, Founder and Managing Partner, **Ithmar Capital,** UAE
Ahmed Badreldin, Senior Partner, **Abraaj Capital,** UAE
Dr Helmut Schuhsler, Chairman and CEO, **TVM Capital MENA,** UAE
Ihsan Al Marzouqi, Senior Business Development Manager**, Mubadala Healthcare,** UAE
Led by: Philip Leonard, *Leader Healthcare Advisory,* ***Ernst And Young,*** *UAE*

11.15 Networking And Refreshment Break

STRATEGIC SERVICE PLANNING AND EXECUTION

11.45 Breathing Life Into The Next Generation Of Healthcare Facilities: Critical Success Factors For The Hospital Commissioning Process

- Early planning on the commissioning process for a smooth handover from the project to operational teams
- Planning and delivering service lines that meet the needs of the community
- Establishing and embedding core management and clinical processes
- Developing and building essential relationships with partners for patient referrals and healthcare payers
- Outsourcing hospital management to third parties: the pros and cons

David Hadley, CEO, **Emirates Healthcare Limited,** UAE

12.15 Managing Change In An Ever-Changing Healthcare Environment

- What is change management?
- How do you know when change is needed?
- How do you manage change? Building momentum and communication as critical components
- How much change is too much change?
- How do you solidify the changes?

Dr Jeff Staples, CEO, **Sheikh Khalifa Medical City**, UAE

12.45 Moving With The Times: Managing And Leading Change In Healthcare Organisations

- The drivers of change – what is driving change within the region's healthcare providers?
- Why is change so tough and why do most healthcare managers resist it?
- The change leadership tasks – what makes a healthcare manager a successful change agent?
- Tools for change – case studies of successful change management in healthcare
- How did we do? – how do hospitals and clinics measure the effectiveness of change?

Benedict Stanberry, Principal Consultant, **Oliva Health,** UAE

13.15 Lunch And Networking Break

CUSTOMER SERVICE EXCELLENCE AND COMPETITIVENESS IN HEALTHCARE

14.10 Session Opening From The Chair
Dr Sanjiv Malik, Executive Director - Hospitals & Consultancy, **DM Healthcare,** UAE

14.15 Using The HCAHPS Survey Instrument To Benchmark Arabian Patient Satisfaction Rates Against US Indices

- Understanding the HCAHPS Survey Instrument and how it can be used to measure patient satisfaction rates
- Benchmarking Middle East patient satisfaction rates against US indices
- Validation of the HCAHPS survey tool in Arabic
- Interpreting and leveraging the results of patient satisfaction surveys to identify opportunities for improvement

Ramzi Abuzahrieh, Assistant Director Quality Management Department, **King Faisal Specialist Hospital and Research Centre,** KSA

14.45 Leveraging Customer Service Excellence To Build And Sustain A Leading Healthcare Brand

- How do world class healthcare brands differentiate themselves from the competition?
- Understanding the relationship between patient care and the reputation of a healthcare facility – how sensitive is this relationship?

- How can the traditional marketing mix of "price, product, place, promotion" be used to positive effect in the healthcare sector?
  Dr A. Marc Harrison, CEO, **Cleveland Clinic Abu Dhabi,** UAE

15.15 Networking And Refreshment Break

15.45 Panel: Globalisation In Healthcare: An Opportunity Or Threat For Healthcare Providers In The Arab World?

- How is globalisation impacting the competitive landscape of healthcare providers in the Middle East?
- Are doctors becoming more mobile and how does this impact the quality of care in the region?
- What are the critical success factors for building a successful business in medical tourism?
- Is there potential within the Middle East to develop a successful medical tourism business of any scale and, if so, how can it be tapped?
  Mack Banner, CEO, **Bumrungrad International Hospital**, Thailand
  Cathy Easter, CEO, **Methodist International,** USA
  Ayesha Mohammed Abdullah, Managing Director Science Clusters of TECOM Investment Business Park, **Dubai Healthcare City,** UAE

