

ssmc مدينة الشيخ شخبوط الطبية
Sheikh Shakhbout Medical City

In partnership with مع الشراكة



2022

ANNUAL REPORT





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Message from the Chairman

2022 was a successful year of value-driven action and delivering meaningful impact at SSMC. I am incredibly proud of the team's achievements over the last 12 months. Through the implementation of our transformational SSMC Forward plan, we have continued to strengthen and expand our capability to offer integrated complex care services to thousands of patients.

Since the establishment of SSMC in 2019, we have not wavered from our mission of delivering holistic, transformational health care solutions that exceed expectations and generate loyalty in the UAE and beyond. One of the priorities of the Abu Dhabi government is to provide world-class integrated and outstanding health care services to UAE citizens and residents. SSMC's achievements in 2022 further lend credence to the government's contribution to achieving this goal and elevating Abu Dhabi's position as the region's leading health care destination for life sciences, medical tourism and innovation.

During the year, SSMC grew its capabilities through the engagement of world-class medical personnel, collaborations with leading health sector partners and the deployment of cutting-edge procedures.

Our ability to deliver innovative and patient-centered care over the past year leverages on our unique model of care built on the three shields of practice, research and education. Each of these shields witnessed remarkable growth in 2022, in alignment with our values of respect, integrity, compassion, healing - care, teamwork - together, innovation, excellence and stewardship. These values are embodied in everything that we do to meet and exceed the needs of our patients.

I wholeheartedly commend our staff for their unwavering commitment to our core values and for being the drivers of progress, guiding SSMC toward our shared ambition of becoming a premier Destination Medical Center.

As we continue to power on toward this goal, we remain grateful for the support of the UAE government and continue to be aligned with its vision and that of Abu Dhabi's Department of Health. We have demonstrated our capacity to solve some of the most complex health care issues in the UAE and the region. As we look forward into the future, I am convinced that SSMC will continue to play a pivotal role in advancing Abu Dhabi's health care agenda and achieve our goal of becoming a Destination Medical Center.

H.E. Salem Rashed Al Nuaimi

Chairman of the Board of Directors
Sheikh Shakhbout Medical City LLC



Message from the CEO

2022 was the first year of accelerated and steadfast advancement on our journey toward becoming a Destination Medical Center for the care of the most complex and seriously ill patients. We are immensely proud of every member of the SSMC team and their commitment to our mission. We deeply appreciate their contributions to improving the care, safety and experience of our patients and their shared ownership of the outstanding achievements. Our staff executed very well on SSMC's strategic plan, vision and 2022 priorities driven by our values, culture of connectivity, unique governance and model of care that are the foundational elements for successfully achieving our mission together.

Through the execution of the 2022 priorities, we are thrilled and proud to have witnessed steady growth and progress in our operation and service delivery while enhancing our complex care capabilities, continuing to build the education and research shields, developing our people and remaining fiscally responsible to achieve financial sustainability.

During the year, SSMC attracted 669 new diversified skilled talent to our teams, which further enhanced our ability to deliver complex care with the best services and outcomes. We recorded a 4.01 (of 5) staff engagement score, which is higher than the Abu Dhabi health care average of 3.85.

One of the main success stories of 2022 was the launch of SSMC Forward, a program set to engage front-line staff, providing them with tools, expert advice and guidance and empowering them to transform operations and enhance overall patient services using the power of connectivity in a learning environment. Through the efforts of our staff, outpatient satisfaction rose from 60% in 2020 to 65% in 2022 and inpatient satisfaction rates increased from 67% to 72% over the same period.

Among the capabilities added to our service portfolio were SSMC's neuro-interventional radiology suite and inpatient stroke unit, which provides timely treatment to stroke patients. Additionally, we launched a dedicated health clinic for executive, royal and international patients and developed a multispecialty robotic surgery program. In 2022, we completed the preparation of the bone marrow transplant program

alongside the addition of SSMC's stem cell laboratory and extracorporeal photopheresis therapy. Several other projects were successfully completed to improve access and optimize services to meet the needs of our patients. In recognition of our commitment to the continuous delivery of quality and trusted care, we successfully achieved the Joint Commission International accreditation with no high risk or system deficiencies identified. This was a major milestone on our journey toward 'magnet' designation.

Aiming to become a premier academic medical center, we were thrilled to observe a significant increase in the number of learners, 513 in all categories, who made SSMC their educational hub. The growing number of medical students (160 from three universities), graduate medical education accredited programs (an increase from 6 to 12 programs) and the 134 Continuing Medical Education activities is a testament of the importance of SSMC's investment in enhancing medical education and driving workforce sustainability from within. Furthermore, our research efforts have continued to grow with an increase in the number of clinical trials conducted and resulting publications. Several disease registries were also launched to track patient outcomes. Bringing innovative diagnostics such as AI-guided colonoscopy, point of care ultrasound and treatments such as minimally invasive CT-guided knee replacement are few of the successes in 2022 that our team is very proud of.

As we continued to execute our strategic priorities in 2022, with a focus on patient experience and trusted quality, we have witnessed an increased number of people seeking care at SSMC. By the end of 2022, we were touching the lives of more than 2,300 patients every weekday across our campus. These remarkable achievements would not have been possible without effective collaborations with the Department of Health, SEHA and Mayo Clinic through in-person engagements and enhanced digital capabilities.

During the coming year, our focus will remain on stabilizing operations while we continue to enhance the health and well-being of our committed staff. We will continue to show unyielding commitment and focus toward improving our service delivery and quality and remain on the path toward becoming a category-of-one academic medical center.

Dr. Naser Ammash

Chief Executive Officer
Sheikh Shakhbout Medical City LLC



Who we are

Sheikh Shakhbout Medical City (SSMC) was founded in 2019 and has grown to become one of the largest tertiary hospitals in the United Arab Emirates (UAE). It was established as part of the Abu Dhabi Economic Vision 2030 to elevate health care services in the emirate. Since its inception, SSMC has continued to affirm its position as a national and regional center of excellence in health care delivery. Our vision is to become the preferred health care destination for the care of complex, serious and rare diseases.

Our focus at SSMC is to deliver integrated human-centric and trusted quality care to patients, supported by teams of internationally trained expert caregivers supported by the latest medical technology in a state-of-the-art facility. We provide access to specialist treatments and advanced diagnostics, enabling our teams to find definitive solutions to patients' needs while promoting comprehensive interdisciplinary learning that enhances our care delivery.

Guided by our primary value of putting the needs of the patient first, SSMC remains committed to continuous assessment of the evolving health care needs of the community today, tomorrow and well into the future.



Hospital capacity



487

Beds



162

Outpatient clinics



55

Emergency rooms



135

Critical care beds



26

Neonatal intensive care units



18

Operating theatres



15

Burn center beds



9

Delivery rooms



Partnering for success: SEHA and Mayo Clinic

SSMC is a private-public partnership between Abu Dhabi Health Services Company (SEHA) and Mayo Clinic, with a focus on providing integrated health care to patients with serious and complex illnesses. The partnership leverages SEHA's deep experience, legacy and leadership in the UAE health care landscape and Mayo Clinic's category-of-one position in service excellence and expertise aided by the interlocked disciplines of practice, education and research.

SSMC's values are based on SEHA and Mayo Clinic's values of respect, integrity, compassion, healing - care, teamwork - together, innovation, excellence and stewardship.

The relentless commitment to these values is the foundation that guides our SSMC staff in their remarkable efforts in keeping the focus on the patient and delivering high-quality and trusted care with a human touch.

With a continuous drive to integrate within the Abu Dhabi health care ecosystem, building strong relationships externally and internally, learning how to optimize patient experience, enhance quality with improving outcome, SSMC is on the path to becoming a Destination Medical Center, supported by its three growing shields of practice, education and research. This is part of the value proposition SSMC brings to Abu Dhabi.

SEHA: Ambulatory Healthcare Services

In line with our efforts to create strategic partnerships across the emirate and the nation, SSMC works in partnership with SEHA's Ambulatory Healthcare Services (AHS).

Through the partnership, AHS referred 11,680 patients requiring specialized clinical expertise and services to SSMC in 2022, while we referred 2,913 patients with chronic but stable health needs to AHS.

This collaborative, patient-centered approach enables patients to receive the right care by the right team of care providers at the right time and, hereby, providing a safe, high-quality and specialty-specific continuum of care that offers the best patient outcomes, experience and satisfaction.



Mission, vision and primary value



Mission

SSMC delivers holistic, transformational health care solutions that exceed expectations and generate loyalty in the Emirates and beyond



Vision

To be the leading integrated health care destination in the region



Primary value

The needs of the patient come first

Leadership team



Naser Ammash, M.D.
Chief Executive Officer



Michael Ryan
Chief Administrative
Officer



Matthew Gettman, M.D.
Chief Medical Officer



Abba Zubair, M.D.
Dean of Education



Shahrukh Hashmi M.D.
Acting Medical Director
of Research



Sultan Al Nuaimi
Senior Human Resources
Director



Stacey Jones
Chief Operating Officer



Carolyn Millward
Chief Financial Officer



**Zulaikha Al Hosani,
R.N., E.M.H.C.A.**
Chief Nursing Officer



Celine Assaf Khabbaz
General Counsel



Julie Ann Somheil
Senior Nurse
Administrator



Eric Nelson
Associate Administrator



**Abdulqader Almessabi,
M.D.**
Deputy Chief Medical
Officer



Ateq Al Messabi, M.D.
Deputy Chief Medical
Officer



Deanne Kashiwagi, M.D.
Deputy Chief Medical
Officer



Dany Badreddine
Associate Administrator



Kanika Khanna
Associate Administrator



Positioning SSMC to shape the future of health care in the region and globally

As the world recovers from the COVID-19 pandemic, there has been increased awareness and attention to health care. With the drive to control infectious diseases and prevent future pandemics, the health care sector has witnessed a government-facilitated and unparalleled accelerated wave of digital transformation and innovations driven by needs, partnerships, big data analytics and artificial intelligence (AI).

