Objectives

• Common understanding of current state.
• Understand the projects and activities Sidra will carry out.
• Recognize all the goals that will achieve by 2024.
• Realize the strategic enablers.
How will Sidra Make a Difference...

Qatar has some distinctive health needs:

~275,000 Qatari nationals and 1.9 million non-Qataris

Population of women and children will grow from 755,000 to 802,000 by 2024

24,000 births per year and increasing at a rate of 1000 per year

Life style factors are leading to chronic conditions

High consanguinity rates increase prevalence of congenital dysmorphic and metabolic disorders

Sidra’s Contribution:
With the collaboration with others, Sidra will provide continuous care pathways and access to tertiary services in areas that are highly relevant to the needs of Qatar.
... in a Changing Environment

Population Growth

National Health Strategy

Improvement in Healthcare

Demonstrating Value for Money
Developing the Sidra 2019-2024 Strategy

Framing the Strategy
04/08/2016

Fetal Medicine Workshop
13/10/2016

Endocrinology Workshop
20/10/2016

Senior Leadership Workshop
05/10/2016

Cardiac Workshop
17/10/2016

Neuroscience Workshop
27/10/2016

07/11/2016
Developing the Sidra 2019-2024 Strategy

This strategy has been produced with the kind advice and assistance of the following individuals:
This Strategy consists of three components

The strategy is formed of three components which cover the core areas of Sidra’s capability as a future Academic Medical Center:

- Providing outstanding care – Sidra’s clinical strategy;
- Research to transform care – Sidra’s research strategy; and
- Developing Sidra’s workforce – Sidra’s education strategy
To Realize the Vision and Mission

Vision
Sidra Medical and Research Center will be a beacon of learning, discovery and exceptional care, ranked among the top academic medical centers in the world.

Mission
The Sidra mission is to provide children and women with outstanding tertiary healthcare services in an innovative and ultramodern facility specifically designed to promote healing. We will collaborate with academic partners, leading research institutions and Qatar’s health sector to train students and staff. And we will deliver leading clinical and translational research of value to the population of Qatar and the World.
Sidra Needs to Focus on a Few Priority Programs to Become Competitive in the Region

- Maternal Fetal Medicine
- Maternal Diabetes and Metabolic Syndromes
- Genetics and Genomics
3 Phase Journey

Phase 1: Building a Strong Foundation

- **Clinical**: Evidence based care to recognized international quality standards.
- **Research**: Main focus on supporting priority clinical programs. Labs accredited.
- **Education**: Following HMC/QAHS accreditation. Active CME/CPD program focused on building skills within Qatar.

Phase 2: Strengthening Services

- **Clinical**: Recognized as a regional center of excellence attracting significant proportion of out-of-country referrals.
- **Research**: Research program showing results of longitudinal genomic studies with pull through to clinical practice.
- **Education**: Sidra specialist educations programs in pediatrics will attract students from across the GCC.

Phase 3: Sustaining Excellence

- **Clinical**: Recognized internationally as a center of excellence in women’s and children's health.
- **Research**: Research delivering groundbreaking insight for leading priority programs.
- **Education**: recognized as a leading academic medical center for pediatric and maternity specialties.
Clinical Strategy: Providing Outstanding Care
Goal 1: Establish a core of excellence in providing care across all services

Excellence will require collaboration between Sidra and other healthcare providers in Qatar and abroad.
Goal 2: Accelerate the development of enhanced services in clinical priority programs through a sustained investment in resource, service development and research

**Maternal/Fetal Medicine**
Providing super specialty care for complex maternal medical conditions, obstetric complications and fetal conditions, on occasion requiring invasive fetal investigations and fetal surgery.

**Diabetes & Metabolic Disorders**
Providing a full range of endocrinology services, with a particular focus on collaboration with PHCC and HMC on the prevention and early intervention for diabetes. As well as linking to research into future treatments.

**Clinical Genetics & Genomics**
A key underpinning clinical service. Providing a range of services to diagnose, interpret and treat a range of genetic conditions, drawing on assets being developed through the Qatar Genome Project.
**Priority Program 1: Establish New Maternal Fetal Medicine Services**

Sidra’s ambition is to provide a valued and integrated maternal fetal medicine service for Qatar

- **The current situation in Qatar…**
  - Pregnant women with high risk pregnancies get diagnosed late due poor public health literacy.

- **How will Sidra contribute?**
  - Sidra will develop the capabilities to fill the existing gap in MFM.
  - Working collaboratively with HMC and PHCC, Sidra will be the referral center for fetal complications in Qatar.
Priority Program 2: Develop Child and Maternal Diabetes and Metabolic Syndromes Services

By 2024 Sidra will be seen nationally as a leader in the delivery of diabetes and metabolic services.

- **The current situation in Qatar...**

  Diabetes is a leading cause of morbidity and mortality in Qatar and is one of the most significant health challenges the country faces.

