إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

2019 – 2020

TRAINING
PROGRAMS

WELCOME NOTE

DESCRIPTION

Welcome to the 2019 -2020 training program offered by the Arab Hospitals Federation.

Working with leading experts in the region, this activity provides you with well-designed training programs delivered by top notch facilitators and thought leaders in various fields; all brought together as a portfolio of solutions that are delivered face to face or on-site. Our training programs cover the most critical areas of healthcare, and a synopsis of each one can be found in the pages that follow.

The courses are stimulating, comprehensive and well structured, allowing delegates to enhance their professional skills and build capability that is unique to their chosen fields.

They are accredited by internationally renowned industry associations offering you the opportunity to become a fully certified business professional.
Whether you have one person, a handful of people, or large-scale development organizations, our training courses will help you meet the development objectives you desire.

**This training activity includes four programs to build
the capacity of the professionals in the Arab Healthcare sector:**
- **HEALTHCARE MANAGEMENT & QUALITY CERTIFICATE PROGRAM (HMQ)**
- **CERTIFIED ACCREDITATION SURVEYOR TRAINING PROGRAM (CAS)**
- **HEALTH TECHNOLOGY MANAGEMENT CERTIFICATE PROGRAM (HTM)**
- **LEADERSHIP AND MANAGEMENT TRAINING**
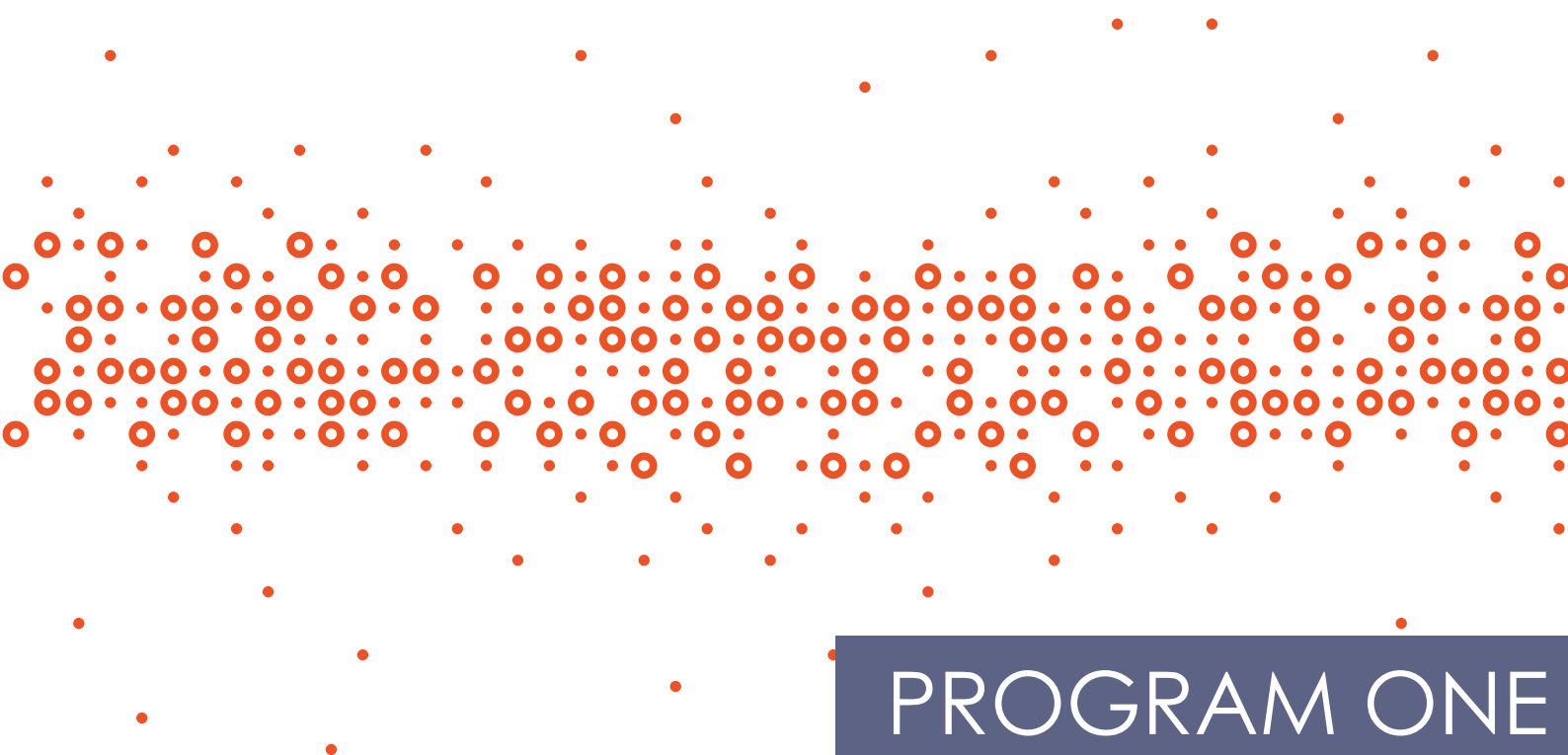
PROGRAM ONE

إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

Marketing
Strategy

HMQ

HEALTHCARE MANAGEMENT & QUALITY

IN PARTNERSHIP WITH

GATES

ACCREDITED BY

ISQua®
Accreditation
SURVEYOR TRAINING
PROGRAMME

TRACCERT CANADA
Registered with Government of
Canada as Training Accreditation
and Certification Organization

ORGANIZED BY

MCE
GROUP
FOR CONGRESSES
& EXHIBITIONS

HMQ

HEALTHCARE MANAGEMENT & QUALITY
CERTIFICATE PROGRAM

DESCRIPTION

This Certificate program provides graduates with a rich horizontal multidisciplinary curriculum of 90 contact hours related to healthcare quality management. To get certified, trainees shall attend the 15 modules below, complete modules assignments, pass the tests, and complete a project on topics related to the field of study.
The following are the modules of study:

