

What has been achieved from the Strategic Plan

Application period: Four years
Preparing the plan: March 2016 - March 2020

Dear respected President and Board of Trustees of Patient Friends Society ,

Greetings,

Firstly, allow me to extend my sincere thanks to you for your support and assistance, which had the greatest impact on the success of implementing this plan on the ground, as well as accelerating its implementation.

Allow me to present to you a description of what has been accomplished in pursuit of achieving the set of goals and implementing the five basic aspects on which the strategic plan was built.

With All respect and appreciation.

Dr. Youssef Al-Takroui

General Director

May.2020

First: The plan for developing the medical, nursing and technical staff and the relationship with universities:



Doctors

The medical services and subspecialties expansion:

In order to raise medical efficiency and quality, over the past years we have communicated with qualified doctors in order to join the Al-Ahli Hospital staff, and we have been able to attract many qualified medical professionals.

The number of specialist doctors working in the hospital until the end of 2015 was (35) doctors. (9) doctors resigned during this period, so their number became (26) doctors, and it rose to (65) doctors by the end of the plan. This qualitative and numerical increase led to upgrading medical services and that led the hospital to become a major center for receiving difficult and complex medical cases from all over the country, in addition to (95) doctors in the residency and specialization program who will serve as a support for the various departments and specific subspecialties.

| Date of Employment | Specialty | Doctor | |
|--------------------|---|----------------------------------|----|
| 16-06-1989 | Internal Medicine specialist | Dr. Osama Al-Bakri | 1 |
| 01-04-1993 | General Surgery specialist | Dr. Mohammad Jamil Al-Hashlamoun | 2 |
| 01-04-1996 | Obstetrics and Gynecology specialist | Dr. Bassam Nasserddin | 3 |
| 01-06-1996 | Internal Medicine specialist | Dr. Mohammad Majed Dweik | 4 |
| 18-10-1997 | Obstetrics and Gynecology specialist | Dr. Abdel Fattah Nofal | 5 |
| 01-08-1998 | Obstetrics and Gynecology specialist | Dr. Salah Al-Hashlamoun | 6 |
| 18-10-2003 | Orthopedic specialist | Dr. Basem Mujahed | 7 |
| 15-01-2004 | Obstetrics and Gynecology specialist | Dr. Ismail Natsheh | 8 |
| 17-07-2004 | General Surgery specialist | Dr. Rafiq Salhab | 9 |
| 25-08-2004 | Urologist | Dr. Khader Hassouneh | 10 |
| 01-04-2006 | Pediatrician | Dr. Taher Sadeq Al-Sharif | 11 |
| 01-12-2006 | Anesthesia and Resuscitation specialist | Dr. Fayez Mujahed | 12 |
| 16-08-2007 | ENT specialist | Dr. Nabil Ashour | 13 |
| 22-09-2007 | Anesthesia and Resuscitation specialist | Dr. Nezam Abu Snaineh | 14 |
| 01-01-2010 | Ophthalmologist | Dr. Amjad Mujahed | 15 |
| 01-01-2010 | Pathologist | Dr. Ezzedin Al-Bakri | 16 |

