



مركز الكويت لمكافحة السرطان  
Kuwait Cancer Control Center

**KCCC'S**

**STRATEGIC PLAN**

**2019-2023**

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## MESSAGE FROM DR. KHOLOUD, KCCC DIRECTOR

It is indeed a great privilege for me and all the Department Heads to present the Kuwait Cancer Control Center (KCCC) Strategic Plan for 2019-2023. KCCC endeavors to achieve its vision by maintaining a clear focus on the mission through the seamless integration of patient care, continuous education and research, innovation, and care/service delivery process.

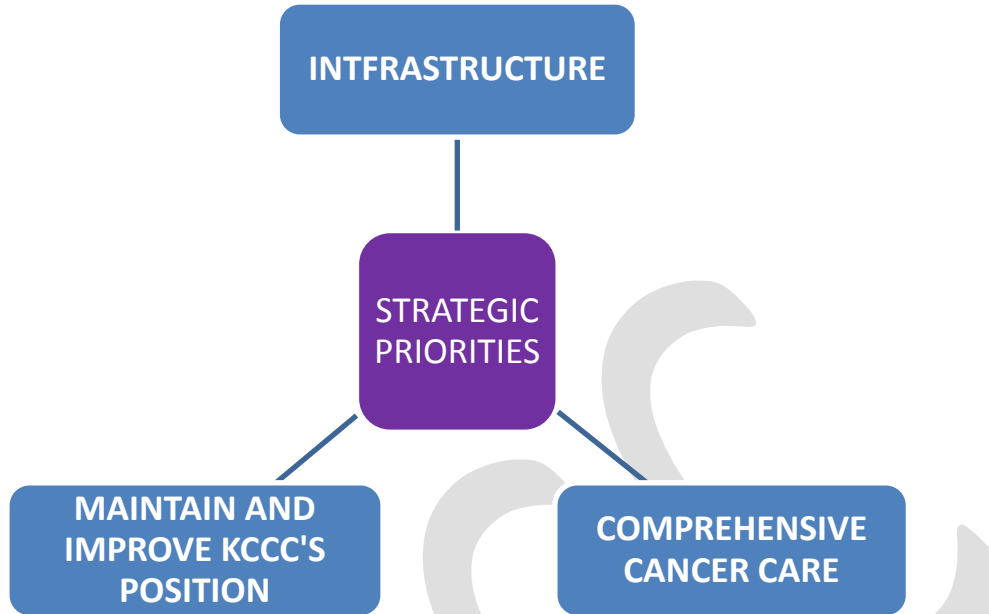
Over the last year, Kuwait Cancer Control Center (KCCC) representatives from all department has been immersed in strategic planning process and develop a collaborative plan to set our course for the next five years and beyond. The Strategic Plan articulates our commitment to deepen our understanding in the complexities of cancer, deliver effective cancer therapies, advancement in interventions and addressing critical issues identified to improve public health and services- regionally and internationally.

This is our platform for development. The strategic plan will be a living document that builds on our strengths and track record of success, while requiring us to further enhance and pursue new, innovative and distinctive ways of performing our collective work that will enable us in the achievement of our vision. This is the time to mobilize our plans and our capabilities to advance our leadership through a renewed commitment to work with system partners, other external stakeholders and our community. I believe in KCCC's staff and I am optimistic about what the future holds for KCCC and cancer care in Kuwait.

A special thanks to all Department Heads, Quality Improvement Team and Task Force Team for the immense dedication and collaboration in organizing and generating this Strategic Plan. We are excited to share our roadmap for the next five years as we embark on this progressive journey.

**Dr. Kholoud Al Ali**  
**Hospital Director**  
**Kuwait Cancer control Center**

## STRATEGIC PRIORITIES



## MISSION, VISION, VALUES OF KCCC

### MISSION

KCCC provides integrated, professional cancer care for patients, their families and society including effective control, early detection, treatment and palliative care. Research, training and continuing education are integral to comprehensive health promotion and cancer care in Kuwait.

### VISION

KCCC will achieve the center of excellence in cancer care and control regionally and internationally.