As the world continues to innovate and new technologies emerge, health care providers need to harness the immense potential of data to improve quality of care. This is why technology in health care service delivery has been a key pillar of SSMC's growth. At the start of 2022, SSMC leadership incorporated differentiated facilities and technologies as a building block of the vision toward becoming a Destination Medical Center. During the year, the hospital expanded its robotic surgery program to include general surgery and gynecologic surgery. This complements ongoing robotics work in urology and colorectal surgery. The new program leverages advances in robotics to provide quality surgical care that is less invasive, reduces the risk of blood loss and pain and helps patients recover more quickly. The number of robotic surgeries rose from 20 cases in 2021 to 90 cases in 2022.

AI is one of the technologies that holds the most promise for health care. It helps providers improve diagnostic accuracy with less need for invasive procedures. Throughout 2022, SSMC continued to incorporate AI in care delivery by becoming the first hospital in the Middle East to launch an academy for upskilling medical practitioners using the AI-guided point-of-care ultrasound (POCUS) device. Another 2022 innovation at SSMC was the introduction of AI-guided colonoscopy to detect smaller polyps that otherwise will be not visible. In addition, SSMC was the gold winner of the Patient Safety Award, which recognized the use of advanced health care technology in improving care in patients who are at risk of developing acute kidney injury.

SSMC will remain focused on maximizing the benefits of technology to optimize care delivery for patients in the region. With a deep understanding of the forces shaping health care, SSMC will continue in 2023 to invest in state-of-the-art technologies to meet ever-evolving patient needs and find solutions to patients' unmet medical challenges.

2022: A year in review

SSMC Forward, a three-year program aimed at accelerating our journey toward a Destination Medical Center, launched. The program's portfolio of more than 50 projects is focused on transforming patient care to enhance person-centered care improving core processes and capabilities and building a more supportive culture through teamwork.

January

February

Accreditation by the Joint Commission International (JCI) received.

Rare case of complex congenital hyper-insulinemic hypoglycemia in a four-month-old baby treated.

March

April

Interventional Neuroradiology Division launched, featuring a new state-of-the-art integrated set-up, the Biplane Angio Suite, which allows multidisciplinary teams to diagnose and treat ischemic strokes.

Ramadan late night clinics initiated to improve access.

First awake craniotomy performed by a multidisciplinary team, composed of a consultant neurosurgeon, anesthetist, neurophysiologist and nursing staff, using a unique advanced neuro-monitoring and brain mapping technique to preserve the patient's brain functions.

May

June

High-risk, complex oral maxillofacial surgery was successfully performed on a patient with a recurring tumor identified as a malignant acinic cell carcinoma, reconstructing her neck.

Launch of dedicated inpatient stroke unit.

Abu Dhabi's first Zenker's peroral endoscopic myotomy (Z-POEM) procedure was conducted to treat Zenker's diverticulum, a rare condition.

July

August

First gynecological robotic surgery was performed, making SSMC the first hospital in Abu Dhabi to offer this type of procedure. This follows the expansion of SSMC's robotic surgery services capabilities.

The new Apheresis Unit – the latest transfusion medicine service and one of its kind in the UAE – welcomed its first patients.

September

October

Launch of "Your Health Deserves" campaign to spread awareness about the importance of regular screening for the early detection and prevention of breast cancer.

Executive and International Clinic inaugurated, offering services to royal, international and executive patients in Abu Dhabi and beyond.

November

Launch of the psychiatry service line.

Organized the 2nd Annual Complex Care Conference at SSMC, which attracted 1,200 participants and maintained a high-profile SSMC presence at the World Hospital Congress in Dubai and the 3rd Annual Patient Experience Excellence Conference in Saudi Arabia.

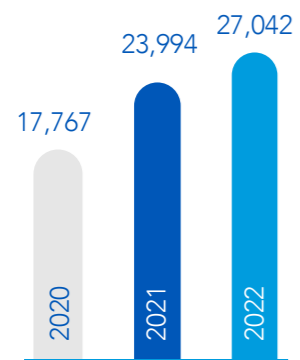
December

Number of safety events requiring additional treatment decreased by 38% from the third quarter to the fourth quarter of 2022. The door-to-doctor time in the Emergency Department improved by 240% and wait times between surgical cases reduced by half.

15 successful audits by the Department of Health - Abu Dhabi conducted.

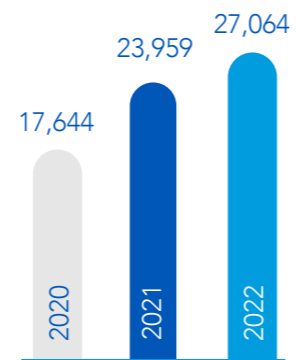
Year-end statistics: Growing by the numbers

Patient admissions



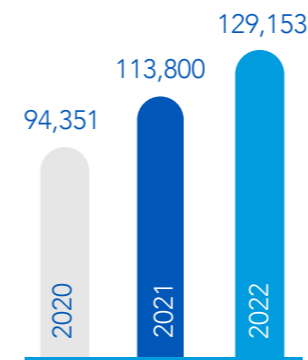
12.7% YoY increase in inpatient admissions (2021 to 2022)

Inpatient discharges



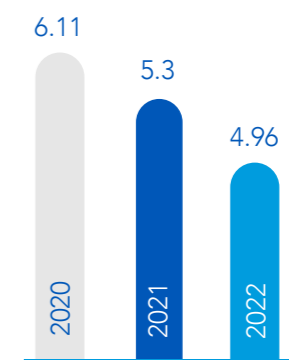
13.0% YoY increase in inpatient discharges (2021 to 2022)

ED visits



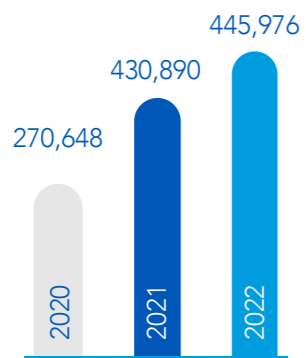
13.5% YoY increase in ED visits (2021 to 2022)

Length of stay



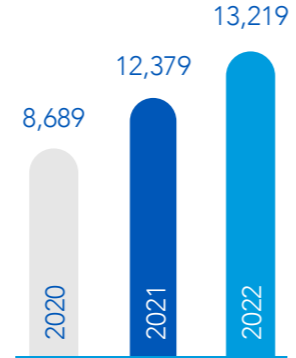
6.4% YoY reduction in average hospital length of stay (2021 to 2022)

Outpatient visits



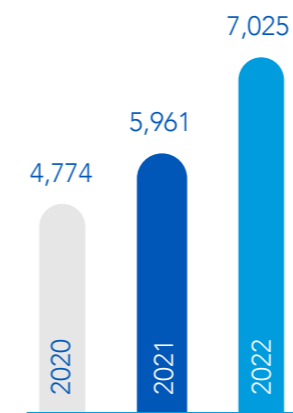
3.5% YoY increase in outpatient visits (2021 to 2022)

Total surgeries



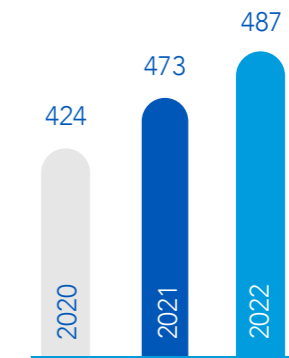
6.8% YoY increase in total surgeries (2021 to 2022)

Emergency surgeries



17.8% YoY increase in emergency surgeries (2021 to 2022)

Operational beds



3% YoY increase in the number of operational beds (2021 to 2022)

What makes us different: A unique model of care supported by the three shields

SSMC's core mission is to deliver holistic, transformational health care solutions that exceed expectations. The achievement of this mission is made possible by a unique model of care built on three interlocked disciplines of practice, education and research.



Practice

Ensures that the health care services SSMC provides to the community in prevention, early and accurate diagnosis and treatment are comprehensive and in line with the latest international standards and Mayo Clinic's best practices.



Education

Ensures that SSMC is well positioned to provide the highest quality of medical education, training, coaching and mentoring to current and future workforce and health care professionals. This enhances the organization's ability to deliver world-class service and improve patient outcomes well into the future.



Research

Ensures the advancement of knowledge, discoveries and innovations in health care through collaboration, teamwork and partnerships. This facilitates the development of new methodologies, treatments and technologies tailored to address unmet patient needs.



Transforming services across the continuum of care

The SSMC Forward Program was initiated at the beginning of 2022 aimed at driving the transformation necessary to achieve the vision of becoming a Destination Medical Center. The program brings about crucial improvements in our core business processes, enhances data and digital capabilities and fosters a high-performance culture needed for exceptional service delivery.

SSMC Forward Program concentrates on four key areas: transforming the patient journey, refining core processes, enhancing data outcomes and cultivating a problem-solving culture. Within the first area, we implemented interventions in the outpatient unit, emergency department, inpatient units, surgical procedures and the overall patient experience at SSMC. These measures are expected to reduce wait times, expand appointment availability, shorten lengths of stay, facilitate timely discharges and ultimately improve patient satisfaction.

The second component focuses on optimizing core processes in patient access, information management, financial performance, nursing and overall service quality. As a result, we anticipate increased patient satisfaction scores for both nursing and inpatient care. The third component is the implementation of business intelligence, data science and data-driven performance management, aimed at leveraging advanced analytics, self-service reporting and enhanced data governance to drive better decision-making, clinical outcomes and operational efficiency across the organization.