1. Organizational Development & Change Advances I
2. Organizational Development & Change Advances II
3. Governance and Leadership in Healthcare Organizations (HCOs)
4. Strategic Planning Process in HCOs
5. Data Management and Research Methodology in Healthcare
6. Quality Management and Accreditation of HCOs
7. Human Potentials and Talent Management in HCOs
8. Health Technology Systems in HCOs
9. Facility Design and Management in HCOs
10. Safety Planning and Management in HCOs
11. Infection Prevention Management in HCOs
12. Healthcare Systems and Economics
13. Communication Channels and Skills in HCOs
14. Finance and Profitability Management in HCOs
15. Clinical Practices Management

1- TRAINING PROGRAM LEARNING OBJECTIVES/ OUTCOMES

By the end of this program, trainees will be able to:
- Equip healthcare leaders with standard models & tools.
- Provide multidisciplinary knowledge about hospital management processes.
- Build a conceptual framework of multi disciplinary knowledge for health leaders and help them to get educable for more specialized inceptions.
-Master accreditation standards in a holistic approach.

-Advance the participants' sense of professional awareness, and commitment and a sense of professional responsibility and accountability.

2- TARGETED AUDIENCE and APPLICANTS' QUALIFICATIONS AND EXPERIENCES

This certificate program is open to healthcare providers and other professionals in healthcare fields. Potential candidates are:
1- Experienced workers in health sector of any degree
2- Holders of any degree in healthcare fields such as: medicine, nursing, pharmacy, medical lab, radiology, nutrition, biomedical engineering, etc.

HMQ

HEALTHCARE MANAGEMENT & QUALITY
CERTIFICATE PROGRAM

3- PROGRAM DURATION & SCHEDULE

This training program is- a-90 contact-hour program offered either as weekly block modules (15 days) or spread over two separate weeks:
one block in 8 training days and another block in 7 training days.
After the Completion of the 15 modules, participants will get a diploma.

4- LANGUAGE

Consistent with the reality of the global business community, the program delivery will be in a bilingual format; while all materials will be in English, lectures and group discussions will be in both Arabic and English.
NB: French could replace English if needed.

5- PROGRAM FACULTY

The below list will be the faculty team delivering the program:
• Prof. Tawfik Khoja
• Dr. Safa ElQsoos
• Dr. Ali Elhaj
• Dr. Sally Al Rabbaa
• Dr. Adel Olleik
• Mr. Mohamad Hamandi
• Dr. Abeer Alenezi
• Dr. Bassam Ghazi
• Mr. Riad Farah
• Mrs. Nahida Jomaa

5- DESCRIPTION OF MODULES

Module Title	Module Description	Instructor
Organizational Development & Change Advances I & II	A thorough description of the advancements in the field of organization development and change management. The module includes overview of principles of management, management functions, organizational behavior and development concepts. Also, the module will tackle international improvement, development and change programs such as: TQM, SEAM, BSC, LEAN, Six Sigma, HRO etc. A profound highlight of the 5Dand 5D+ methodology ™ will be provided to the participants introducing a new concept of metamorphic change.	Dr. Adel Olleik
Governance and Leadership in Healthcare Organizations	An in-depth analysis of the definitions and types of governance and its components. The course will talk about the leadership, types, traits, theories and great leaders' characteristics that shaped the world. An in-depth description of the quotient theory will be done.	Prof. Tawfik Khoja
Strategic Planning Process	A journey into the world of Strategy setting, environmental analysis and identification of the main strategic drivers. Also, the course will include strategic planning, agility and the concepts of strategic patience.	Dr. Sally Al-Rabbaa
Data Management and Research Methodology	An overview of the world data types, groups, sources and methods of collection. The module will tackle the various data characteristics and attributes such as security, confidentiality and validity. Also, the course will talk about key performance indicators (KPIs), qualitative inputs and others. Data analysis such as patterns, trend, benchmarking, thematic, and descriptive will be provided. The module will include as well brief introduction to research methodologies and how to design a research proposal with its various contents.	Dr. Abeer Alenezi
Quality Management and Accreditation	A profound explanation of quality concepts, dimensions and programs. The module will include building up quality management systems, maintaining and improving it. Also, the course will talk about customer focus approach, quality improvement tools (QIT), and documentation systems. Finally the course will link these to the world of accreditation, definition, concepts, methodologies and challenges.	Dr. Mohamad Ali Hamandi
Human Potential and Talent Management	An overview of the transformation of the human resources concepts in human potential advocacy. This module will identify the importance of human potential development through the new concepts from efficient recruitment up to career development and self-actualization. Also a link between human potential development and profitability will be touched upon.	Dr. Sally Al-Rabbaa
Health Technology Systems	An overview of both hospital information system and health technology assessment (HTA). The module will talk about the importance of technology in shaping up the information flow throughout the organization as well as the effect of it on patient care. This module will talk about definitions, concepts, challenges and practiced solutions in both fields.	Mr. Riad Farah
Facility Design and Management	This module will talk about the facility design definitions, components, process and challenges. The module will talk about facility management from the perspectives of efficiency, social responsibility as well as safety. Also, a brief introduction about facility standards will be provided.	Mr. Riad Farah