16.30 Customer Service Excellence Lessons From The Service Industry: Delivering An Exceptional Patient Experience That Sets A Healthcare Facility Apart From Its Competitors

- Understanding the impact of Customer Relationship Management (CRM) practices on patient satisfaction in Abu Dhabi's healthcare facilities
- Applying Jim Hammill's "Are You Customer Led (RUCL)?" model to evaluate two Abu Dhabi hospitals' CRM practices and their impact on patient satisfaction
- Cascading customer service and patient care values through every level of the organisation and bringing them to life
  Dr Ashraf Rashed, Corporate Quality Director, **Al Noor Hospitals Group**, UAE

17.15 Close of Forum Day One

<u>Wednesday, 25 January 2012</u>

OPERATIONAL EFFICIENCY AND PROCESS IMPROVEMENT FOR QUALITY HEALTHCARE

08.00 Registration And Refreshments

08.30 Opening Remarks From The Chairman
Benedict Stanberry, Principal Consultant, **Oliva Health**, UAE

08.45 Leaders Panel: The Growing Role Of Healthcare Insurance In The Middle East And Its Impact On Quality Of Patient Care

- What are the key challenges that healthcare providers face in delivering quality healthcare?
- Is mandatory insurance supporting the quality of care that government expects?
- What are the critical success factors for successfully operationalising the shift to mandatory insurance within healthcare providers?
- How do insurance providers rationalise the relationship between cost control and the quality of patient care?
- Are current reimbursement rates sufficient to cover the operating costs required to deliver the expected level of patient care?
- How sustainable are current levels of medical inflation?
- How can healthcare providers and insurers work together to provide education and preventative medicine to stop patients becoming ill?
- How can insurers and healthcare providers collaborate to reduce the costs of healthcare?
  Santosh Marathe, CFO, **American Hospital,** UAE
  Mark Adams, CEO, **Gulf Healthcare International**, UAE
  Osama Al Sanea, CEO and Chief of Surgery, **Royale Hayat Hospital,** Kuwait
  Dr Kassem Alom, Managing Director, **Al Noor Hospitals Group,** UAE
  S. Venkatachalam, CEO, **National Life and General,** Oman
  Led by: ***Holger Micheel-Sprenger,*** *Partner and CFO,* ***ICME Healthcare,*** *Germany*

09.30 What Happens After Quality Accreditation: Maintaining Momentum And Developing A True Performance Culture Post Accreditation

- Providing strong decision support through evidence based guidelines, pathways, key performance indicators and strategies to improve the quality of care
- Encouraging Delivery System Design for better outcomes: always multidisciplinary

- Using clinical support such as electronic medical records to improve the quality of care
- Customer care and patient centeredness: ensuring a continuous focus on patient needs to improve the quality of care
- Through continuous focus on their needs, patient centeredness is one of our aims to improve the quality of care
  Dr Nellie Shuri Boma, Chief Medical Officer, **Al Rahba Hospital,** UAE

10.00 Networking And Refreshment Break

10.30 Corniche Hospital: Leveraging Lean Concepts To Achieve Efficiency Improvements In Healthcare Operations

- Using process mapping techniques to identify operational challenges and opportunities for improving patient capacity
- Aligning purpose, people and processes across functions to improve efficiencies and drive patient satisfaction
- Establishing clear, measurable operational objectives for maximum efficiency gains
- Achieving management and employee engagement and commitment to tackle operational constraints and complexity
  Bassam Sayad, Chief Operating Officer, **Corniche Hospital**, UAE

11.00 Accreditation And Reaccreditation: Keeping Up The Momentum: The Indian Experience

- Are accreditation agencies moving with the times in developing their standards to incorporate the latest developments in quality improvement expertise?
- How far does the accreditation process preprare a hospital for continuous quality improvement post accreditation?
- What are the key challenges hospitals face in maintaining and exceeding patient expectations of quality care and how have these been overcome in the Fortis Healthcare system?
  Dr Narottam Puri, Advisor – Medical, Fortis Healthcare and Chairman, National Accreditation Board for Hospitals and Healthcare (NABH), India