By integrating the Data Office's robust analytics capabilities, we aim to empower staff with actionable insights, streamline data-driven processes and foster a culture of collaboration and continuous improvement. This approach will support the practices as well as project teams in executing the organization's strategic priorities and initiatives.

The final component of the transformation involves organizing various training, educational and coaching sessions throughout the year to promote a supportive culture and build internal capacity for transformation and continuous improvement. In 2022, the SSMC Forward Program introduced a front-line culture development and continuous improvement system called 'Daily Teams' into eight clinical units. Outcomes from this initiative included a 15-20% improvement in staff engagement scores, along with significant improvements in unit performance indicators, including but not limited to: length of stay, procedural start times and an assortment of quality indicators.

The SSMC Forward Program serves as an essential catalyst for ongoing improvement. Through dedicated efforts, resource allocation and collaborative teamwork, SSMC is on track to achieve its mission of becoming the premier health care destination in the region.

Key outcomes achieved via the SSMC Forward program

Improved staff engagement

20% increase in front line staff engagement

Reduced outpatient no-show

30% reduction in outpatient no-show

Increased operating room capacity

50% reduction in OR wait times between cases

Reduced outpatient registration time

39% reduction in outpatient registration time

Shorter ED waiting time

20% reduction in overall ED wait times; 240% improvement in door-to-doctor time



Implementation of SSMC Forward's nursing transformational project: The Nursing Model of Care

The Nursing Model of Care (NMoC) was initiated in 2022 as part of the transformation projects under the SSMC Forward plan. It is a framework that nurses in the hospital follow when delivering care based on theory and best practices. The conceptualization of the NMoC followed several consultations and thorough analysis of who nurses are, what they do and how they work.

Developed for nurses, by nurses, the model of care is built around four key pillars: person-centered care, team-based care, trusted quality care and value-added care.

Person-centered care puts the emphasis of service delivery on the patient. At SSMC, nurses care for patients (and their families) in ways that are meaningful and valuable to each individual patient. Relying on core elements of the overall SSMC culture, nurses listen to, inform and involve patients in their care with respect and dignity. They initiate and build a therapeutic nurse-patient relationship on a platform of mutual trust and respect.

The approach to team-based care is defined by how nurses communicate with one another, lead teams, show support and remain aware of how they are working together to foster collegial, integrated, multispecialty teamwork. Nurses at SSMC work collaboratively, share responsibility and leverage on the unique competencies of each member of staff.

The third pillar – trusted quality care – drives the delivery of the best possible care to all patients and their carers. At SSMC, every nurse focuses on offering care that is safe, measured and tailored to the specific needs of the patient. They ensure that they are compassionate in the delivery of patient care.

Finally, value-added care emphasizes crucial concepts such as lean management, operational efficiency, environmental safety and documentation optimization; all of which create better value for patients.

In 2022, orientation sessions to onboard in-house nursing staff on the new model of care were delivered. Other methods deployed as part of the training and education phase included online reading and face-to-face workshops.

With improved understanding, nurses are well integrated into the high standards and unique work environment of SSMC and are better equipped to provide an unparalleled patient experience.

Nursing Model of Care



Person-centered care



Team-based



Trusted quality care



Value-added



Access optimization: Improving patient access to quality care

Improving overall patient experience was one of our key priorities for 2022. Throughout the year, staff at SSMC continued to implement new initiatives and techniques to improve patient journey and satisfaction. One of these was access optimization, which aimed to improve appointment attendance and clinic time utilization and reduce no show rates.

Following the SSMC project lifecycle methodology, the team conducted a root cause analysis which identified more than 70 areas where access-related patient experience and satisfaction could be enhanced. The project resulted in improving the no-show rate from 38% in January 2022 to 28% in December 2022, as well as increasing available appointment capacity by 10%.



Notable access optimization initiatives

Standardized communication

The patient access team rolled out enhanced empathy statements and standardized scripts and processes to improve communication.

WhatsApp reminder messages

An interactive reminder system integrated with the patients' medical record, allows for automatic reminder messages to patients 48 hours prior to their scheduled appointment date. The system allows patients to select appropriate actions in response to their upcoming appointments.

Checkout desks

The team implemented a centralized scheduling checkout desk model to facilitate face-to-face communication to directly discuss future appointment details with patients and improve staff productivity by reducing the time spent calling patients post-visit to schedule appointments, all of which result in a better patient experience.

Desk operations

Two main initiatives were launched in November 2022 to reduce outpatient registration service time. Dedicated registration desks for checking in patients were set up for quicker response and improved patient satisfaction. In addition, dedicated staff were deployed to each clinic to facilitate and rapidly respond to any inquiries about the process of patient registration.

Patient education

Educational materials were created and displayed on television screens in waiting areas to encourage patient involvement in their treatment journey and remind them to reschedule their appointments should they not be able to attend.

Service transformation for a better patient experience

The experience of patients at SSMC extends beyond their interactions with the medical and nursing care teams. There are several critical services operating behind the scenes, which impact patient experience.

From the front desk to appointment scheduling, care coordination, facility management and security every SSMC employee plays a role in the experience of our patients. In 2022, there were several transformational changes across different services within SSMC.

Facilities Management Department

SSMC made great strides in its mid-term campus expansion plans set to take place over two stages as part of the joint venture agreement with Mayo Clinic and SEHA.

Key milestones achieved in 2022 within this first phase include the completion of the pre-concept master plan and financial feasibility assessment. Additionally, approval to proceed with the design phase of our upcoming strategic expansion projects was received.

All expansion projects were managed by the facilities team, ensuring full compliance with all relevant laws and regulations and energy-efficient solutions were implemented to minimize costs and environmental impact. Through constant monitoring and preventive maintenance, the department achieved a 98% average uptime across all buildings and facilities.

Furthermore, several key facility projects were implemented in 2022 across the SSMC campus. These included the Interventional Neuroradiology Suite, Stem Cell Laboratory, Executive and VIP Health Clinic, C5 Rehabilitation Room, Cardiac Diagnostic Room and the Tower Pharmacy.

Others included audiovisual upgrades in 13 conference rooms and auditoriums, institution-wide signage and way-finding, stormwater upgradation and chiller plant upgrade.



Admission and Transfer Center

The core mission of the Admission and Transfer Center (ATC) is to ensure safe inbound and outbound patient transfers between SSMC and other health care facilities in the UAE using streamlined processes.

During 2022, several initiatives were implemented to improve ATC productivity and enhance performance worthy of the level of a Destination Medical Center.

These included a revision of the transfer in and out process implemented in December 2022, as well as expansion of the call record system functionality. Similarly, ATC communication with all other multidisciplinary teams within SSMC as well as facilities outside of SSMC was enhanced.

Throughout the year, the ATC enabled over 6000 transfers between SSMC and other facilities. Up to 70% of the transfers initiated were accepted, moved safely and provided with care that met their specific needs. Additionally, the ATC facilitated over 150 second opinion consultations for patients from other facilities

Protective Services Department

In 2022, the Security Section introduced new processes to improve and secure access to various areas of the SSMC campus. These included outpatient clinic visitor screening, vendor access management, fire alarm escalation, property damage and emergency color code activation and escalation processes.

To ensure staff readiness to respond to emergencies, the Readiness and Continuity Section introduced the 'Administrator-on-Call' service. This brought a new focal point for the organization to address and resolve operational challenges faced outside of clinical hours facilitated by the training of 15 administrators. This new service offering, adds to SSMC's capacity to support patient needs 24/7.

One of the Protective Services Department's key results this year is a reduction in the number of physical code white (aggressive/violent behavior) occurrences from 52 in 2021 to 32 in 2022.

Investing in the workforce: Driving operational excellence with top talent

Reinforcing a values-based culture of success

The success of SSMC is based on a set of values that drive the culture of teamwork, collaboration and deliberate actions that ensure the delivery of patient-centered, transformative care. These values originate from the shared vision of SEHA and Mayo Clinic. They are central to the vision of SSMC becoming a world-class Destination Medical Center.

These values, introduced in 2021, continued to be reinforced among SSMC employees in 2022. They include: **Respect, Integrity, Compassion, Healing - Care, Teamwork - Together, Innovation, Excellence and Stewardship.**

Summarized as RICH TIES, these values have been guiding staff activities through the year. It is a framework on which daily interactions with patients, their families and colleagues are based. Feedback from SSMC staff confirms the incorporation of these values in everything they do.

This ensures staff remain committed to delivering compassionate patient-centered care within a culture of teamwork, collaboration and mutual respect.



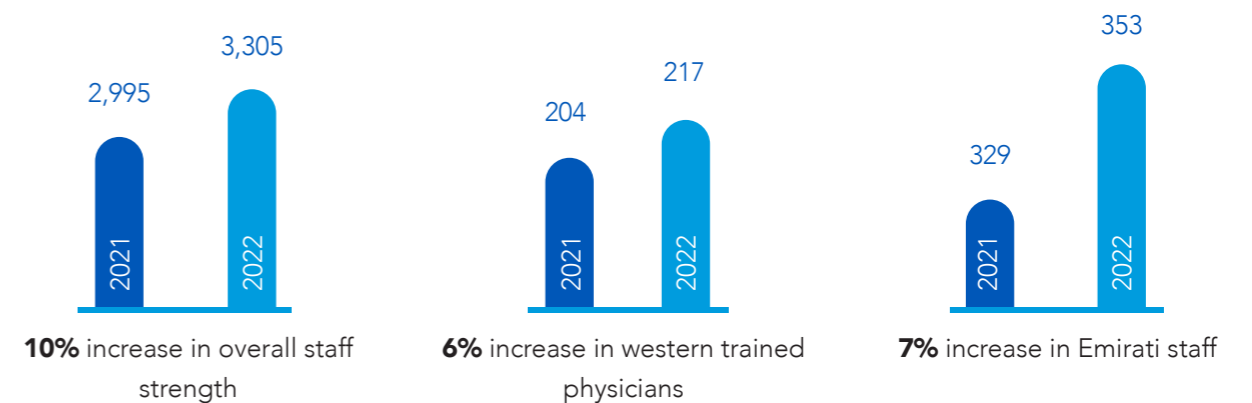
Improving staff capacity and retention to deliver superior patient experience

Recognizing that its people are its strength, SSMC continues to invest resources in boosting staff capacity by recruiting competent and experienced professionals. As a world-class health care provider, many of SSMC employees are globally accredited medical and health care professionals with international and local experience.

