

The Healthcare Sector in Lebanon

Why Re-Organization & Human Resources Now?



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Leading the Pack

Healthcare is undoubtedly a key Sector that has significant economic, social, and political weight in any society. It defines several characteristics of a nation, and in one way or another, draws the shape of how the future of that nation will look like. Reading the Healthcare sector of a specific country tells us a lot about the quality of life of its people, its economic production capacity, the robustness of its education, and above all where this country is going if its Healthcare Sector continues to be as it looks today.

With this in mind and reflecting on the Healthcare Sector in Lebanon, one cannot but comment the profoundness, resilience and agility of this sector for all the following reasons:

- 1- First, healthcare in Lebanon was and continues to be a jewel in the crown of the Lebanese Saga. Drawing on years and years of undisputed professional practice, the healthcare sector in Lebanon has proven itself in the entire region, if not the whole world. Being 'The' destination for people from all Arab countries for the fulfillment of their healthcare needs ranging from mere hospitalization, to complex medical operations, to healing, to medical tourism, the Lebanese Healthcare sector has solidly proven itself year on year, and continues to do so.
- 2- Second, the Lebanese Healthcare sector has repeatedly proven that it is highly resilient and capable of adapting

to significantly challenging situations without losing its brilliance. Recurring wars, diminishing government expenditure, incrementing regional competition, shortage of resources, and brain drain (the migration of excellent medical talent to neighboring countries), are but few of what the healthcare sector in Lebanon continues to go through while showing an exceptional ability to adapt and maintain its leading status.

- 3- Third, the openness of the Lebanese Healthcare sector to the International Medical society, and in many cases leading it – with as many Lebanese Doctors and Healthcare Professionals proving themselves globally in areas of medical research, development, and practice – has kept this sector so agile and capable of embracing cutting edge medical practice, and somehow acting as the trendsetter of healthcare in the Middle East as a whole.

However, the question remains that with all the above key success factors, and in light of the colossal changes and challenges that continue to arise, how will the Lebanese Healthcare Sector act to maintain its status and leverage further momentum to hang on to its leading role across the board?

Enabling Sustainability

It is undeniable that the success story of the Lebanese Healthcare sector is subject to significant challenges. At the macro level, the situation in the region is by far dominating the picture. Yet, at the micro level, there are several challenges that can be highlighted, and those need to be cured promptly to mitigate their underlying risks.

Among those challenges that gained further significance in the past 7 to 8 years, is the challenge of transforming our Healthcare sector at the Organizational and Human levels. Notwithstanding their importance originally, what effectively made the topics of Organizational Transformation and Human Resources in the Healthcare

sector are three main reasons:

- 1- The growing demand for Standardization: The implementation of Accreditation Systems by the Ministry of Health as a standard measure for categorizing Hospitals and for licensing, along with the demand of governing bodies and International Medical Institutes - with whom many of our Hospitals are affiliated – for internationally endorsed standards (in terms of medical and administration practice) as a condition for maintaining the affiliation, bound all concerned Hospitals and Medical Centers to initiate organization wide Standardization initiatives. This movement in itself acted as the trigger for launching the transformation and reorganization/ restructuring journey of many healthcare entities in the country.
- 2- Increasing competition accompanied with brain drain: No one can deny that the Healthcare sector in Lebanon has somehow redefined itself in the past decade. Perhaps the major trends that dominated the market were:
 - a. The shift of prominent Hospitals to become University Hospitals
 - b. The facelift of many medium size Hospitals in term of Outlook and Content
 - c. The shift of many Hospitals into Specialized Medical Centers
 - d. The growth of affiliation trend with International Medical bodies
 - e. The exponential focus on Esthetic Medicine and Surgery
 - f. The emergence of Private Clinics and diagnostic Centers

Naturally, all those trends gave way to two new momentums in the healthcare market. On one side, they led to an increasing supply of health services and consequently increasing competition over market share. On the other side, they resulted in a major internal Talent War for attracting the best medical and administration human resources in the history of the profession. Now, if we couple those momentums with the mounting brain drain in the Lebanese Medical and Administration labor market - mainly caused by a large number of Talent moving to work in the GCC or leaving the country for good – the result is obvious; a critical need for an Efficient Organization and a hosting human culture that secures a cost effective and profitable operation, while retaining the best Human Resources in the cadre.

- 3- The growing interest of Investors in Healthcare: A significantly interesting trend that we also witnessed in

the past decade in Lebanon is the integration of Business and Healthcare. A rising number of investors and investment groups saw a decent opportunity in making good income by investing in the Healthcare sector. In this context, and when we talk investment, it is normal to expect a growing emphasis on good governance, organization, efficiency and cost effectiveness, and above all, on excellent human resources (Talent) to generate top performance.