11.30 Thought Leadership: New Ways To Understand, Measure And Reduce Healthcare Costs

- Do healthcare providers need to find a new way to understand and measure healthcare costs?
- Mapping the patient journey for a given cycle of care or diagnosis related group (DRG) using the 'Care Delivery Value Chain'
- Calculating the true cost of care using Time-Driven Activity-Based Costing
- Taking action: reducing healthcare costs through targeted process improvements
- Doing more: enhancing hospital revenues through improved cashflow
  Benedict Stanberry, Principal Consultant, **Oliva Health**, UAE

12.00 Lunch And Networking Break

TALENT DEVELOPMENT IN HEALTHCARE: RECRUITING AND RETAINING A WORLDCLASS WORKFORCE

13.15 Session Opening From The Chair
Dr Sanjiv Malik, Executive Director - Hospitals & Consultancy, **DM Healthcare,** UAE

13.30 Keynote Panel: The War For Talent – What Is Being Done To Build And Develop A World Class Healthcare Workforce In The Middle East?

- To what extent is the demand for high quality medical professionals being met in the region?
- How are global healthcare trends impacting the supply of doctors and nurses in the Middle East?
- How do licensing regulations impact the ability of healthcare providers to staff their practices to the standard required to deliver high quality healthcare services?
- What can be done to develop more home grown medical talent to reduce the reliance on expatriates?
- How are nationalisation initiatives impacting the ability of the region's healthcare providers to recruit qualified medical staff?
- How is the shortage of qualified medical staff affecting medical salaries in the region?
- Are there government policies and procedures that support and assist in the recruitment of medical staff from overseas or are they prohibitive?
  Cathy Easter, CEO, **Methodist International,** USA
  Osama Al Sanea, CEO and Chief of Surgery, **Royale Hayat Hospital,** Kuwait
  Roger Knight, Director of Human Resources and Training, **American Mission Hospital,** Bahrain

14.15 Bridging The Physician-Management Divide And Achieving Advanced Synergies And Efficiencies

- Understanding the goals and motivators of those who provide care and those who create the environment of care
- Creating an open and productive culture of cooperation between physicians and hospital administrators
- Best practice lessons in reducing and eliminating the physician-management divide to ensure the best possible quality of patient care
  Dr Sanjiv Malik, Executive Director - Hospitals & Consultancy, **DM Healthcare,** UAE

14.45 Networking And Refreshment Break

15.15 Repositioning Nurses As Strategic Partners In Care To Drive Patient Safety And Healthcare Provider Reputation

- Involving nurses more closely in the management of the healthcare facility
- Providing the right opportunities for the region's nurses to grow, learn and develop
- Recognising the value of nurses in providing a professional standard of healthcare
- Addressing the need for improved patient care through physician and nurse teamwork

  Gail Smith, Chief Nursing Officer, **Mafraq Hospital,** UAE
  Georges Nammour, Director of Nursing, **Aspetar Orthopaedic Sports Medicine Hospital,** Qatar
  Zulaikha Al Hosani, Assistant Director of Nursing, **Mafraq Hospital,** UAE

16.00 Earning MAGNET Status For The Accreditation Of Nurses In The Region's Hospitals

- Vision of Magnet - an international distinction
- The journey to Magnet at AUBMC
- Benefits of a Magnet facility for all stakeholders
- Impact of Magnet in the Middle East

  Dr Gladys Mouro, Former Assistant Hospital Director, **American University of Beirut Medical Center,** Lebanon

16.30 Thought Leadership: Applying Successful Retention Strategies To Create A Great Place To Work

- How do the best organisations motivate and inspire their staff and how can these lessons be applied in the healthcare sector?
- To invest or not to invest: how can the region's healthcare organisations rationalise investment in human resources development in a transitional workforce?
- Developing a sense of team work and accountability to the team in the region's hospitals
- Reconciling management styles among an international workforce for a respectful and harmonious working environment

  Marie Symons, Manager – Employee Assistance Programme, **Emirates**, UAE

17.00 Close of Forum