Several new personnel joined SSMC in 2022, including eight department and division chairs. All of the new staff come with a wide range of expertise and experience that is applicable to meeting the needs of patients in Abu Dhabi, the UAE and the entire region. These new additions have increased SSMC's staff strength to 3,305 (with 669 professionals added).

Also, SSMC implemented its Compensation and Benefits program which is based on principles that ensure we stay aligned with the market and remain competitive over time, while accounting for employee qualifications and years of experience. Through this program, there were initiatives such as pay scale workshops, job description modifications, new contracts and salary increases for up to 484 staff members.

Furthermore, in recognition of their contribution to SSMC's mission and vision, several staff were promoted during the year. These include 30 administrative staff, 18 allied health personnel, 12 nurses and seven physicians. The promoted staff embody SSMC's values and reflect the organization's vision to become a Destination Medical Center.



4.01 Overall SSMC staff engagement score (on a scale of 1-5) higher than the Abu Dhabi health care average of 3.85

Emiratization

While SSMC continues to attract seasoned and competent personnel from all over the world, Emiratis have been a key component of SSMC staff. Across the different personnel categories, UAE citizens represent a total of 10.7%. This indicates that SSMC has met and surpassed the 10% Emiratization goal.

While SSMC continues to attract seasoned and competent personnel from all over the world, Emiratis have been a key component of SSMC staff. Across the different personnel categories, UAE citizens represent a total of 10.7%. This indicates that SSMC has met and surpassed the 10% Emiratization goal.

Currently, Emiratis constitute:



As part of SSMC's HR Roadmap, we devised a new strategic recruitment plan that prioritized the recruitment of top-tier talent, while preserving financial sustainability. In 2022, 120 physicians, 134 administrative staff, 330 nurses and 85 allied health professionals were hired to optimize practice and operations across SSMC. These include a total of eight experts from Mayo Clinic (one physician, five nurses, one administrative staff and one allied health staff).

Sultan Al Nuaimi
Senior HR Director





Optimizing staff health and well-being

Few things are more important on the journey to becoming a Destination Medical Center than having healthy and productive staff. With the well-being of employees being an integral part of SSMC's success, the Health and Well-being Council was established in October 2022.

To demonstrate the organization's commitment to employee well-being, the council developed a multipronged approach consisting of several initiatives. During the inaugural month, activities such as the World Mental Health Awareness Day, Lunch and Learn, a mindfulness and two yoga sessions were implemented. In November and December, there were well-being walks, physical well-being sessions and walking meditation sessions. Other notable events included Flag Day, UAE National Day and Commemoration that brought together staff to celebrate and build social interactions.

Approximately 1,000 staff have participated in these activities aimed at promoting health and well-being. Feedback received was overwhelmingly positive as 80% of staff strongly agree that these activities positively influenced their work-life balance. Furthermore, 78% would recommend SSMC as the best place to work based on their experience in participating in health and well-being activities.

While this has been a good start, SSMC will continue to invest resources in optimizing staff well-being across six pillars - physical, mental, financial, social, environmental and cyber well-being.

UAE National Day

The 2022 UAE National Day celebrated on December 2, 2022, was an opportunity to reflect on how aligned the SSMC culture is with the country's deeply held values of tolerance, togetherness and unification.

Activities during the event enabled staff to socialize in a less formal environment while celebrating the nation's spirit of unification. Staff participated in activities such as traditional heritage kiosks with vintage Emirati favorites; live cooking of Emirati traditional food, Ayalah and Razf dance performances and calligraphy with skilled artists. Others took the benefit of the coffee and date stands, pearl oyster shuck and heritage henna booth to celebrate the nation.





Featuring SSMC's exceptional staff

The 2022 SSMC Annual Awards recognize excellence in clinical practice, education, research, administration and teamwork

SSMC acknowledges its staff as the most valuable resource and recognizes team members who have made significant contributions. The 2022 SSMC Annual Awards represent our highest honor through which staff members are recognized for their commitment and achievements in delivering on SSMC's primary value, mission and vision. A total of nine staff members and one team were recognized at the awards ceremony.



Dr. Saeed Almarzooqi

Outstanding Educator Award

Dr. Saeed Almarzooqi is a consultant hepatologist. He made exceptional contributions to the Graduate Medical Education Center and the Gastroenterology fellowship program. As program director, he forged stronger bonds among faculty members and learners. Through his expertise, passion and vision, he helped push the program to the next level to make it one of the best in the region.

His innovative teaching style and evaluation methods have enhanced trainees' learning experience across different levels. Described as "energetic" and "creative", Dr. Almarzooqi oversees a complex clinical teaching schedule that offers timely evaluation for fellows and tailors clinical learning environments for learners based on their needs and feedback.



Dr. Michael Wallace

Outstanding Researcher/Investigator

Dr. Michael Wallace is the division chair of Gastroenterology and Hepatology. He submitted numerous research proposals to SSMC's institutional review board. His adherence to professionalism, research ethics and SSMC's research policy is exceptional.

Dr. Wallace is an exemplary researcher and an inspirational mentor to colleagues and learners in research. He is renowned for guiding peers and aspiring researchers to utilize clinical data for clinical audits, quality improvement and research. His nomination notes, "There was no hesitation from the research sub-committee members in recommending him to receive the award."



Dr. Imran Zahid

Distinguished Clinician Award

Dr. Imran Zahid is a consultant and the division chair of Nephrology. He leads the delivery of patient care and personalized treatment for high blood pressure and kidney disorders.

He is particularly proud of the expertise and dedication of the collaborative and selfless Nephrology team. Dr Zahid believes that collaborating and focusing on the needs of patients is vital. By valuing and respecting patients, his team is better placed to showcase and deliver health care excellence that positions SSMC as a Destination Medical Center.



Dr. Deanne Kashiwagi

Distinguished Leader Award – Physician

Dr. Deanne Kashiwagi is SSMC's deputy chief medical officer and division chair of Internal Medicine. She is affectionately known to be a motivating and supportive leader, who engages her team members and others to become active participants in making a difference in patients' lives. She leads by example – with humility, kindness, compassion, effective communication and a commitment to the highest standards of professionalism, ethics and personal responsibility.

Dr. Deanne is a decision maker who values the opinions of the team. She epitomizes the value of servant leadership during interactions with colleagues, residents and fellows. Her friendly behavior and considerate nature are the qualities that make her a natural leader.



Mansoura Abuhala

Distinguished Leader Award – Nursing

Mansoura Abuhala is a senior nurse/unit manager. As the lead for nursing supervisors, Mansoura plays a major role in multiple improvement processes and workflows related to her area. She sets up and leads the training of new joiners to the nursing supervisor team and has supported the establishment of the Admission and Transfer Centre (ATC) at SSMC.

She has been able to serve the organization and her patients by living out SSMC's values and connecting and linking what works well between clinical and operational services. She believes that having strong communication and people management skills, respecting individuals and being a good listener helped her gain the trust of patients, colleagues and leaders.



Michelle Brooks

Outstanding Allied Health Award

Michelle Brooks is a senior physiotherapist. She believes her passion, adaptability, resilience, commitment to patients and their families and working collaboratively in multidisciplinary teams enabled her to be successful in receiving this award.

In her day-to-day activities, she exemplifies the SSMC value by putting the needs of patients first. She believes that learning to accept constructive criticism is one way to improve and excel in day-to-day work.



Eamonn Sullivan

Distinguished Leader Award – Administrator

Eamonn Sullivan is the senior director of Information Technology. His vision for the Information Technology (IT) Department is predicated on quality, customer service and professionalism.

He considers his job 'very satisfying' and believes his work has been made easier by the healthy working environment provided by SSMC, the IT team and fellow colleagues. He believes that everyone's mindset must be service-driven with patients and clients at the forefront of everything they do.



Ameer Ali Mahmoud

Exemplary Professional Services Award

Ameer Ali Mahmoud is a desktop support representative. He is a highly talented and accountable IT professional and a courteous helpdesk team member known for his positivity and high level of professionalism.

Ameer believes that his commitment to SSMC, colleagues and patients are the attributes that led to receiving the Exemplary Professional Services Award. Having an excellent attitude toward supporting the hospital's patients and clients has been key in the way he approaches his work. His words of wisdom are to "talk to others with care and empathy and they will treat you the same."



Najwa Bou Eid

2022 Exceptional Nursing Award

Najwa Bou Eid is a lactation consultant. Amidst balancing her roles as a lactation consultant, Baby-Friendly Hospital coordinator and Neonatal Screening Program coordinator, Najwa is an active participant across departmental programs and committees and conducts regular training sessions for our staff, new joiners and health care professionals across the UAE.