HMQ

5- DESCRIPTION OF MODULES

Module Title	Module Description	Instructor
Safety Planning and Management	An in-depth definition and analysis of the concepts of safety in the world of healthcare organizations. The module will include safety culture assessment, safety practices, and hazard and risk management topics. Also, it will include related safety KPIs and best practices. Finally, the participants will be introduced to how plan safety plans and programs.	Dr. Safa ElQsoos
Infection Prevention Management (IPM)	An overview about the infection control and prevention programs, antimicrobial stewardship programs, and their related components. The module will talk as well about the challenges, the required measures and future outlook for the battle between healthcare organization and infections.	Ms. Nahida Jomaa
Healthcare Systems and Economics	Identify and understand key components of various healthcare systems, insurance models, and the elements associated with financing the healthcare system, establishing its regulatory and quality standards, and the systematic infrastructure for care delivery. Health (Healthcare) Economics is an applied field of Economics allowing for a systematic and rigorous examination of the economic issues and problems encountered in the assessment and promotion of health. It applies economic theories of consumption, production, and welfare of society with the aim to better understand the behavior of individuals and households, healthcare providers (public and private), and policy decision makers.	Dr. Ali Hajj
Communication Channels and Skills	A journey into the world of communication definition, attributes, challenges and channels. The module will explain the various types of communication modes used in healthcare setting. Also, this module will talk about the importance of listening and the related challenges. Finally, the module will introduce new concepts regarding communication problems analysis and improvement.	Dr. Sally Al-Rabbaa
Finance and Profitability Management	This module introduces the context of Health Care Financial Management and the fundamentals of financial management applications with an emphasis on concepts that are critical to decision making.	Dr. Adel Olleik
Clinical Practices Management	The purpose of this module is to develop the procedure for continuous quality improvement of clinical practices and medical care. It familiarizes the trainees with the different levels of professional practices.	Dr. Bassam Ghazi

HMQ

HEALTHCARE MANAGEMENT & QUALITY
CERTIFICATE PROGRAM

6- PARTICIPANTS EVALUATION:

1. Modules Assignments (20%): class or homework assigned by instructors.

2. Modules Exams (50%): For each 2 modules, the trainee will present one exam session (30 minutes) except for the last module, the exam session will be for 15 minutes.
Trainees failing a module may sit for 1 make up session.
The language of the exam can be presented in English , Arabic or French upon the trainee choice.

3. Program Project (30%):
Trainees, divided into three member groups, will select topics either assigned by the scientific committee or of their own selection to submit a 20-25 pages research project on; the research is to follow the following structure:
- Introduction with a problem statement
- Literature review
- Design and methodology
- Results and discussion
- Conclusion and future work

Trainees start the project during the teaching part of the program and will present 2 months after last module delivery. Each group will be assigned a supervisor for guide and support. Project reports shall be submitted one month after last module delivery and shall be reviewed by the supervisors before the time of the presentation session.
Presentation per group of trainees will take 20 minutes in the presence of supervisors and a jury. If trainees prove that their projects are adopted or accepted for implementation, or seriously debated in decision making loops, these projects shall be rated with high evaluation scores.
Trainees will be granted the HMQ Certificate upon successful completion of all modules and earning (50/70) in exams and assignments, in addition to earning project evaluation score of (25/30).
Trainees who do not meet evaluation criteria shall be granted a certificate of attendance for the attended modules.

7- FEES & RESPONSIBILITIES
Total fee for this training program will be: **$ 3450 (15 modules)**
per participant

OUR FACILITATORS
FOR THIS PROGRAM

OUR FACILITATORS
EXPERTS FROM THE ARAB WORLD

Prof. Tawfik Khoja, MBBS, FRCGP, FFPH, FRCP

Prof. Tawfik Khoja is the General Secretary of the Arab Hospitals Federation.

Previously, he held the position of the Director General of the Executive Board of the Health Ministers' Council for Cooperation Council States for more than 16 years. He is the fellow of the Royal College of General Practitioners – UK (FRCGP-1989), the fellow of the Faculty of Public Health (FFPH-2003), and fellow of the Royal College of Physician – UK (FRCP-2007).

He has been awarded in June 2003 the Professorial ship in health systems and quality (Adjunct Professor) from Oklahoma University, USA. At the beginning of 2010 he received the professional ship degree from Imperial College, London, UK.

Prof. Khoja is Family and Community Medicine Consultant, in family medicine, public health and development and advancement of health programmes and improvement of TQ concepts and patient safety, conduction and coordination of field studies and research in PHC. He is a WHO temporary advisor.

Prior to his appointment as the Director General of the Executive Board, HMC/GCC, he held the position of Director General of Health Centers, Ministry of Health, Kingdom of Saudi Arabia.

He was the author and co-author of many books and manuals .

He has been awarded many local, regional and international awards and recognitions. He is a member of many reputable scientific societies.

Dr. Safa ElQsoos, MD

Dr. Safa ElQsoos is the Vice president of the Arab Hospitals Federation. She is also WHO/EMRO regional consultant on quality and patient safety and consultant for the Arab Health Care Institution for accreditaion (Arab Countries League).

She is a health management expert with practical experience in Quality and patient safety, health systems strengthening, accreditation, patient's rights. She was previously the head of the Quality Directorate at the Ministry of Health in Jordan where she led a team of more than 120 health specialists. She has led a drive to quality at the national and governorate level and surveyor in accordance with the King Abdullah Excellence program, innovated a patient right's system and managed a patient records system in health centers nationwide.

Dr. Qsoos is also an expert trainer and manager having designed and conducted numerous trainings on issues ranging from quality assurance to patient safety. In addition to her MD, she holds a degree in Community Medicine and is fluent in Arabic, English, and Italian.

Adel Olleik, MPH, DBA

Dr. Olleik is a senior healthcare Management Consultant, Surveyor & Trainer in Healthcare Policy, Profitability Management, Quality & Accreditation Management, Governance & Leadership, & Human Potential Development. He holds a Master's degree in Public Health from the American University of Beirut and a Doctorate of Business Administration from the University of Balamand. He is the Chairman of Gates Group, for Healthcare Management Solutions, since 2002. Dr. Olleik is the Government Representative Expert at National Social Security Fund Board in Lebanon since 2006. He has founded a Master's Program for Healthcare Management & Quality with collaborators in addition to several professional development certificates that have graduated hundreds of healthcare leaders.