| | | | |
|------------|--|-----------------------------|----|
| 01-4-2011 | Orthopedic specialist | Dr. AbdelHaq Shaheen | 17 |
| 16-07-2011 | Cardiology and Catheterization specialist / dual board | Dr. Mohammad Awlad Mohammad | 18 |
| 01-06-2012 | Diagnostic Radiologist | Dr. Hussein Abu Sharkh | 19 |
| 02-03-2013 | Pediatrician | Dr. Shehab Qawasmeh | 20 |
| 22-07-2013 | Neurosurgeon specialist | Dr. Said Edkidek | 21 |
| 19-10-2013 | Diagnostic Radiologist | Dr. Ahmed Hasasneh | 22 |
| 01-03-2014 | Diagnostic Radiologist | Dr. Issam Mujahed | 23 |
| 02-08-2014 | Anesthesia and Resuscitation specialist | Dr. Derar Zaatari | 24 |
| 04-01-2015 | Cardiology and Catheterization specialist / dual board | Dr. Bajes Amro | 25 |
| 01-08-2015 | ENT specialist | Dr. Mutaz Al-Karaki | 26 |
| 02-04-2016 | Obstetrics and Gynecology Specialist / Dual Board | Dr. Abd Alnaser Abu Rayyan | 27 |
| 01-12-2016 | Orthopedic Specialist / Dual Board | Dr. Shadi Abu Snaineh | 28 |
| 01-01-2017 | Cardiac Surgery specialist | Dr. Beshar Marzouqa | 29 |
| 02-02-2017 | Pediatrician | Dr. Ali Hmeidat | 30 |
| 01-03-2017 | Diagnostic Radiologist | Dr. Mutaz Tomeiza | 31 |
| 01-03-2017 | Pediatric Surgery Specialist / Dual Board | Dr. Osama Qumsyeh | 32 |
| 02-04-2017 | Pediatric Rheumatologist / Dual Board | Dr. Fawzi Abu Nejme | 33 |
| 01-04-2017 | General Surgery specialist in the Emergency Department | Dr. Orwa Abu Sabha | 34 |
| 01-04-2017 | Breast Oncology and General Surgery specialist | Dr. Ezzedin Al-Hashlamoun | 35 |
| 01-06-2017 | Vascular Surgery specialist | Dr. Ammar Shaheen | 36 |
| 01-06-2017 | Diagnostic Radiologist | Dr. Orwa Al-Fallah | 37 |
| 01-08-2017 | Maxillofacial surgeon | Dr. Jaafar Ayes | 38 |
| 05-08-2017 | Neurosurgeon specialist | Dr. Daa Abu Al-Rish | 39 |
| 01-11-2017 | Urologist | Dr. Amjad Abu Zahra | 40 |
| 16-12-2017 | Anesthesia and Resuscitation specialist | Dr. Majdy Hamamda | 41 |
| 07-01-2018 | Internal Medicine and Endocrinologist/ Dual Board | Dr. Anas Abu Rmeileh | 42 |
| 21-02-2018 | Dermatologist | Dr. Bana Abu Rajab | 43 |
| 01-03-2018 | Orthopedic Specialist | Dr. Ghazi Al-Shwaiki | 44 |
| 10-04-2018 | Pediatric Cardiologist/Dual Board | Dr. Hisham Al-Dweik | 45 |

| | | | |
|------------|--|--------------------------|----|
| 01-05-2018 | Internal Medicine and Gastrointestinal specialist / Dual Board | Dr. Hazem Al-Ashhab | 46 |
| 01-08-2018 | Internal Medicine specialist | Dr. AbdelWadod Abu Turki | 47 |
| 01-10-2018 | Diagnostic Radiologist | Dr. Iyad Awad | 48 |
| 01-11-2018 | Internal Medicine and Gastroenterology Specialist / Dual Board | Dr. Aref Al-Rajabi | 49 |
| 15-01-2019 | Plastic Surgery Specialist / Dual Board | Dr. Rashad Al-Zaro | 50 |
| 17-07-2019 | Orthopedic and Joint Surgery specialist | Dr. Murad Qabaja | 51 |
| 01-08-2019 | Histopathologist | Dr. Moataz Al-Natsheh | 52 |
| 01-08-2019 | Histopathologist | Dr. Sami Bannoura | 53 |
| 01-08-2019 | Pediatric Intensive Care Specialist/Dual Board | Dr. Mohammad Skafi | 54 |
| 19-10-2019 | Anesthesia and Resuscitation specialist | Dr. Falah Obaido | 55 |
| 1-11-2019 | Internal Medicine and Diabetes specialist | Dr. Amjad Abdel Nabi | 56 |
| 11-01-2020 | Internal Medicine specialist, Joint diseases and Rheumatology / Dual Board | Dr. Saed Atawneh | 57 |
| 07-05-2018 | Pediatric Cardiac Surgery specialist | Dr. Ali Abu Farah | 58 |
| 01-09-2018 | Cardiac Surgery specialist | Dr. Alaa Rabai | 59 |
| 01-04-2017 | General Surgery specialist | Dr. Fahmi Jobran | 60 |
| 01-04-2019 | Vascular Disease specialist | Dr. Rajai Al-Husseini | 61 |
| 01-11-2018 | Intensive Care and Pulmonary Diseases Specialist / Dual Board | Dr. Abdel Raouf Bayaa | 62 |
| 01-03-2020 | Internal Nephrology Specialist / Dual Board | Dr. Bilal Al-Shawamra | 63 |
| 01-03-2020 | Neurosurgery Specialist / Dual Board | Dr. Sharif Basal | 64 |
| 01-03-2020 | Internal Neurologist / Dual Board | Dr. Sharif Abu Awad | 65 |