Her passion for helping both patients and fellow colleagues is as strong as it was on her first day of work almost 40 years ago. Najwa believes that the support of SSMC management and her determination to deliver quality work are the reasons she received this award. To her colleagues, she says "give your 100% to anything you do, no matter how small the task is. Always treat others as you would like them to treat you, because a positive perspective and attitude go a long way."



Gastroenterology Team

Outstanding Team Award

The multidisciplinary gastroenterology team was selected for their accomplishments in developing and introducing new services and procedures that support SSMC's journey to becoming a Destination Medical Center. These include establishing a state-of-the-art inflammatory bowel disease center and the introduction of AI-driven colonoscopy procedures.

The team has achieved high patient satisfaction scores, largely due to their transformational work on endoscopy. In addition, the team were pioneers of transformation projects that were part of the SSMC Forward Program. The culture within the Gastroenterology team is described as 'open' and 'engaged' and one where staff uphold SSMC's primary value of letting "the needs of the patient come first".



**Humanizing health care:
Putting the needs of the
patients first**

Achievements and innovations

Innovation is a key word at SSMC and is at the core of the overall vision. We are constantly looking out for new insights that will push further the boundaries of medicine and enable the delivery of quality care. Through continuous research, the team tirelessly explore novel therapies, leveraging the power of technology and big data. This ensures SSMC remains well positioned to continue to provide complex patient care now and in the future.

See below some of the key accomplishments of 2022:

- 1 The cardiac electrophysiology team at SSMC, led by Dr. Mario Njeim, consultant cardiologist, performed the **first left bundle area pacing** (conduction system pacing) in Abu Dhabi. Cardiac pacing is a known effective treatment for patients with bradyarrhythmias and left bundle area pacing is a novel strategy that activates the normal cardiac conduction system in order to provide physiological pacing resulting in improved cardiac function.
- 2 A female patient at SSMC received the institution's **first Z-peroral endoscopic myotomy (Z-POEM)** by a multidisciplinary team led by Dr. Michael Wallace, chair, Division of Gastroenterology and Hepatology, and Dr. Alain Sabri, chair, Division of Otolaryngology-Head and Neck Surgery (ENT). The Z-POEM is a unique, game-changing non-invasive procedure for treating achalasia and Zenker's Diverticulum.
- 3 In a regional first, SSMC performed the **first** use of **CARTO PRIME™ Coherent Mapping module** for left and right sided complex atrial flutter in patients with complex congenital heart disease in the Middle East. This module improves doctors' ability to diagnose complex arrhythmias and provide patients with effective treatments.
- 4 A patient at SSMC became the **first** to receive **ablation of idiopathic ventricular fibrillation** in the UAE and the entire region. A careful analysis of this lethal condition can identify and eliminate underlying substrates for this arrhythmia and in the mentioned case cured the patient from ventricular fibrillation.
- 5 Surgeons performed the **first brain surgery on a fully awake patient** with brain tumor to ensure neurological functions are preserved. The patient was discharged within one week following surgery, demonstrating the remarkable potential of the team to use state-of-the-art technology and innovative procedures to transform patients' lives.
- 6 In a regional first, doctors at SSMC performed the **first ablation of para-Hisian premature ventricular contractions (PVC) from the non-coronary aortic cusp (NCC)**. Elimination of this arrhythmia can be very challenging because of its proximity to the normal cardiac conduction structures and the potential risk of iatrogenic atrioventricular block. The utilized technique used advanced intracardiac echocardiography and 3D mapping techniques allowing to successfully target a structure adjacent to the arrhythmia source of origin. This strategy cured the patient from a disabling arrhythmia without interfering with the normal cardiac conduction system.

7

SSMC became the first hospital in the Middle East to launch an academy for upskilling medical practitioners using the **Artificial Intelligence (AI)-guided point-of-care ultrasound (POCUS)** device.

8

Surgeons at SSMC successfully performed a high risk, **complex oral maxillofacial surgery** on a patient with a recurring parotid tumor. The surgical procedure reduces the risk of recurrence, ensures preservation of the facial nerve, and improves overall patient outcomes.



Clinical milestones



Hematology/Oncology

Department of Health licenses for BMT services and Stem Cell Laboratory were granted.

Groundbreaking for a new radiation oncology facility at SSMC with two linear accelerators put in place.

First ever batch of hematology fellows in the UAE graduated from the unit at SSMC.

Commenced photopheresis (ECP) for cancer and non-cancer patients as the first center in the UAE to start ECP with United States Food and Drug Administration-approved devices.



Pathology and laboratory medicine

The Apheresis Unit was launched to provide transfusion medicine support for a wide range of specialties, including hematology and oncology, nephrology, neurology, dermatology, and to support the bone transplant program.



Cardiology

Cardio-oncology clinic and hemodynamic stress echocardiogram laboratory launched.

Cardiology consultant received Board of the International Society of Cardio-Oncology certification in cardio-oncology.



Emergency Department

The Emergency Department front-end redesigned to enhance patient journey; and quality assurance and patient safety/risk management framework developed to ensure provision of high quality and safe patient care.

Introduced medical screening role in the front-end area to ensure patient safety and reduce the rate of patients 'Left Without Being Seen' (LWBS), as well as a new ED Physician-in-Charge (EPIC) role.



Surgery

Two world leaders in thoracic surgery with expertise in robotic esophageal and pulmonary surgery for benign and malignant disease and lung transplant surgery joined the surgical team.

Outstanding neurological support for cerebrovascular disease put in place to strengthen SSMC's Stroke Team, in addition to newly acquired expertise for the awake management of brain tumors, epilepsy surgery and highly complex tumors arising at the base of the skull. More than 50 cochlear implants carried out during 2022 (largest in the UAE and one of the largest in the whole region).

LASER endoscopic laryngeal program established; first LASER laryngeal surgery at SSMC performed for benign and malignant laryngeal lesions.

First endoscopic trans-sphenoidal pituitary removal surgery at SSMC performed in collaboration with neurosurgery unit with excellent outcomes.



Gastroenterology

Unit staff received three SSMC Annual Awards including the Outstanding Team Award, Outstanding Educator Award and the Outstanding Researcher/Investigator Award, which reflects the team's dedication and efforts to achieving SSMC's vision of becoming a Destination Medical Center.

Major improvements in endoscopy achieved through the Daily Teams Systems project such as improvement in on-time starts to 95% and reduction in turnaround time from 55 minutes to less than 16 minutes.

Mayo Clinic International – SSMC Congress in Gastroenterology and Hepatology held in March 2022 with more than 400 in-person participants and over 1,600 online participants.

Emergency highlights

Improving patient outcomes through SSMC's Trauma Program

SSMC established the Trauma Program to provide a comprehensive platform to support trauma clinical practice and performance improvement. This program integrates all surgical, medical, nursing and allied health specialties involved in trauma care. It ensures that SSMC is well equipped and ready to provide quality care to patients with trauma, which is a major concern in the UAE.

In 2022, SSMC strengthened administrative support for the Trauma Program through the reinstatement of the Mayo Clinic / SSMC Charter for the establishment of a level 1 trauma center. There was also augmentation of trauma staff including the appointment of Dr. Marcelo Ribeiro, a world-renowned trauma specialist as the division chair of Trauma, Critical Care and Acute Care Surgery. Additionally, there was an enhancement of the existing Performance Improvement and Patient Safety (PIPS) program to become more robust in identifying trauma-related issues across SSMC. The PIPS program identified over 350+ trauma-related issues and closed 85% of these issues at the end of 2022.

In addition, there was a significant leap in trauma research at SSMC. The team initiated 17 research projects, six of which have been completed, accepted in several peer-reviewed journals and presented at various fora. With new evidence from research, staff have been trained in major trauma procedures. Throughout the year, SSMC provided training to more than 700 individuals via the ACS Stop the Bleed Program – a training program that has expanded beyond the walls of SSMC to be taught in government offices, schools, companies and at the Abu Dhabi Transport Authority.

129,153

Total ED visits

14.3 Minutes

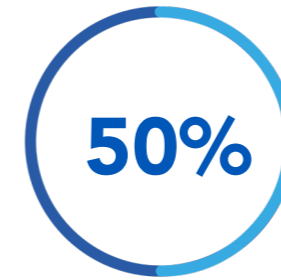
Average door-to-triage time

0.72%

ED patients require re-admission within 24 hours

8%

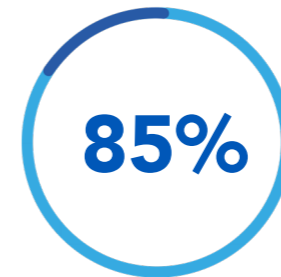
Reduction in 'Left Without Being Seen'



Increase in overall trauma admissions



Increase in injury severity



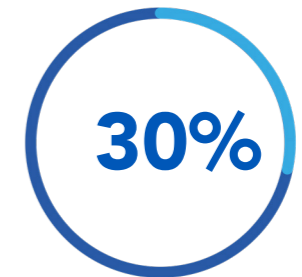
Increase in ICU admissions



Reduction in mortality



Reduction in total duration of stay in the ICU



Reduction in overall hospital length of stay



Reduction in length of stay in the emergency department

Providing patients with world-class care

At SSMC, the priority is putting the needs of the patient first. SSMC's patient centric approach has enabled SSMC to record several innovative procedures and treatments in 2022. Here are some of the medical innovations recorded.

Performing cutting-edge brain surgery with patient awake

When a patient presented at SSMC for treatment of a deteriorating medical condition, the experience and expertise of the doctors he saw made it possible to rapidly identify the problem. Previous doctors had thought he had epilepsy. However, with his condition worsening, SSMC offered a second medical opinion. Doctors found that he had a growing brain tumor, which had been the cause of his continuing seizures.