Sally Al-Rabbaa, MPH, EMBA, DBA

Currently a Healthcare management expert, university instructor and regionally acclaimed Healthcare Assessor and Surveyor.

Since 2001, Dr. Al-Rabbaa has culminated great experience in the fields of healthcare management, quality management, performance improvement, risk management, business re-engineering, accreditation, and customer focus. He holds a Master's degree in Public Health (MPH) Healthcare Services Administration from the American University of Beirut (AUB), as well an Executive Master in Business Administration (EMBA) from the Lebanese American University (LAU) & a Doctorate in Business Administration from Lyon(III) France and University of Balamand. Dr. Al-Rabbaa works currently as Chief Executive Officer of Gates Group; as well he is an instructor of quality management for various Master Degrees in multiple reputable universities in Lebanon. During his career, Dr. Al-Rabbaa attained several national and international certifications such as the Consulting Process, Maastricht School of Management (MSM), the INSEAD Middle East Health Leadership, the Joint Commission International (JCI) Quality Improvement and Accreditation training. He is a co-author of the book titled "Quality Management and Accreditation", and he is a member of several Lebanese national committees related to quality management and accreditation.

Riad Farah, Bachelor Degree in Engineering

Mr. Riad Farah, Certified Biomedical, Certified HTM is a Health Technology Manager with more than 20 years of experience in Medical Engineering. Mr. Farah has combined academic proficiency with medical equipment technology. He is now a consultant for several national and international Hospitals, represents Syndicate of Hospitals at LIBNOR; the Lebanese Institutes of Norms and Standards, quality auditor on Lebanese accreditation standards, and manages over twenty million dollars valued medical equipment at Saint George Hospital. He is also specialized in JCAHO/AIA American standards for Hospital Architecture, which he teaches at several Lebanese Universities. He also taught medical equipment technology for Nurses, Laboratory and Radiology technicians.

Mohamad-Ali Hamandi, BSN, MPH, HA, DBA

Mr. Mohamad-Ali Hamandi, BSN, MPH, HA, DBA is the Assistant CEO - Director of Strategic Management and Quality of Makassed General Hospital. He is a Lead Auditor, trainer and consultant for quality and management for many hospitals in Lebanon and Saudi Arabia including ISO and accreditation.

In addition, he is Consultant for WHO, UNDP, UNFPA and UNEP; He is a member of many professional organizations including the Syndicate of Hospitals in Lebanon and the Arab Hospitals Federation, Lebanese Healthcare Management Association and many other professional organizations.

Moreover, Mr. Hamandi is a lecturer in six universities in Lebanon. Also, He is a co-author of many books on Quality, disaster management, Patient safety and health care waste management.

Abeer Alenezi. MPH

Dr. Abeer Alenezi is an experienced Public Health Specialist with a demonstrated history of working in the Hospital & Health Care industry. Skilled in Healthcare Consulting, Performance Improvement, Accreditation, Clinical Research, and Epidemiology. Strong quality improvement professional with a Masters of Public Health (MPH) from Faculty of Medicine, Kuwait University. She has held various responsibilities since working with the QAD including the Head of Quality & Accreditation Office at Kuwait Cancer Control Center (KCCC), development of patient safety policies at MOH, and development of patient safety indicators program for the hospitals.
Currently she is a member of the Safety and Risk Management Programs.

Ali ElHaj. L.L.M, Ph.D

Over the past 30 years, Dr. Elhaj worked as a Chief Executive Officer in several healthcare systems throughout the United States and Lebanon.
He completed his study in Educational Psychology, Healthcare Management and Human Rights Law at Wayne State University, The University of Michigan and Saint Thomas University Currently, Dr. Elhaj is the Founding Member, Governing Board Member, and CEO of Medrar Medical Center, previously, Managing Director for Health Care Management, Oversaw the management and development of a full healthcare system in Lebanon and the Region, Lebanese University program (Norms and Technology Management), and a Healthcare Subject Matter Expert. Advisor to the Ministry of Health, and a member of the Ministry of Health National Accreditation and standard development committee. Recently appointed by the Lebanese Ministry of Health to
coordinate the restructuring of the accreditation standards and audit. Dr. Elhaj served on the Board of Directors of several healthcare systems, most notably the National Association of Healthcare Systems in USA. Dr. Elhaj received several awards including the CEO of the Year award for outstanding clinical and operational excellence from Charter Medical Corporation, Outstanding Services to the field of healthcare from the University of Nevada, and the President awards for outstanding services to support and promote the nursing profession from the American Psychiatric Nursing Association.

Nahida Jomaa, MPH, HAS

Mrs. Nahida Jomaa is occupying the position of accreditation and education director in a leading consultancy and training company on healthcare management in Beirut. She has quality and compliance related management roles in two educational programs related to Healthcare Quality Management and many other related training programs. She has teaching and training roles in these programs as well.

Mrs. Jomaa has managed multi-faceted projects including the national accreditation based on the Lebanese Accreditation Standards in governmental and non- governmental healthcare facilities. She participated as auditor and lead auditor in a large number of hospitals. Mrs. Jomaa plays a major role in granting accreditation for a Surveyor Training Program by the higher body for accreditation, the International Society for Quality (ISQua) and she is a trainer in the program as well. She participated in consultancy projects where she conducted gap analysis in healthcare institutions based on both international (JCI, Canadian, Australian) and national accreditation standards. She developed and worked upon strategies to reach compliance and better establishment of quality management system taking into consideration needs and available resources. Also, she assisted in the development of policy, procedures and work practice information including implementation. She developed, reviewed and maintained many Quality Management System in the organizations she was responsible of.

She led the Infection Control and Safety program at a University Hospital in Beirut.

Mrs. Jomaa worked as an area coordinator in Save the Children Federation- US Health sector where she developed health promotion programs.