❖ Dual Board: Obtained or qualified to sit for the board.

Sending Doctors to long-term scientific courses within the hospital's need for subspecialties. Doctors were sent on scholarship with their commitment to return to work in the hospital as follows:

| Goal of the Scholarship | Doctor | |
|---|------------------------------|---|
| He completed the General Surgery Board, and was sent at the hospital's expense to India to get the specialty in Breast Oncology Surgery. | Dr. EzzeEl-Din Al-Hashlamoun | 1 |
| He completed the Pediatric Board and was sent at the hospital's expense to a hospital within the Green Line and got the specialization in Pediatric Intensive Care. | Dr. Tamer Qutaineh | 2 |
| He completed the Internal Medicine Board, and was sent at the hospital's expense to a hospital within the Green Line and got the specialization in Hematology. | Dr. EzzeEl-Din Iqteit | 3 |
| He works in the Radiology Department as a Radiologist and has enrolled in a training program within the Green Line in Interventional Radiology. | Dr. Hussein Abu Sharkh | 4 |
| He completed the Orthopedic Board and a decision was made to send him to India to sub-specialize in Orthopedic Surgery (Arthroscopic). | Dr. Murad Natsheh | 5 |
| The Internal Medicine specialist was sent to sub-specialize in Intensive Care. | Dr. Ashraf Al-Zughayyer | 6 |
| The Neurosurgeon will be sent to sub-specialize in Interventional Cerebral Catheterization. | Dr. Sharif Basal | 7 |

Sending Doctors to short-term scientific courses:

| Goal of the Scholarship | Doctor | |
|--|----------------------------------|---|
| An Anesthesiologist was sent on a short course to India for treating pain. | Dr. Dirar Al-Zaatari | 1 |
| The General Surgery specialist was sent to India for a month-long course in Laparoscopic Surgery for surgical diseases. | Dr. Muhammad Jamil Al-Hashlamoun | 2 |
| An Obstetrics and Gynecology specialist was sent to India for a month-long course in Laparoscopic Surgery for Obstetrics and Gynecology. | Dr. Abdel Fattah Nofal | 3 |
| The Urologist was sent to Italy for a three-week course in advanced Laparoscopic Surgery. | Dr. Khader Hassouneh | 4 |
| A General Surgery Specialist sent on a two-month course to Germany in Laparoscopic Surgery/General Surgery. | Dr. Rafiq Salhab | 5 |
| The Neurosurgeon was sent for two short courses in Turkey - Laparoscopic Surgery and pain management procedures. | Dr. Said Edkidek | 6 |

This is in addition to the participation of doctors in general in scientific conferences according to specialty internally and externally.

Doctors working full-time in the hospital only:

After a long discussion and debate that lasted for several months about the feasibility and mechanism for full-time work, this system was started in April 2018, when work began in the following specialties (General Surgery - Internal Medicine - Children - Orthopedics - Dermatology - Pediatric Surgery - Neurosurgery).