According to Dr. Waseem Aziz, the consultant neurosurgeon at SSMC who led the surgical team that performed brain surgery on the patient, the tumor causing the problem was in the motor cortex which is a vital area of the brain. In order to preserve the patient's neurological functions during the surgery, the team agreed to conduct an awake craniotomy using a unique advanced neuro-monitoring and brain mapping technique.

This procedure was SSMC's first. By performing this procedure, the team was able to precisely identify the tumor, remove it and avoid damage to other vital areas of the brain.

The success of this challenging procedure was made possible through the extraordinary efforts of the entire team. The patient was subsequently discharged about one week after the surgery and did not require any chemotherapy. This demonstrates the remarkable potential of the team at SSMC to manage complex conditions and use state-of-the-art technology and innovative procedures to positively transform patients' lives.

Leveraging innovative procedures to give patients a better chance

For Bindumol Raman, an Indian expat living in Abu Dhabi, SSMC was the answer to her medical problems. She had presented at SSMC with severe pain in her right shoulder and complete immobility. This was due to a weakened shoulder cuff worsened by trauma to the right shoulder. An MRI showed that there was a major tear of the rotator cuff and retraction of three of the four tendons in the shoulder. Tears of this nature are often very difficult to treat. In many cases, salvage operations or joint replace procedures are required with average results in terms of shoulder function.

Taking on the case, Dr. Ravi Kumar Trehan, consultant orthopedic surgeon at SSMC, decided to make an attempt to save Bindumol's shoulder joint rather than follow the conventional approach of a complex reverse joint replacement surgery. Dr. Trehan, alongside other orthopedic surgeons, successfully performed the surgical procedure using a decellularized dermal allograft to join the cut tendons back to the bone. The choice of the decellularized graft was based on the massive tear in the tendon which could not be covered with the patient's own tissue.

Bindumol was able to go home after about one week following the surgery. Within four months, she had regained full function in her shoulder with no pain. In a letter to the hospital, she wrote: "Thank you for the exceptional surgery through which I have got back my normal life. My hand was totally inactive prior to the surgery. Now I can move it perfectly and conduct all daily activities."



Establishing state-of-the-art services to treat stroke

In June 2022, SSMC established a new state-of-the-art Biplane Angio Suite for the diagnosis and treatment of ischemic strokes. This new service provides an essential life-saving procedure for stroke patients from Abu Dhabi and beyond.

SSMC's new state-of-the-art integrated set-up allows interventional neuroradiologists to perform urgent angiograms (a type of x-ray) of the brain arteries to identify the blockage site, followed by the mechanical thrombectomy to retrieve the blood clot obstructing the artery and restore normal blood flow to the brain as quickly as possible. With faster intervention, patients with stroke can achieve better long-term outcomes.

The advanced suite adds to the comprehensive multidisciplinary care SSMC provides for a wide range of common and complex neurological conditions, enabling its experts to deliver better and faster results. Additionally, given the hospital's strategic location, a large amount of the capital's population can be reached, which is important as SSMC is one of the very few providers that offer this service.

"We are extremely excited to have installed the new suite within the Neuroradiology Department, which will be hugely beneficial in providing faster quality stroke care and the refore, significantly improving patient outcomes. 'Time is brain' is a term we often use to emphasize the importance of acting quickly when it comes to stroke care as every minute counts," said Dr. Aiman Quateen, chair of the Division of Interventional Neuroradiology at SSMC.



Providing care within the context of COVID-19

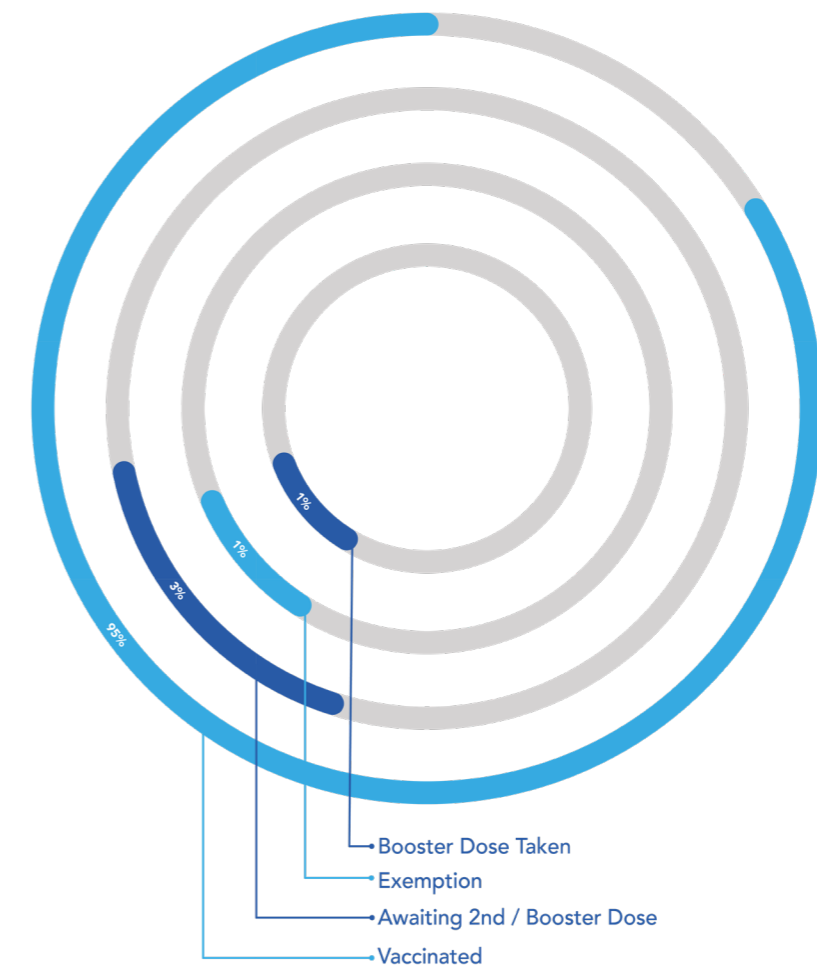
Over the last two years, the UAE has made a concerted effort to protect the community's health and safety and provide all necessary medical resources to address the repercussions of the COVID-19 pandemic. Keeping patients, caregivers and staff safe and informed throughout remained a top priority for SSMC in 2022. This was reflected in SSMC's achievement of 100% compliance with the DoH audit related to hospitals' preparedness for COVID-19 in January 2022.

During the year, SSMC recruited a DoH-licensed physician in occupational medicine and an experienced occupational health nurse to develop the occupational health program at SSMC to align with Abu Dhabi Public Health (OSHAD) and DoH requirements. Other key initiatives implemented within the context of COVID-19 in **2022 included:**

- Development of a COVID-19 e-notification system for staff to report COVID-19 infections and exposures, enabling occupational health clinic to conduct risk assessments and call staff offering guidance and support
- Conduct of a hospital-wide risk assessment to develop guidance on mitigating and preventing the spread of COVID-19 in the workplace
- Establishment of a dedicated PCR testing drive-through for staff only, which facilitated early testing and return to work
- Administration of the booster dose of the COVID-19 vaccine to at least 95% of SSMC staff
- During the COVID-19 omicron surges of 2022, the team continued to provide high-quality and safe care for patients with COVID-19 admitted with other medical and surgical emergencies
- The team also conducted joint risk assessments where there were cluster outbreaks amongst staff and gave recommendations to line managers thereby reducing the number of exposures
- An additional focus of the team was the provision of daily statistics to SSMC's executive team on staff unavailability due to COVID-19. This enabled prompt response with rapid staffing adjustments to ensure that patients continued to receive quality and safe care without any interruptions



COVID vaccination rate for health workers



Care quality and patient safety

Improving quality and patient safety remains an essential strategic outcome of SSMC's model of care. Not only is care provided of the highest quality, but it is also delivered in a way that keeps patients safe during their journey at SSMC irrespective of location. There were improvements in several quality and safety initiatives in 2022 in spite of increasing patient volumes and case complexities.

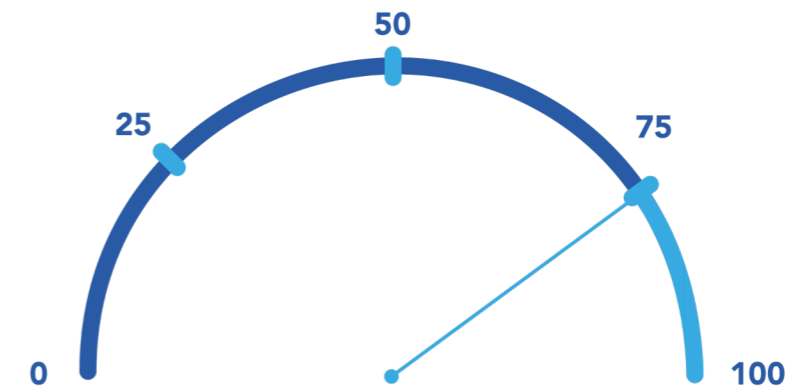
SSMC assesses quality of care through a range of indicators including the hospital quality index (HQI). In collaboration with Mayo Clinic, SSMC's HQI was established in September 2021 to align performance measures with those of Mayo Clinic, particularly in terms of patient safety and service quality. The long-term objective is to ensure continuous and systematic improvement in quality and patient safety through a comprehensive set of measures that monitor performance over time.

The 25 measures were evaluated and refined by Mayo Clinic, resulting in an index across four key domains. In 2022, SSMC achieved a HQI score of 80.04, an improvement from 2021.

The HQI demonstrates the high quality of care that patients receive at SSMC through the four essential—improved efficiency, increased effectiveness, low mortality and better safety.