Bassam Ghazi, MD, DBA

Dr. Bassam Ghazi, is an MD graduated from St. Joseph University in Beirut in 1979. He was awarded Diplomas of specialty in General Surgery from St. Joseph University-Beirut 1983 and from Pierre et Marie Curie University Paris VI 1984 (Faculty of Medicine Broussais Hôtel Dieu). He has been practicing General Surgery in Lebanon since 1984 up to date. He has a Master's degree in Hospital and Health Management from Ecole Supérieure des Affaires-Beirut and from Paris Diderot University-Paris VII 2008; as well as a degree of Doctorate in Business Administration (DBA) at Ecole Supérieure des Affaires- Beirut and Sorbonne University- Paris. He has been engaged in the national accreditation of the Lebanese Healthcare Organizations as accreditation consultant. He offers the course of Clinical Practices Management to Master students in Healthcare and Quality Management program at the Lebanese University, and the course of Evaluation of Professional Practices to Diploma students in Healthcare and Quality Management program at the Lebanese German University, both organized by Gates-Group. Dr. Ghazi has special interest in JCI accreditation.

PROGRAM TWO

إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

CAS

CERTIFIED ACCREDITATION SURVEYOR

IN PARTNERSHIP WITH

GATES

ACCREDITED BY

ISQua® Accreditation
SURVEYOR TRAINING PROGRAMME

TRACCERT CANADA
Registered with Government of
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ORGANIZED BY

MCE GROUP
FOR CONGRESSES
& EXHIBITIONS

CAS

CERTIFIED ACCREDITATION SURVEYOR
SURVEYOR TRAINING PROGRAM

DESCRIPTION

The program is designed to provide the required knowledge and skills for the trainees in order to prepare them to become internal/external surveyors in the healthcare field.

This program consists of 4 contact days and 2 in the field days. Trainees are granted certification of completion endorsed by ISQua after successful completion of the examination at the end of the training program and evaluation done in the field through onsite and real life audit visits. During onsite visit, trainees will observe trainers/surveyors in the field, while during the real life audit visit trainees will play the role of surveyors under the supervision of trainers/surveyors. The pre preparation days for real life audit visit and for writing the survey report are not included in the program schedule.

The CAS training program is accredited by the International Society for Quality (ISQua).

1- TRAINING PROGRAM LEARNING OBJECTIVES/ OUTCOMES

By the end of this program, trainees will be able to:
- Prepare participants to master surveying accreditation skills.
- Provide participants with the knowledge and tools needed for internal and external surveying based on normative reference standards and methodology.
- Standardize surveying methodology to decrease the margin of subjectivity.

2- TARGETED AUDIENCE and APPLICANTS' QUALIFICATIONS AND EXPERIENCES

This workshop is designed to be suitable for healthcare providers and other professionals in healthcare sector with the following minimum requirements:
1. Bachelor degree in Healthcare related domain.
Or
Any non-healthcare related bachelor degree with 5 years' experience in healthcare.

2. Involvement in accreditation, quality management, or auditing for 3 years.
Or
Complete 90 hours of training in health care management and quality

CAS

CERTIFIED ACCREDITATION SURVEYOR
SURVEYOR TRAINING PROGRAM

Any certification in auditing is considered an asset.

Participants with evidenced additional qualifications such as profound experience in auditing have the priority to join the program.

3. Fluency in the language of the program. Basic computer skills is an asset.

3- TRAINING PROGRAM FACULTY

- Senior surveyors with at least 5 years' experience in auditing national and international healthcare normative references.
- Senior trainers with at least 5 years' experience in training on national and international healthcare normative references.

4- PROGRAM DURATION & SCHEDULE

The Surveyor Training Program can be conducted following one of the 2 schedules stated below:

1. Either 6 consecutive days for 6 hours a day (Saturday till Thursday 9:00am-3:00pm) with the last 2 days practical application in the field .
OR
2. Three days for 2 consecutive weeks as follows:
a.The first week:
i. Saturday 6 hours (9:00am-3:00pm)
ii. Sunday and Monday for 3 hours each day (6:00pm-9:00pm)
b. The second week:
i. Saturday, Sunday and Monday for 6 hours a day (9:00am-3:00pm) with the last 2 days practical application in the field.

5- TRAINEE EVALUATION

Certificate awarded:
Certificate of Completion is issued to trainees who fully attend the 6 designated training dates, engage in hand-on practice simulation, actively involve in field training, actively discuss cases, pass the set examination or assignments, present an audit report, and have the competency rate and the total rate of 2.6-3.5. The certification of completion endorsed by ISQua

Examination & Fulfillment of Requirements:
Trainees have to successfully complete examination session at the end of the training days and all the requirements including the field visit report for the certificate of completion to be awarded.

Reassessment:
In case of unsuccessfully meeting the requirements to be awarded the certificate, each case will be evaluated separately by the trainer and the program task force to decide on one of the following measures:
- Make up exam
- Repeat the training

Appeal handling:
The trainee presents in writing a request for appeal when he/she:
- Refuses the assessment results or
- Requests a reassessment
In either case the request is evaluated with the concerned party (ies) and the requester is informed about the final decision(s).