- **How will Sidra contribute?**

  Sidra will offer enhanced diabetes services with a strong link to research to advance understanding of the causes, risks factors, and prevention strategies.
**Priority Program 3: Grow Qatar’s Genetics and Genomics Services**

Sidra’s ambition is to grow the nation’s genetic and genomic services

- **The current situation in Qatar…**

  Qatar has raised prevalence of metabolic and dysmorphic genetic conditions linked to high rates of consanguinity and advanced maternal age.

- **How will Sidra contribute?**

  Sidra will provide enhanced services to meet high levels of demand with its on site laboratory facilities, patients will receive more timely diagnostic results compared to the current system where testing is sent overseas.
Research Strategy:
Research to Transform Care
Goal 3: Develop a National Resource of Genomic Information on the Population of Qatar to Further Research that Improves Health in Qatar and the Region.

There is an opportunity to invest for significant future benefit

- Sidra has been established as a hub for biomedical research in Qatar, and its laboratories are an important national asset.
- Sidra is involved in a number of collaborative endeavors around genomics with a variety of academic and research institutions.
Goal 4: Establish a Strong, Clinically Led Biomedical Research Program with Significant National Relevance

Investment in research will significantly reinforce the development of Sidra’s clinical capabilities and help to build Qatar’s scientific expertise and resources, leading to better health outcomes for the population and growth in international recognition.

- The biomedical research program will improve the understanding of population health needs, discover the mechanisms of disease and develop new treatments.
- Sidra is distinctive in two respects – its scope of services and its research capability.
- Sidra’s biomedical research capability is focused on advancing the understanding of epidemiology and mechanisms of diseases, developing preventive, diagnostic and therapeutic tools, and improving health outcomes.
Education Strategy: Developing Sidra’s Workforce
Goal 5: Achieve Accreditations for Delivering High Quality Clinical Education

Sidra will aim to achieve accreditation for medical education. This will ensure that the quality of medical education meets or exceeds international standards.

Develop Partnerships with:

- University of Calgary
- University of Weill Cornell
- Qatar University
- Other Educational Providers
Goal 6: Maintain Excellence in Clinical Care Through Outstanding Medical and Professional Training

Sidra’s ambition is to deliver an ambitious CME/CPD program in pediatric and maternal healthcare.

Sidra can play a role in delivering high quality CME/CPD to the wider system:

- Sidra is well positioned with its CME/CPD programs and has successfully worked with Qatar Council for Healthcare Practitioners (QCHP).
- The People and Education Committee are working towards gaining Joint Accreditation Council accreditation for Continuing Medical Education (ACCME).
- Work is already underway to gain thcare (SSH) by 2020/2021 following JCI accreditation.
Developing Capability and Sustainability
Goal 7: Become an Employer of Choice for all Staff by Offering Rewarding Careers

Sidra’s ambition is to develop a strong and effective workforce that has the right capacity and skill-mix, and encourages a culture of continuous development.

- Defining performance expectations
- Supporting the development of a national workforce
- Creating attractive opportunities to encourage workforce stability
- Promoting team working to promote quality and support sustainability
Goal 8: Develop Strong Leadership Capability

Sidra’s ambition is to develop a strong, capable and sustainable management and leadership team to effectively and efficiently support the implementation of the strategy and delivery of business as usual services.

- Identification of the required leadership capacity and capabilities at every organizational level.
- Developing leadership competence and skills through personalized, focused training opportunities.
- Investing in future leaders through robust succession planning.
- Leadership engagement to foster a motivated and engaged workforce.
- Promoting a culture of innovation in leadership which inspires change and improvement.
- Defining organizational governance, reporting and escalation processes.
Goal 9: Secure System Wide Agreement on the Strategy for Pediatric and Maternity Services in Qatar

- Sidra will collaborate with partners to facilitate the development of national strategies for women’s and children’s services.

- Sidra BOG will have an important role to play in shaping future policy by establishing an evidence based case for change and supporting action.
Goal 10: Secure Financial Sustainability

Sidra’s ambition is to secure financial sustainability by demonstrating value and exploiting revenue generating opportunities.

- As a private, not for profit institution, Sidra intends to bill for services provided and will secure funding to cover its operation for the first five years.

- The National Health Strategy has set out plans to introduce a national health insurance scheme.
Goal 11: Build Capability by Establishing International Strategic Partnerships

Sidra’s ambition is to accelerate the development of clinical, education and research capabilities by establishing up to 3 strategic partnerships with leading international hospitals for women’s and children’s services.

International strategic partnerships provide opportunities for Sidra to:

• Develop the capability to deliver,
• Provide resilience for services
• Agree preferred partners for services that won’t ever be provided at Sidra.
Strategic Enablers to Enable the Delivery of the Strategy

- Providing a High Quality Patient Experience
- Promoting Quality and Patient Safety
- Commercial Strategy
- eHealth and IT
- Innovation
- Using Benchmarks to Drive Improvements
- Recruiting and Retaining the Best Staff
- Monitoring and Evaluation Mechanisms