The doctors closed their outpatient clinics in the country and committed to working only in Al-Ahli Hospital. They are:

| Doctor | Doctor | Department |
|--------------------------|----------------------|---|
| Dr. Shehab Qawasmeh | Dr. Taher Al-Sharif | Pediatric Department |
| Dr. Rafiq Salhab | Dr. Fahmi Jobran | General Surgery Department |
| Dr. AbdelWadod Abu Turki | Dr. Majed Dweik | Department of Internal Medicine and Endoscopy |
| | Dr. Ghazi Al-Shwaiki | Orthopedic Department |
| | Dr. Bana Abu Rajab | Dermatology Clinic |
| | Dr. Osama Qumsyeh | Pediatric Surgery |
| | Dr. Alaa Rabai | Cardiac Surgery |
| | Dr. Hazem Al-Ashhab | Department of Gastrointestinal Endoscopy |
| | Dr. Ali Abu Farah | Pediatric Cardiac Surgery |
| Dr. Diaa Abu Al-Rish | Dr. Said Edkidek | Neurosurgery |

The results achieved from applying the Full-time working system are:

- Improving medical services and the positive relationship with patients, as there is longer contact time with the patient and the treating doctor.
- Developing training programs for both resident doctors and medical students.
- Improving financial returns, whether from clinic income, support services, or medical procedures.

Nursing

The development of the nursing staff was achieved through:

- A number of nurses were sent to the American University of Beirut for two weeks in intensive courses in intensive care and cardiac care for two consecutive years.
- Sending nursing scholarships to attend scientific conferences, especially the cardiac catheterization department staff.
- Nursing scholarships for bridging in Palestinian universities within a joint agreement with the Universities of Jerusalem Abu Dis and Bethlehem in exchange for the scholarship beneficiaries' commitment to work twice the training period.
- However, we are still suffering from migration of nursing staff towards governmental hospitals for several reasons, the most important of which is retirement.

Technical Staff

- Biomedical and general maintenance engineers and technicians participate in many conferences and short-term training courses in order to develop capabilities and increase technical and technical knowledge.
- Increasing the human staff in the General Maintenance Department by adding an electrical engineer, as well as increasing the number of technicians.
- Increasing the human staff in the accounting department by employing accountants with a bachelor's degree and training them on the special system that was recently introduced to the hospital.
- And employ:
 - (1) A private accountant working in the medical warehouse department.
 - (2) A private accountant for the Insurance Department and a private accountant for the Patient Affairs Department.
 - (3) A special accountant to control the accounting system with the aim of enhancing the principle of transparency and control, controlling movements in warehouses and controlling funds.

A committee for development / quality and infection control

- Based on the recommendations of the Palestinian Ministry of Health, the hospital staff participated in several workshops organized by the Ministry in order to reduce infections in hospitals.
- An infection control team was established in the hospital within the Development and Quality Committee to overlap tasks and duties. This committee is headed by the General Director and its membership includes a doctor, a pharmacist, a laboratory technician, and a nurse. This committee is a basic committee and a major requirement within the hospital licensing requirements.
- An infection control supervisor (I.C. Officer) was employed.

Medical educational program

Developing the medical educational program of the Palestinian Medical Council within the South Center:

- The relationship with the Medical Council, which is headed by the Minister of Health and managed by its General Secretary, has been developed by implementing all scientific and technical requirements, the most important of which is providing a human staff for training and accrediting a sufficient number of trainees in the medical departments, noting that the departments recognized for training are (the Internal Medicine Department, the General Surgery Department- Orthopedics - Pediatric Department - Radiology Department - Anesthesia Department - Obstetrics and Gynecology Department).
- • A department for continuing medical education was established that organizes work, follows up with the Medical Council, universities and prepares an educational file for each doctor, as well as coordinating for the doctors in other hospitals within the exchange program, as well as follows up on intern doctors and volunteer doctors.
- In November 2018, we obtained official accreditation from the Arab Medical Council for the Obstetrics and Gynecology Department, and the Obstetrics Department was accredited with recognition from the Palestinian Medical Council for a period of four years instead of three.
- We submitted a request to the Palestinian Medical Council to open a training program for sub-specialization in Gastroenterology and Interventional Cardiology (pending the evaluation committee and delays due to Corona).