6- SCHEDULE 1

	DAY ONE			
Time	Topic / Session / Content	Learning Outcomes/ Objectives/ Competencies	*Training Methodology	Trainer
8:30 - 9:00	Registration and Morning Coffee			
9:00-9:30	Workshop introduction Pre-test	- Get introduced to training program objectives, teaching methodology, evaluation, certification and complaint process. - Pre assessment of the level of knowledge and skills of trainees prior to training - Pre assessment to make minor training program adjustments, if necessary	- Power point presentation - Pre-test	ISQUA CERTIFIED TRAINERS
Session1 9:30-10:30	Overview of quality management system	- Ability to define quality and quality management system - Ability to define the customer - Ability to explain the quality management principles	- Power point presentation - Class discussion (Q&A)	ISQUA CERTIFIED TRAINERS
10:30-10:45	Coffee Break			
Session 2 10:45-11:35	Overview of international accreditation and certification programs	- Ability to explain the accreditation objectives - Ability to differentiate between certification and accreditation - Get to know international accreditation & certification programs (ISQua, JCI, France, ISO)	- Power point presentation - Class discussion (Q&A)	ISQUA CERTIFIED TRAINERS
Session 3 11:35-12:25	Accreditation Systems: Historical Background	- Get to know the evolution of the accreditation systems internationally and nationally	- Power point presentation - Class discussion (Q&A)	ISQUA CERTIFIED TRAINERS
Session 4 12:25-13:30	Standard development, classifications and explanation	- Get introduced to the process of standards development and standards guiding measures	- Power point presentation - Class discussion (Q&A)	ISQUA CERTIFIED TRAINERS
13:30-14:15	Lunch Break			
Session 5 14:15-15:00	Surveying process: Key concepts/ Terms and definitions Principles of surveying	- Ability to define commonly used auditing terms and concepts - Ability to differentiate between auditing, inspection, gap analysis, self-assessment and other related terms - Ability to understand surveyors behavior and ethics - Ability to understand principles relating to the audit/survey	- Power point presentation - Class discussion (Q&A)	ISQUA CERTIFIED TRAINERS

6- SCHEDULE 1

DAY TWO				
Time	Topic / Session / Content	Learning Outcomes/ Objectives/ Competencies	*Training Methodology	Trainer
8:30 - 9:00	Morning Coffee			
Session 6 9:00-9:50	Methods for data collection - Interview and questioning technique - Observation - Document review and checking records	-Ability to list the different sources of information - Ability to master observation technique - List 4 documents included in document review - Understand interviewing techniques - Ability to ask questions	- Power point presentation - Pre-test - Class discussion (Q&A) - Group Work 1: trainees will identify per selected chapters evidences covered by: - Observation. - Document review. - Record check. - Interview.	ISQUA CERTIFIED TRAINERS
Session 7 9:50-10:30	Sampling technique, weight and Level of investigation	- Ability to choose samples - Ability to identify the appropriate level of investigation	- Power point presentation - Class discussion (Q&A) - Group Work Activity 2: identify weight and level of investigation per standard/group of standards for the chapters worked upon in previous exercise.	ISQUA CERTIFIED TRAINERS
10:30-10:45	Coffee Break			
Session 8 10:45-12:15	Surveying process – pre audit activities Assessment tools	- Explain why and when an audit would be initiated - List the steps involved in initiating an audit - Ability to prepare an audit program and an audit plan. - Get to know the different assessment tools	- Power point presentation - Template Audit Evidence - Group Work Activity 3: Preparing and audit plan;	ISQUA CERTIFIED TRAINERS
Session 9 12:15-13:30	Surveying process- conducting on site activities	- Understand and explain the sequence of on-site audit activities - Ability to open a meeting with auditee	- Power point presentation - Class discussion (Q&A) - Group Work Activity 4: Participants per chapter will select one leader to play the role of a lead surveyor in a simulation exercise on how to open a meeting with auditee	ISQUA CERTIFIED TRAINERS ISQUA CERTIFIED TRAINERS
13:30-14:30	Lunch Break			
Session 9 (continued) 14:30-15:00	Surveying process- conducting on site activities	- Understand and explain the sequence of on-site audit activities - Ability to open a meeting with auditee	- Power point presentation - Class discussion (Q&A) - Group Work Activity 5: Taking advantage of exercise 2, participants will establish list of questions and practice interviewing technique to understand different types of questions and answers and to select the tracer themes/topics.	ISQUA CERTIFIED TRAINERS

6- SCHEDULE 1

		DAY THREE		
Time	Topic / Session / Content	Learning Outcomes/ Objectives/ Competencies	*Training Methodology	Trainer
8:30 - 9:00	Morning Coffee			
Session 9 (continued) 9:00-10:30	Surveying process-conducting on site activities	- Understand and explain the sequence of on-site audit activities - Ability to open a meeting with auditee	- Power point presentation - Class discussion (Q&A) - Group Work Activity 5: Taking advantage of exercise 2, participants will establish list of questions and practice interviewing technique to understand different types of questions and answers and to select the tracer themes/topics.	ISQUA CERTIFIED TRAINERS
10:30-10:45	Coffee Break			
Session 9 (continued) 10:45-11:30	Surveying process-conducting on site activities	- Understand and explain the sequence of on-site audit activities - Ability to open a meeting with auditee	- Power point presentation - Class discussion (Q&A) - Group Work Activity 5: Taking advantage of exercise 2, participants will establish list of questions and practice interviewing technique to understand different types of questions and answers and to select the tracer themes/topics.	ISQUA CERTIFIED TRAINERS
Session 10 11:30-13:30	Tracer methodology	- Get introduced to tracer methodology - Ability to apply tracer methodology	- Power point presentation - Class discussion (Q&A) - Group Work Activity 6: Fill the tracer tool based on selected theme/topic	ISQUA CERTIFIED TRAINERS
13:30-14:30	Lunch Break			
Session 10 (continued) 14:30-15:00	Tracer methodology	- Get introduced to tracer methodology - Ability to apply tracer methodology	- Power point presentation - Class discussion (Q&A) - Group Work Activity 6: Fill the tracer tool based on selected theme/topic	ISQUA CERTIFIED TRAINERS