Hospital quality index score Q1 2022 - Q4 2022:



SSMC also conducted for the first time in 2022, the Agency for Healthcare Research and Quality (AHRQ) Hospital Survey on Patient Safety Culture to capture staff practices and perceptions of the culture of safety at SSMC. The survey results were used to identify opportunities for improvement.

In recognition of the quality of care at SSMC, the institution received several accreditations and certifications in 2022. These included:

- Receipt of official notification of the Joint Commission International (JCI) accreditation
- Successful Tasneef audit of maternal/neonatal services & accreditation
- Successful baby-friendly site visit and reaccreditation
- Receipt of full accreditation for SSMC's Organ Donation Unit



Quality and safety outcomes

Quality

- 89% of suspected cancer cases referred within two weeks (or 14 calendar days) - Target: 90%
- 90% of patients seen within 60 minutes from registration (Hospital Wait at Point of Arrival) - Target: 90%
- 100% of patients suspected to have acute myocardial infarction (AMI) seen within 90 minutes of attending as an emergency with acute MI (Door to Balloon (PCI) waiting time for patients suspected with Acute Myocardial Infarction (AMI) - Target: 90%
- 89% of patients with stroke seen within 45 minutes of arrival to emergency department (Stroke Admission with CT scan timeframe) - Target: 90%
- 64% of ED patients seen by a doctor within 60 minutes (Seeing a doctor in Accident and Emergency Door to Doctor Time) - Target: 90%
- 0.6% of ED patients re-admitted within 24 hours (Re-attendance Rate to Emergency Department)
- 10% of patients Left Without Being Seen (LWBS) by an Emergency Department Doctor - Target: 3% or less
- 96% of patients admitted within 60 minutes (Doctor to Decision to Admit Time) - Target: 90%
- 16.2% of ED patients admitted to hospital (Percentage of ER Patients Admitted to Hospital) - Target: <20%

Safety

- Rate of health care-associated multidrug-resistant organism (MDRO) - bloodstream infection (all inpatients): 0.16 per 1,000 inpatient days
- Rate of falls resulting in any injury 0.1 per 1,000 inpatient days
- Rate of hospital-associated or worsening pressure injury (Stage II and above) 0.3 per 1,000 inpatient days
- Catheter-associated urinary tract infection (CAUTI) rate (all inpatients): 0.58 per 1,000 device days
- Central line-associated bloodstream infection (CLABSI) rate (all inpatients): 0.95 per 1,000 central line days
- Rate of health care-associated infection (HAI) and Clostridium difficile infection (CDI) in all adult inpatients: 0.049 per 1,000 inpatient days
- Ventilator associated event (VAE): 10.9 per 1,000 inpatient days
- Pediatric ventilator-associated pneumonia (ped. VAP): 1.5 per 1,000 inpatient days



Improving patient experience through collaborative efforts

With the vision of becoming a Destination Medical Center and an aspiration for a category-of-one service, patient experience remains a top priority at SSMC. Beyond improving efficiency, the SSMC team has continued to implement measures to improve the journey of patients visiting the hospital and connect better with them. One such initiative is the elimination of barriers to accessing high quality care in a safe, timely and efficient manner. This builds on a deep understanding of the uncertainty, anxiety and fear that patients may face while seeking care for a complex health condition.

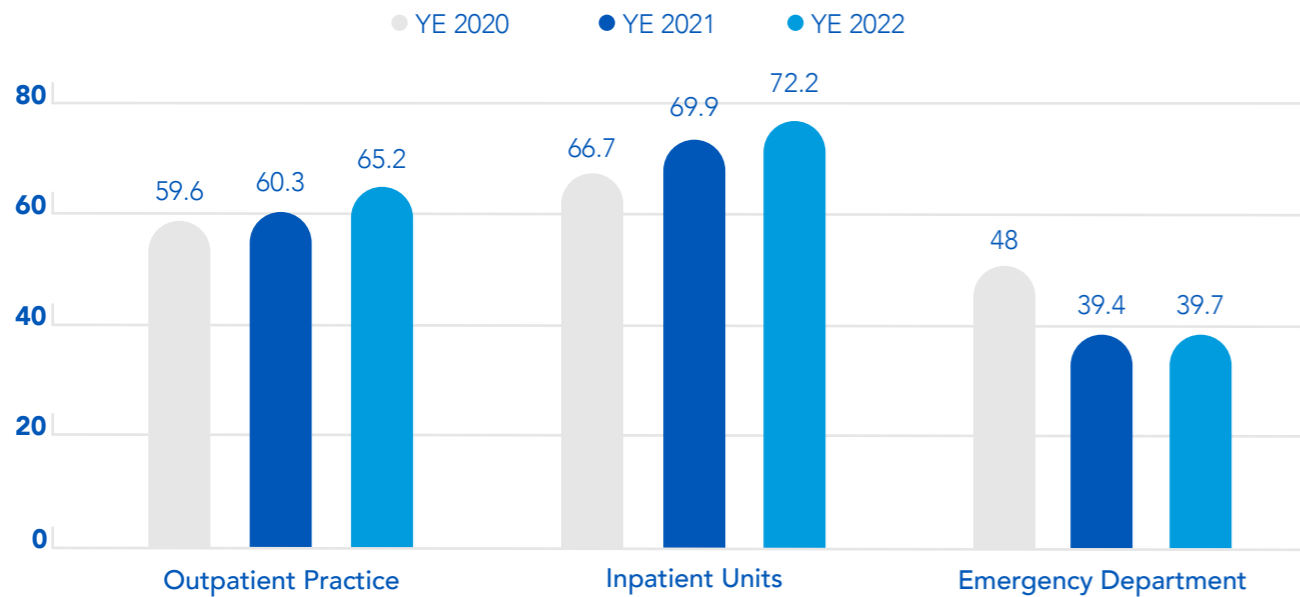
In 2022, late night clinics were initiated during Ramadan to ensure that patients can be seen beyond regular office hours. An interpreter services program to improve communication barriers in the Emergency Department (ED) was initiated. Additionally, SSMC launched new patient support programs including the first patient support group for breast cancer, a dedicated patient forum, a charity care program and a volunteer program. A digital platform was set up for real-time patient feedback to be captured and responded to in a timely manner.

Staff education and training is one of the key strategies deployed by SSMC to optimize the patient experience. Through staff training sessions, hospital personnel are empowered with the skills needed to listen, validate and effectively manage concerns that patients and their families may have. A total of 3,600 staff members including physicians, nurses, administrative and allied health personnel were trained in service excellence and empathy.

At the end of 2022, SSMC recorded an increase in patient satisfaction. Compared with the previous year, more patients were satisfied with the care they received and are likely to recommend SSMC. This indicates increased trust and loyalty among those SSMC serves.



Patient satisfaction yearly data
top box % for likelihood to recommend



Patient testimonials: The Day Maker Program

As part of SSMC efforts to continually improve patient experience, the Day Maker program was launched in 2022, to provide patients with a platform to share their feedback regarding remarkable care received from staff. This program provides an opportunity for patients to express their appreciation and ensure that staff are recognized for the remarkable work they do. This aligns with the patient-centered mission of the hospital as it increases staff engagement and motivation and potentially reduces burnout.

A total of **830 'Day Makers'** were written by patients and given to staff to thank them for the delivery of amazing care and treatment.



Here's what some of the patients said:

"I just wanted to send a special thank you note to Dr. Ikram Qaisar Abdulazeez. She was the pediatric specialist that evaluated my nephew (Hamdan) in the ED last night. She was very professional and she took the time to educate the parents on the condition verbally and with audio-visual devices. She sets a good example as an ED front line physician. I also would like to thank the entire SSMC team for their leadership and constant effort to provide the best care for the patients within the region."

"Earlier this year, I found out that I had breast cancer. I was anxious about receiving chemotherapy as most people around me had negative experiences with chemotherapy. I was delightfully surprised that this was not the case for me. My nurse, Mini Ipe, was very welcoming and gentle with me. If any obstacle occurred, she fixed it immediately and reassured me as well. She provided a positive atmosphere and made me look forward to my upcoming sessions. She is a unique individual, a caring and heartfelt nurse. I am glad that she is my nurse."

"I just want to thank you for your warm welcome to my dad during his visit to SSMC. We were going through a very hard time and you held our hands tight to help us get out of it. Special thanks go to Dr. Jonathan Paul Price and Georgia Maltese Galea who showed us nothing but love and for that we want to show our full appreciation and respect. You made us feel happy and full of gratitude and we hope you have a great life ahead because you definitely deserve the best! Thank you again for not letting us down and for welcoming us with your warm heart! You are truly a family to remember! I hope we stay in touch!"

"Special thanks and gratitude to PRO Abdullah Mohammed Bin Yahya, Patient Experience, for his assistance in talking with Dr. Mario in Cardiology and helping me get scheduled in his clinic. I arrived late to my appointment due to the long distance between Al Ain city and Abu Dhabi. I was so grateful that I could be seen that same day. Thanks a lot!"

"The front desk staff are very important in calming the patients, as they are the first to meet before the patients see the doctor. I thank the employee, Fatema Ahmed Alnaqbi, Patient Access Representative, for her good manners and calm approach during my visits to Sheikh Shakhbout Medical City."

"I was suffering with multiple issues related to my neck, shoulders and back. I had visited several hospitals for the pain, but nothing changed. After visiting the SSMC pain management clinic, I got the help I needed and most of my pain has decreased by more than 90% with some simple interventional procedures and following the exercises prescribed on daily basis. Special thanks to Dr. Fadi Omar Kaddoura, who guided and treated me with manners and created a strong bond with my family."