Put simply, the overall trends that we have been witnessing in the Healthcare sector of Lebanon point in the same direction; a major tendency and focus on Organization and People. Complying with Accreditation and Standardization requirements, handling severe competition, talent war and shortage, and responding to the growing demand of investors for efficiency and cost effectiveness is no more an option.

Organizational Transformation and the Reengineering of HR Functions are the straight answer to all the above requirements. Reflecting on all the givens, those two initiatives seem to have become the critical path for sustaining the Success Story of the Lebanese Healthcare sector; Organization and People are in the front row of the enablers that will sustain the continuous prosperity of the Healthcare in Lebanon.

In Real Terms: The Case of Makassed General Hospital

One of the prominent hospitals in Lebanon that drew on the challenges facing the Sector, and that understood and embarked on aligning itself with the emerging market trends is Makassed General Hospital (MGH).

Resting on the legacy of the Makassed Philanthropic Islamic Association in Beirut, MGH is one of the pillars of hospitalization in Lebanon with a history extending to more than 80 years of prime medical practice and patient care.

Three years ago, the Hospital's Senior Management embarked on a turn-around initiative that aimed at transforming the Hospital both at the Organizational and Human Resources levels, rendering it more responsive to market trends, to the Accreditation Requirements, and to international best practice of Hospitals' Operating Models and Human Resources Management.

The project that is being implemented by HR Works, a

Regional Human Capital Consulting firm based in Beirut, revolved around three main pillars namely:

- 1- Developing a Patient-Centered Operating Model or MGH along with total Organizational restructuring: Becoming a Patient-Centered Hospital is the key objective of the project rendering all processes and procedures revolving around the delivery of optimal Patient Care. This model is of course supported by a revamped Organization Structure that ensures a streamlined value chain of roles and responsibilities for each function at the Hospital.
- 2- Building an end-to-end fully enabled Human Resources Department: With more than 750 employees at MGH, building a Patient-Centered Hospital required above-all having the best talent that can offer prime patient care in line with the Hospital's Values and those of Makassed Association at large. Putting in place a Patient-Centered hospital requires attracting, recruiting, managing, developing and retaining first-in-class Workforce, handled by a fully enabled HR Department and systems, that are nurtured within a performance conducive and fair environment.
- 3- Developing the Leadership pipeline of the Hospital: to ensure total involvement of all Management tiers in the operation of the hospital, a full Managerial Leadership Program (MLP) has been planned to familiarize current and forthcoming leaders at MGH with the needed competencies for leading a successful

Patient-Centered entity through a top notch team.

Upon completing the Transformation and HR structuring Project, MGH will be rendered a prominent patient care center in Beirut and the region. Aligning MGH with the market trends of its environment and responding to the requirements of Standardization and Accreditation makes the hospital a pioneering medical establishment among its peers.

In Conclusion

MGH has come to identify the relationship between the sustainability of its legacy and an aligned Organization and Human Resources function that supports this legacy. Remediating the challenges of a changing healthcare environment leaves the entire Healthcare Sector in Lebanon with no option but to rethink its current organizational and human resources status and practice; redefining Operating Models (shifting towards more Patient-Centered paradigms), designing optimally streamlined Organizational Structures, and above all building comprehensive Human Resources Departments with end-to-end management systems is the inevitable critical path that all healthcare institutions in Lebanon will have to take in order to sustain their performance and enable their continuity.

Infos

Le Petit-Déjeuner est Bon pour le Cœur

Une étude réalisée par une équipe d'Harvard démontre l'importance du petit-déjeuner pour la santé. Ceux qui le sautent ont 27% de plus de risques de subir une crise cardiaque.

Il faut petit déjeuner, répètent en boucle les mamans. Elles ont raison! Les hommes qui ne mangent pas le matin courent plus de risques d'avoir une crise cardiaque ou de mourir d'une maladie du cœur que les autres, selon une étude parue aux Etats-Unis.

Ces travaux ont porté sur près de 27 000 hommes âgés de 45 à 82 ans, ayant accepté de participer à un sondage sur l'alimentation et ses conséquences sur la santé, étalé entre 1992 et 2008.