CAS

6- SCHEDULE 1

DAY FOUR				
Time	Topic / Session / Content	Learning Outcomes/ Objectives/ Competencies	*Training Methodology	Trainer
8:30 - 9:00	Morning Coffee			
Session 11 9:00-10:30	Post audit activities Scoring the survey results	- Understand the standard rating process - Ability to score selected standards - Introduce the audit report template - Prepare for writing non conformities in the field visit	- Power point presentation - Class discussion (Q&A) - Group Work Activity 7: Rate the standards per chapter based on the results of previous exercises and write one non-conformity	ISQUA CERTIFIED TRAINERS
10:30-10:45	Coffee Break			
Session 12 10:45-11:45	- Negotiation and Conflict resolution - Time management	- Get to know the conflict stages - Ability to master bargaining zone - Get to know the time management control techniques - Ability to master time as essential resource	- Power point presentation - Class discussion (Q&A) and exercises	ISQUA CERTIFIED TRAINERS
11:45-13:30	Evaluation Final exam	- To measure the effectiveness of the training		ISQUA CERTIFIED TRAINERS
13:30-14:30	Lunch Break			

6- SCHEDULE 1

Time	Topic / Session / Content	Learning Outcomes/ Objectives/ Competencies	*Training Methodology	Trainer
DAY FIVE SIMULATION EXERCISE - ONSITE VISIT				
8:00 - 9:00	Meeting in a health care facility			
9:00-9:30	Opening meeting	- Explanation of the audit visit purpose - Ability to gain a hands-on experience of how audits are conducted on site	- Meeting with healthcare facility responsible staff	
9:30-10:00	Engagement in facility tour	- Identify the different sources of information during facility tour	- On site visit	
10:00-12:00	Meeting with Heads of departments for a selection of chapters	- Ability to observe how questions are being asked - How evidences are presented - How samples are being chosen - How to conduct a tracer	- Meeting with heads of department in groups. - Each group is responsible for the chapter previously assigned. - A theme tracer	
12:00-13:00	Auditors' meeting	- Ability to validate evidences - Ability to share information and reach conclusion - Ability to rate standards	- Meeting with the trainees and trainers	
13:00-14:00	Closing meeting and Preparing a visit report.	- Present the experience gained and challenges faced - Present audit findings	- Make use of their observation as a group and the evidences collected to write the visit report.	
14:00-15:00	Onsite training program evaluation			
DAY SIX REAL LIFE AUDIT- ONSITE VISIT				
Same as Day 5: the trainees play the role of auditors under the supervision of the trainers.				
*Training methodology: PowerPoint presentation/group discussions/in-house working group activities/ onsite simulation activities/ role play in real life audit.				

7- LANGUAGE

Consistent with the reality of the global business community, the program delivery will be in a bilingual format; while all materials will be in English, lectures and group discussions will be in both Arabic and English.
NB: French could replace English if needed.

8- FEES & RESPONSIBILITIES
The fees for this training program will be:
$2760 (6 days) per participant.

PROGRAM THREE

إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

PROGRAM THREE

HTM

HEALTH TECHNOLOGY MANAGEMENT

IN PARTNERSHIP WITH

GATES

ACCREDITED BY

ISQua® Accreditation
SURVEYOR TRAINING PROGRAMME

TRACCERT CANADA
Registered with Government of
Canada as Training Accreditation
and Certification Organization

ORGANIZED BY

MCE GROUP
FOR CONGRESSES
& EXHIBITIONS

HTM

HEALTH TECHNOLOGY MANAGEMENT
CERTIFICATE PROGRAM

DESCRIPTION

This training program provides trainees with the knowledge, skills and attitude needed to understand ana apply the new Health Technology Management concept in Healthcare Management. It tackles major technology management tools and techniques, project, facility, medical equipment technology and assessment, hospital planning and architecture, IT and security ...

This training program touches safety issues related to technology, and complements it with a link to quality.

TARGETED AUDIENCE

This certificate program is open to Hospitals COO, Hospital Directors, Chief Technology Officers HTO, Managers, Biomedical Engineers, Regulators in HTA and HTM field.

PROGRAM OUTLINE

Trainer: Mr. Riad Farah

DAY ONE

- **DEFINITION OF HEALTH TECHNOLOGY ASSESSMENT**
- **METHODS OF HEALTH TECHNOLOGY ASSESSMENT**
- **LINKS BETWEEN HEALTH TECHNOLOGY REGULATION, HEALTH TECHNOLOGY MANAGEMENT AND HEALTH TECHNOLOGY ASSESSMENT**
- **HEALTH TECHNOLOGY ASSESSMENT FOR EVIDENCE-INFORMED CONTEXT-BASED DECISION making**
- **CHALLENGES FOR USING HEALTH TECHNOLOGY ASSESSMENT IN DEVELOPING AND EMERGING COUNTRIES**

DAY TWO

- **HEALTH TECHNOLOGY MANAGEMENT**
- **REPAIR OR REPLACE ALGORITHM**
- **FEASIBILITY STUDIES**
- **ASSET MANAGEMENT AND INVENTORY**
- **BENCHMARKING AND PERFORMANCE INDICATORS**

DAY THREE

- **OVERVIEW HOSPITAL PLANNING AND DESIGN**
- **ZONING AND INTER-DEPARTMENTAL RELATIONSHIP**

HTM

HEALTH TECHNOLOGY MANAGEMENT
CERTIFICATE PROGRAM

- **DESIGN BRIEF AND OPERATIONAL POLICIES**
- **ACCESS, TRAFFIC, SECURITY, SAFETY**
- **BUILDING ATTRIBUTES**
- **THERAPEUTIC ENVIRONMENT AND SUSTAINABLE GREEN DESIGN**
- **FUNCTIONAL SPACE PROGRAM**
- **STAGES OF DESIGN**
- **ROLE OF MEDICAL EQUIPMENT PLANNER**
- **LOADED DRAWINGS**
- **ROOM SCHEDULE AND BILL OF QUANTITIES**
- **ACCREDITATION REQUIREMENTS**
- **BIOMEDICAL ENGINEERING**
- **BUILDING AND FACILITY MANAGEMENT**
- **ENGINEERING MAINTENANCE**
- **CLASSROOM WORKSHOP IN GROUPS**

3- PROGRAM DURATION & SCHEDULE

This training program is a 3 full day program.

4- FEES & RESPONSIBILITIES
The fees for this training program will be:
$900 (3 days) per participant.