The results of the board exams for doctors had a clear improvement, as appeared in the Medical Council's data for both the first and second parts. A letter of thanks was sent from the Medical Council to the hospital for these achievements and results.

The relationship with Palestinian Universities

Developing the relationship with Palestinian universities and building a partnership relationship for mutual benefit:

After studying the situation of the universities and their relationship with the hospital, it became clear that they send nursing, laboratory, and physical therapy students, and they fully use the hospital's resources without compensation.

Here, several meetings were held with the universities (Hebron, Abu Dis, Bethlehem) and we reached agreements regulating work and relationships, the most important of which was that the hospital would obtain free bridging seats for hospital nurses or scholarships for bachelor's degrees.

Note: This agreement has been implemented since September 2017, and a number of hospital nurses have been sent within these programs.

Second: The plan for developing the infrastructure inside the hospital and parking lots:

Old operations department

- The front part (administrative rooms) was prepared, rehabilitated and equipped to become rooms to receive patients within the intensive care department. The number of rooms is four rooms with a capacity of 6 beds, and work began in the second half of 2017. The old intensive care department was rehabilitated and the department's capacity became (20) beds instead of (10) beds.
- Preparing the back part (operating rooms) has begun, as the department was demolished from the inside and turned into an open courtyard, and the internal engineering plan was prepared. The department contains two catheterization rooms equipped with the latest specifications and waiting and monitoring rooms for patients, and they will be ready until April 2019.

Biomedical Engineering Department

- The new place was prepared for the Medical Maintenance Department, where the fans and ventilation outlets were removed and redirected, in addition to the water and steam pipes. Construction and finishing were completed according to plan, and work officially began in the place in March 2018.
- The old department for medical maintenance (opposite the Gynecology Department) was rehabilitated and equipped to become a medical department/Endoscopy Department. It was equipped with four Endoscopy rooms for the colon and stomach, and a room insulated with lead for endoscopy of the bile ducts, sterilization rooms, and a room for analyzing the capsule image of the intestines, and its work will begin from May 5, 2018.

The cafeteria

- The outdoor courtyard behind the central was prepared and rehabilitated, the fountain was removed from its center and a roof was made with an area of (400 square meters) as a replacement for the previous cafeteria (next to the central), which was small in size (80 square meters) and in an inappropriate location.
- We are currently working on developing and improving it, and work is underway on the 3D plans, and they will be ready until April 2019.

Waiting and rest areas for patients' companions

Creating additional rest rooms for companions to clear the main corridors of patients and facilitate movement:

- Two lounges, each with a capacity of 20 chairs were prepared for the first floor. When the work was evaluated, it was found that their presence was very positive, and accordingly, two additional lounges were created next to the entrance to the intensive care unit, the first floor.

- Administrative offices were created on the ground floor, and an office for the administrative director.
- We are currently preparing (4) rest rooms next to the Gynecology and Operations department.
- Basement B1 will be an extension for medical files and will be ready within (2-3 months).

General Appearance of the Hospital

What is meant here is the places outside the medical departments where a long time has passed and they have not been renovated and within the proposed plan for modernization.

- The false ceiling of the first and second floors was completely changed.
- The main entrance to the hospital was changed and restructured
- Three (Securit) glass offices were created.
- The ground floor was re-paved with high-quality porcelain tiles during the first three months of 2019.
- The main reception counter and the emergency counter were also changed

Parking Lots and Emergency Entrance

The external entrance leading to the Emergency Department is used as an entrance for ambulances and emergency cases (against traffic), and here it causes confusion and danger. Therefore:

- Engineer Musab Shaheen, who specializes in Road Engineering and traffic police, was contacted. An engineering plan was prepared to restructure the entrance, and a special road was constructed connecting the hospital entrance to the Emergency Department.
- We still need to create additional parking lots, as a parking lot was created behind the hospital that can accommodate (70) cars, in addition to two floors in the new building that can accommodate (110) cars.
- The front yard was rented, and the goal of this procedure is to arrange and organize the parking on a payment system based on the period that can accommodate (65) cars, and the free parking around the hospital exceeds (180) spaces.