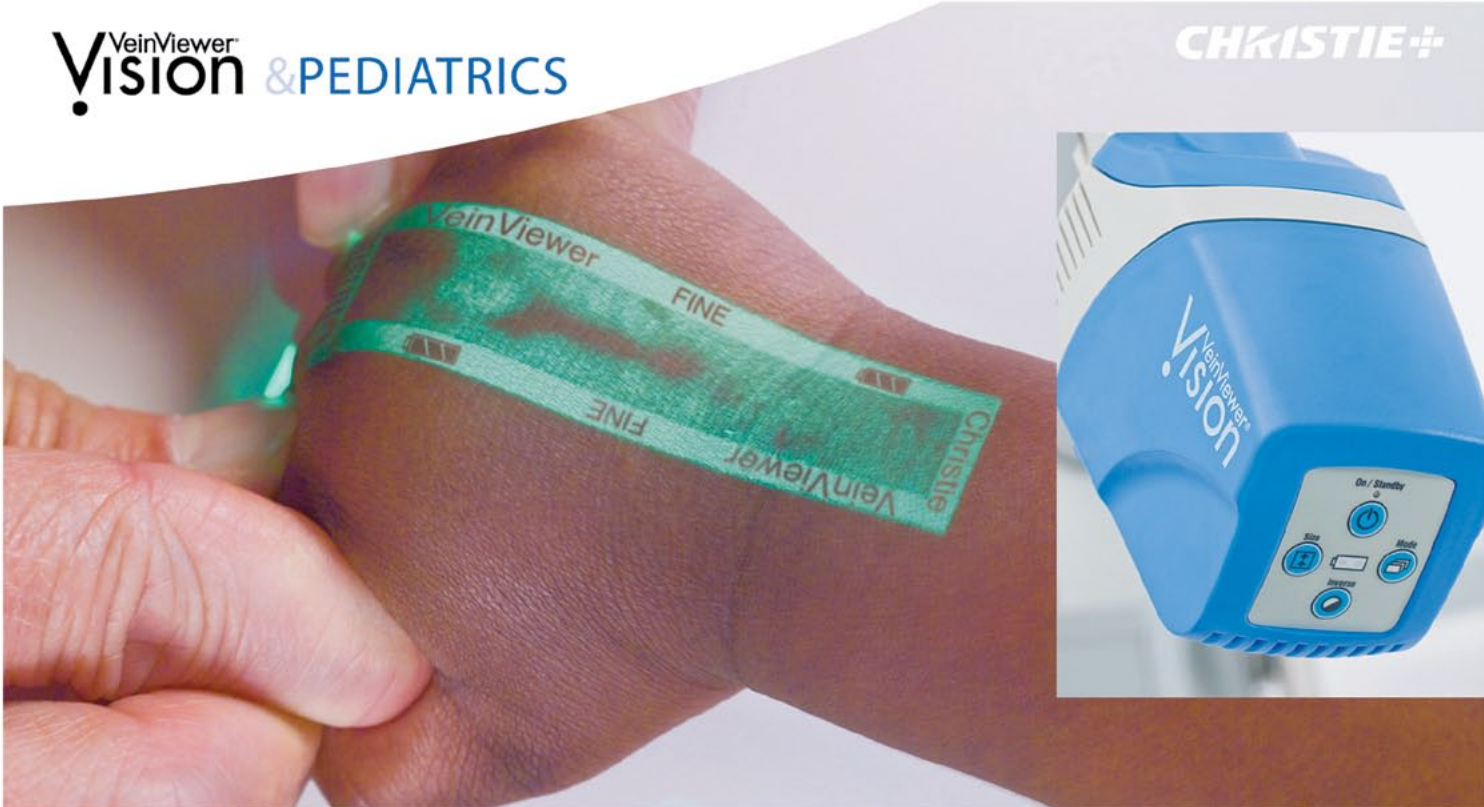
Les résultats ont montré que les hommes ayant l'habitude de ne pas prendre de petit-déjeuner avaient 27% plus de risques de subir une crise cardiaque ou de mourir

d'insuffisance coronarienne que ceux avalant une collation le matin.

Les personnes de l'étude sautant le petit-déjeuner avaient tendance à être plus jeunes et "à être souvent des fumeurs, travaillant à temps plein, célibataires, ayant moins d'activité physique et buvant davantage d'alcool".

"Sauter le petit-déjeuner peut conduire à certains risques, comme l'obésité, l'hypertension, un fort taux de cholestérol et de diabète, ce qui peut à terme amener à une crise cardiaque", a expliqué Leah Cahill, de la Harvard School of Public Health, principal auteur de l'étude.

Les hommes disant se sustenter le matin avaient également tendance à manger une fois de plus en moyenne que les autres, ce qui signifie que les personnes sautant le petit-déjeuner ne rattrapaient en général pas ce manque de nourriture plus tard dans la journée.



HOW DOES IT WORK?

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*N = 2000 data points, July 2011, Christie



EVIDENCE

VeinViewer is the only direct-projection vascular-imaging device peer-reviewed and clinically proven to improve peripheral vascular access by reducing the number of sticks and improving patient satisfaction.

STUDY AT WOLFSON CHILDREN'S HOSPITAL			
	Traditional Method	VeinViewer	Results
First-stick success rate	49%	80%	+ 31%
Average attempts to place an IV	1.97	1.29	- 34%

"For a facility that places 1,000 IVs per month, the annual net savings [using VeinViewer] would amount to \$86,400."

-Pediatric Nursing, October 2010



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