"I would like to thank the Physiotherapist Michelle Bernadette Brooks as she helped my son and restored strength to his arm and helped him with her wonderful exercises. My son is in excellent condition thanks to her efforts!"



**Toward accelerated
innovation and discovery:
The Research shield**

Advancing research to meet patient needs

Patients' needs continue to drive development of the Research shield at SSMC. The team continues to push forward the frontiers of medical knowledge through the conduct of various clinical trials and other types of scientific investigations to improve patient care.

In 2022, a significant amount of time and effort was invested in reviewing and conducting clinical trials and investigator-initiated studies in the departments of gastroenterology, hematology/oncology, ophthalmology and cardiology. SSMC research support staff also started the assembly of multiple comprehensive patient registries across medical specialties, providing basic tools required to optimize the conduct of clinical trials.

57

New clinical studies approved by SSMC's institutional review board (IRB)

22

Disease registries planned to collect patient outcome data

102

Research publications completed

>200

Patients currently enrolled in clinical studies

5

Active clinical studies

40+

Industry (sponsored) clinical studies and 14 investigator (SSMC) initiated studies in development

10

New clinical trials approved for conduct at the clinical trials unit across *hematology/oncology, neurology, gastroenterology and cardiology specialties*

2

Research grants awarded during the first 2022 Department of Health awards cycle

- Artificial Intelligence/Machine Learning: Prediction of GVHD in transplant via donor/recipient HLA immunogenetics.
- IoT: Evira system for childhood obesity





Educating and training the new generation of health care professionals: The Education shield

Delivering quality medical education to meet patient needs and develop future health care leaders

The Education shield is a major driver of SSMC's progress as the preferred medical institution for serious and complex care. To provide quality integrated health care that the institution is known for, SSMC has prioritized staff training and empowerment. This ensures that SSMC can meet current and future health care needs.

In 2022, more than 513 learners were trained through the five education centers, introduced in 2021. These include medical students (from within the UAE and outside the Middle East region), many of whom have gone further to successfully pass the first and second steps of the United States Medical Licensing Examination (USMLE). Furthermore, several educational events were organized as continuing medical education (CME) sessions, grand rounds, special guest lectures, medical departmental lectures and conferences. Other educational highlights of the year include:

- Successful launch of Nursing Grand Rounds and the nursing webinar series, which promotes continued professional education for nurses and provide evidence-based and up-to-date knowledge in nursing practice
- The graduation of the first cohort of learners in the Transition to Practice program, which will drive receipt of accreditation from the American Nurses Credentialing Center (ANCC) in 2023
- Launch of the clinical pharmacy residency, which is the first postgraduate allied health training program at SSMC
- Launch of the Department of Health (DoH)-accredited ultrasound diploma, which is satisfying the increased need for ultrasound radiology
- Accreditation of the SSMC Grand Rounds by Mayo Clinic, which recognizes the quality of the teaching from these rounds and attracts attendees from across the UAE
- Launch of the six new Accreditation Council for Graduate Medical Education - International (ACGME-I) accredited training programs

The Education shield in numbers

513

Learners trained across the five education centers at SSMC

119

Medical students trained at SSMC

196

Total educational events organized at SSMC

10,335

Attendees participated in the different CME/CNE* sessions, grand rounds, special guest lectures and conferences

24

ANCC classes organized for nursing education with a total of 292 hours of education

17

Category 1 CNE classes and **104 Category 2 CNE classes** organized

134

CME sessions including 47 grand rounds and 11 special guest lectures

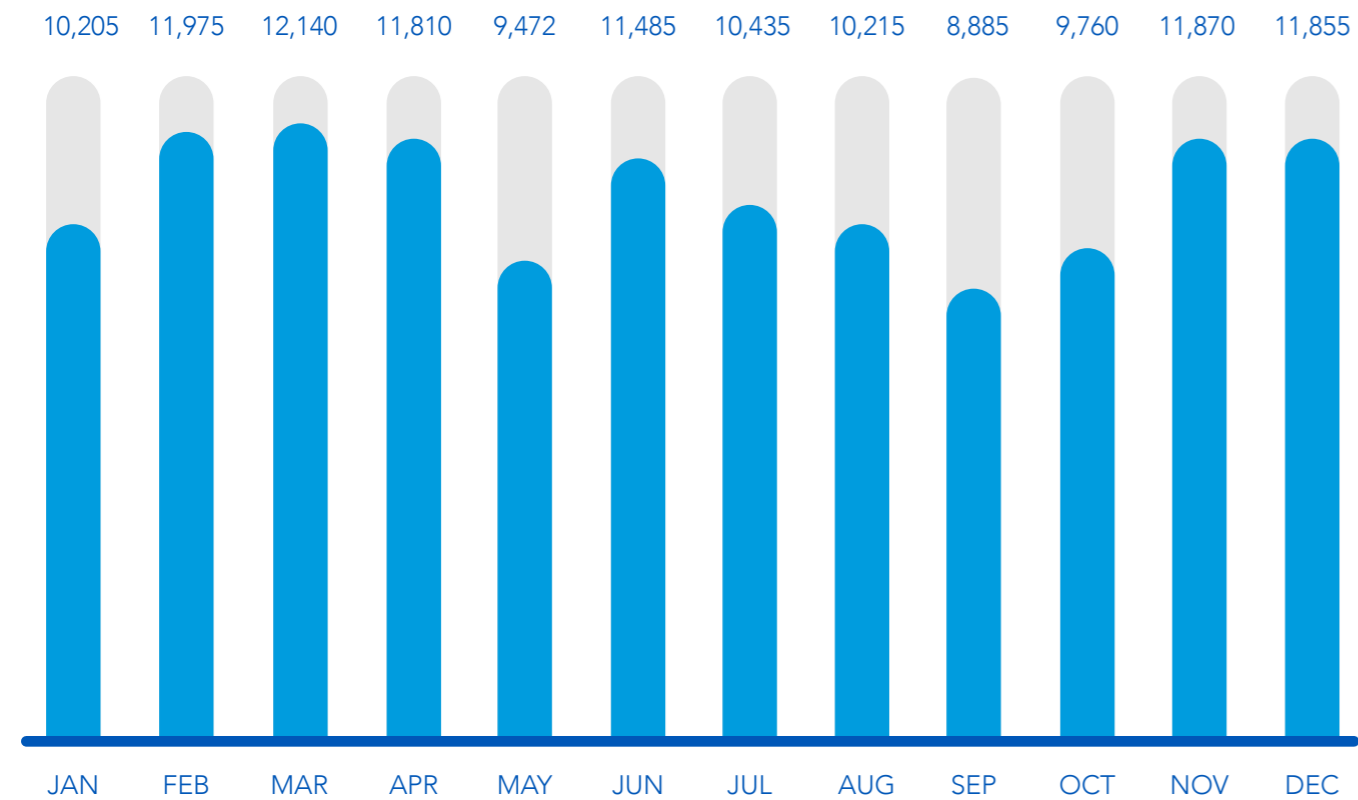
*CME: continuing medical education; CNE: continuing nursing education

Toward sustainability and environmental well-being

In 2022, the Support Services Department started the implementation of five key sustainability-related initiatives to reduce the use of harmful, wasteful and non-recyclable products and make the hospital as eco-friendly as possible. Throughout the year, inspectors from the department monitored compliance and progress on these initiatives daily.

Key initiatives launched include replacing non-recyclable small water bottles with recyclable options for staff, visitors and patients; use of recyclable items at all SSMC retail shops; and mandatory waste sorting in SSMC restaurants and catering services. There was also a transition to compressed natural gas (CNG) which is now adopted by 13 (of 21) vehicles in use by the hospital's Transportation Office. As at the end of 2022, more than 130,000 kilograms of recyclable waste was collected across the SSMC campus and processed.

Recycle Waste Collection Summary 2022*



*Cartons, Papers, Plastics and Metals (Kg)



SSMC growing and constantly evolving

Since its inception on January 9, 2019, SSMC has grown remarkably to become a national and regional leader in the delivery of integrated complex care for patients in the UAE and beyond. With an initial staff strength of 2,555 in 2019, SSMC increased its number of employees to 3,305 in 2022 despite the high turnover during the 2019 coronavirus pandemic. As an example, SSMC service provision grew accordingly as reflected in the increase in outpatient visits from 270,648 in 2020 to 449,644 in 2022.

In 2022, we made significant progress across all three shields toward our journey of becoming a Destination Medical Center for the care of the most complex and seriously ill patients. This was driven by the commitment of our dedicated staff supported by systems, processes and technologies fueled by SSMC Forward transformation projects.

As we move forward, our focus for the coming year will be about stabilizing operations, improving the care delivered at all times, advancing the quality of services and bring excellence closer to where patients live.

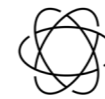


SSMC will leverage on opportunities to further execute on many initiatives and projects to solidify or add to the existing building blocks necessary to accomplish our mission and achieve our vision including:



Operational excellence

Achieved by optimizing patient access, patient experience, financial management and support services.



Differentiated facilities and technology

Achieved through sustainable practices, campus expansion, connected care, digital enablement and artificial intelligence.



Complex care capabilities

Through the establishment of centers of excellence, integration with Mayo Clinic and integrated delivery of patient care.



Financial sustainability

Attained through sustainable recruitment, demand generation, expense management, business development and revenue diversification.



Premier academics

Achieved through education, innovation-focused research, integration of the three shields, workforce development and collaboration.

Guided by our primary value of placing patients' needs first, we will continue to invest efforts and resources to remain at the forefront of integrated complex-care delivery, with the ultimate goal of becoming the premier integrated medical destination in the region.

ssmc مدينة الشيخ شخبوط الطبية
Sheikh Shakhbout Medical City

In partnership with بالشراكة مع



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