5- LANGUAGE

Consistent with the reality of the global business community, the program delivery will be in a bilingual format; while all materials will be in English, lectures and group discussions will be in both Arabic and English.
NB: French could replace English if needed.

THE FACILITATOR
FOR THIS PROGRAM

Riad Farah, Bachelor Degree in Engineering

Mr. Riad Farah, Certified Biomedical, Certified HTM is a Health Technology Manager with more than 20 years of experience in Medical Engineering. Mr. Farah has combined academic proficiency with medical equipment technology. He is now a consultant for several national and international Hospitals, represents Syndicate of Hospitals at LIBNOR; the Lebanese Institutes of Norms and Standards, quality auditor on Lebanese accreditation standards, and manages over twenty million dollars valued medical equipment at Saint George Hospital. He is also specialized in JCAHO/AIA American standards for Hospital Architecture, which he teaches at several Lebanese Universities. He also taught medical equipment technology for Nurses, Laboratory and Radiology technicians.

Leadership and Management Training PROGRAM

إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

PROGRAM FOUR

LEADERSHIP
AND MANAGEMENT

IN PARTNERSHIP WITH

GATES

ACCREDITED BY

ISQua®
Accreditation
**SURVEYOR TRAINING
PROGRAMME**

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LEADERSHIP AND MANAGEMENT

1- DESCRIPTION

The course will cover the functionality aspects of Governance and Leadership and its impact on policy development and implementation, accountability and transparency, and the systematic requirements that influence changes at all levels of the organization. It provides trainees with knowledge & skills that enable the to evaluate system resources and performances,
enhances transparency and accountability and articulates the theoretical and operational differences between authority, leadership, and governance.

2- PROGRAM OVERVIEW

Leadership and Management training program is designed for managers and leaders who can perform at a higher level and inspire others to contribute discretionary performance to the organization.

3-PROGRAM OUTLINE

Day 1:

Governance theories, types, by-laws, transparency and accountability systems.

1. Governance: A thorough description of the theories associated with governance along with the impact of governance on the strategic decisions of the organization. It sheds light on transparency and accountability systems. Customer's perspectives.

Day 2:

Leadership: Concepts, definitions, theories and types.

2. Leadership Fundamentals: An essential concept of leadership lies in understanding the pillars of this skill. In this section, the facilitator will focus on the types, theories and concepts related to leadership within an interactive environment that allows participants to have hands on experience.

Day 3:

Leadership in crisis, and change, and leadership in 5Q theory

3. Change Management: This theme identifies challenges associated with leadership and management. It enables the participants to have a rooted understanding about leading in crisis and 5Q theory.

LEADERSHIP AND MANAGEMENT

4- TARGET GROUP
The "Leadership and Management" training shall be provided in- house or as separate training program. This program is intended for Leaders & Managers in all positions.

5- PROGRAM SCHEDULE & DURATION
The duration of the "Leadership and Management" is three (3) full days (6 hours each).

6- CERTIFICATE
Upon completion of the program, trainees will receive a certificate of attendance.

7- TEACHING STAFF
Field experts of various disciplines will be leading the delivery of these modules.

8- MODE OF DELIVERY AND LEARNING STYLES
This training will be delivered in actual classroom setting using various techniques that include group work, case scenarios, and others.

9- PROGRAM FEES
The fees for this training program will be:
$900 (3 days) per participant.

10- LANGUAGE

Consistent with the reality of the global business community, the program delivery will be in a bilingual format; while all materials will be in English, lectures and group discussions will be in both Arabic and English.
NB: French could replace English if needed.

إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

THE PARTNERS

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OUR PARTNERS

ARAB HOSPITALS FEDERATION

The Arab Hospitals Federation(AHF) is an independent, non-political and non-profit organization that represents and serves Arab public and private hospitals, medical centers, institutions and organizations directly connected with the provision of Healthcare. It constitutes an ideal platform to exchange ideas, policies and services in Healthcare Management as well it provides education for health care leaders through well designed training programs in addition to the remarkable annual forum.
www.ahfonline.net

Gates Group

Gates Group is a pioneer management solutions provider firm specialized in healthcare. It follows human-centered approaches to create sustainable development of leaders and organizations.
Gates has received the International Society for Quality and Safety in Healthcare (ISQua®) Accreditation for some Programs in addition to TRACCERT Canada Accreditation for other programs.
Gates is accredited as an Auditing Body for Lebanese hospital accreditation by the Lebanese Ministry of Public health. Gates is also a certified "CME Provider" by the Lebanese Order of Physicians.
www.gates-group.com

Traccert Canada

TRACCERT Training Accreditation & Certification Organization (TRACCERT for short) provides Training Accreditation, Training Certification, and Training Verification services. Duly registered with Government of Canada as an organization to provide Training Accreditation and Certification services, and operating from its Head Offices in Halifax; TRACCERT has its accredited training partners world-over. It is a full member of The Association of Accrediting Agencies of Canada (AAAC) which represents the accrediting bodies of over 30 professions in most areas of practice in Canada.
www.traccert.org

ISQua

ISQua is a member-based, not-for-profit community and organisation dedicated to promoting quality improvement in health care. They have been working to improve the quality and safety of health care worldwide for over 30 years. They aim to achieve their goal through education, knowledge sharing, external evaluation, supporting health systems worldwide and connecting like-minded people through their health care networks. ISQua's members are continually working towards quality improvement in health care around the world.
www.isqua.org

MCE Group

MCE Group is a leading event organizer in Lebanon and the MENA region, with a growing portfolio covering different key industry sectors.
Established in year 2000, MCE group is the exclusive promoting and organizing company of the Arab Hospitals Federation. Since the AHF establishment, an official relation linked it to the company leading to numerous landmark events in the healthcare field.
www.mcegroup.net

ARAB HOSPITALS FEDERATION
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