Third: The plan for the proposed expansion and creation of new services:

Nuclear Medicine

Based on the observations of the Ministry of Health, Licensing Department, regarding the necessity of having isolation rooms for patients next to the department in B1, the site in B1 was rehabilitated modern isolation rooms were prepared and equipped to receive patients according to international standards. The number of rooms is (4), and a place was also prepared to place the Pet Scan device.

Endoscopy unit

A Gastrointestinal Endoscopy unit was established in place of the Medical Maintenance Department.

The new building opposite the College of Nursing

This building will be of great benefit as it will include all scientific and training activities and sleeping rooms. This will provide space inside the hospital to be used for medical matters and it will be ready for use in 12/2019, as this building was designed to consist of:

- 3 floors above the main street level (entrance to the college and hospital).
- The ground floor is a storeroom and 2+3 floors have parking.
- 5 floors above the main street level (entrance to the college and hospital).
 - ✓ Two floors of the Nursing College.
 - ✓ Third floor: Dermatology and Beauty Center + Training and Education Center, 3 halls + guest bedrooms.
 - ✓ Fourth floor: Anatomy Department + accommodation rooms for those accompanying Gaza patients.
 - ✓ Fifth floor: Administrative staff meeting room + guest reception + manager's office and public relations + large hall.

Outpatient Clinics

When Nursing College is moved from its current location, the place will be rehabilitated to become outpatient clinics well equipped and has an easy excess for service, with a laboratory, x-rays, and CT scan. The area will be approximately (1,400) square meters

Note: The plans are ready, implementation has begun, and will be ready at the end of 2020 due to the Corona pandemic.

Emergency Department

If the Outpatient clinics are moved from their current location next to the Emergency Department, the location of the clinics (Surgery and Gynecology) will be equipped with an area of 400 square meters to become an Emergency Department based on the proposed system, ready at the end of 2020.

Fourth: The plan for the relationship with service providers, such as the Ministry of Health, military medical services, UNRWA, and insurance companies.

Relationship with the Ministry of Health

•The Patient Affairs Department was established in the hospital about four years ago, which had a positive impact in following up on the files of the Ministry of Health and reducing the number of lost or used referrals more than once.

- We negotiated with the Ministry of Health for a period of more than (6) months, after which we reached the signing of an agreement on the DRG deal system for all procedures in Al-Ahli Hospital, and it began working on it since 1/1/2017, and most importantly, the prices of medical procedures were adjusted to be fair to the hospital.

Insurance companies

Negotiations were made with all insurance companies and new agreements were signed, as the companies agreed to all the amended prices that were presented by the hospital (note that the hospital had been working with very old agreements and old service prices for more than 10 years and had not been updated).

Military medical services

Several meetings were held with representatives of the military medical services in order to enhance cooperation and reduce the number of rejected bills.

UNRWA

The relationship with the UNRWA is a service to develop the resilience of our people and within the hospital's contribution

Fifth: Scientific research:

I hope that a scientific research center will be established affiliated with Al-Ahli Hospital in the future, but as infrastructure the training and Education Department in the new building can be used, which can serve both goals.

Dear Board of Trustees:

Once again, allow me to extend my sincere thanks to you for your unlimited support. Without this support, we would not have been able to reach where we are today. The percentage of what has been accomplished in the development plan is more than 90% for the first four items, and the future outlook for scientific research remains the goal. What has been achieved in this recorded period of time, it is witnessed by far and wide, as we were able to combine medical development and human staff with administrative development and medical, service and expansion infrastructure.

With All respect and appreciation

Dr. Youssef Al-Takroui
General Director