### KCCC VALUES

1. Quality & Safety
2. Outcome focused
3. Excellence
4. Teamwork
5. Education (Patient and healthcare workers)
6. Respect
7. Commitment (Leadership and all other employees)

TOP VALUES	WHAT DOES IT MEAN?
QUALITY & SAFETY	At KCCC, we take seriously our pledge to provide the safest possible environment for our patients, staffs and community. We are committed to prevent and to control risk factors that can impede the quality of cancer care.
OUTCOME FOCUSED	All KCCC activity is directed towards improving the health status and quality of life of our patients. We align and direct our resources through National Accreditation Standards to achieve better cancer care and prevention.
EXCELLENCE	KCCC always strive to go beyond what is expected. For KCCC, excellence is an unending journey focused on ensuring our patients receive the best evidence-based care available with constantly improving outcomes and quality.
TEAMWORK	KCCC promotes team-based care rooted in collaboration, consultation and collegial support. Teamwork is based on a foundation of integrity, trust and partnership. The primary focus of teamwork is to collectively deliver the best care possible while acknowledging everyone's contribution and skills. We are all team members from the porter to medical director focused on providing excellent care to our patients and their families.
EDUCATION	The constant pursuit of knowledge always includes learning from and imparting lessons to colleagues, patients and families for the betterment of care. KCCC nurtures an environment whereby everyone is a life-long student and teacher sharing experiences, wisdom and technical skills.
RESPECT	Respect encompasses both trust and compassion. The KCCC team, patients and families are compassionate and trust that the end goal is betterment of the patient's condition. All staff is mindful of each other's time, efforts, ideas, knowledge, training and contribution to quality care.
COMMITMENT	In KCCC, all employees especially the Leaders are dedicated and devoted to promote quality and safety services.

## CURRENT INFRASTRUCTURE

### Kuwait Cancer Control Center



**Hussain Maki Al-Juma  
for specialized  
surgeries**



**Sheikha Badriya  
Al-Ahmed Al -Jaber  
Al-Sabah Medical  
oncology and stem cell  
therapy center**



**Old KCCC Building  
for Radiation  
Oncology**



**Faisal  
Sultan bin Essa Center for  
diagnostic and Radiation  
therapy**



**Yacoub Behbahani center for  
bone marrow transplant and  
medical laboratories**

## POPULATION STRUCTURE OF KUWAIT

The mid -year population of Kuwait in 2018 totalled 4,563,969, of which 2,895,486 were males and 1,668,483 were females. Kuwaiti population totalled 1,386,363 with male to female ratio 1:1 (678,138 and 708,225 respectively).

## HEALTH REGION

Through a ministerial decree issues in 1984, Kuwait was divided into 6 health areas/region namely Capital, Hawally, Al-Ahmadi, Al-Jahra, Al- Farwaniya and Al – Sabah. Each health region office supervises and manages at least one general hospital and a number of primary and specialized clinics . The health system are based on three levels of care delivery: primary, secondary and tertiary health care.

## HISTORY OF KUWAIT CANCER CONTROL CENTER

In 1968, the old KCCC building for Radiation Oncology started. The Kuwait Cancer Control Center was established in 1982 as a tertiary healthcare center, situated at Shuwaikh in Sabah health region. This is the only oncology hospital covering all the adult cancer patients in Kuwait. This organization is composed of 5 centers with 218 in-patient bed capacity, Old KCCC building for Radiation oncology, Hussain Maki Al-Juma for specialized surgeries, Sheikha Badriya Al- Ahmed Al -Jabber Al -Sabah for medical oncology and stem cell transplantation, Faisal Sultan bin Essa center for diagnostic & radiation therapy , Yacoub Behbehani center for bone marrow transplant and medical laboratory building.

## BED STRENGTH

### In-Patient

Units	Beds	Units	Beds
Radiation Oncology Ward 1	31	BMT Ward 8(Under Renovation)	8
Radiation Oncology Ward 2	31	Hematology & Lymphoma Ward 9	6
Surgical Oncology Ward 3	19	Hematology & Lymphoma Ward 10	5
Surgical Oncology Ward 4	26	BMT Ward 11	8
Hematology Ward 5	10	Surgical ICU	7
Medical Oncology Ward 6	31	Medical ICU	5
Medical Oncology Ward 7	31		
<b>Total Beds – 206 beds + ICU- 12- 218</b>			

### Out-Patient

Unit	Couches	Unit	Beds + Reclining Chairs
Radiation Clinic	12	Chemotherapy Day Care	39 + 18+2 couch
Surgical OPD	10	Y B Day Care	9
Medical OPD (Preventive Medicine + Chronic Pain)	17	Operation Theater Room	3
Nuclear Medicine	15	Recovery Room	4
X-ray	21		
Y B OPD	6		
Cytology	2		
<b>Total</b>	<b>83</b>	<b>Total</b>	<b>55 + 20</b>



The Center provides comprehensive care for cancer patient with a wide number of competent Medical and Para medical staff.

The services provided by KCCC in the year of 2017 and 2018 are as follows;

Total	2017	2018
No. of Admission	3,936	3,164
No. of Discharge	3,646	2,905
No. of Surgeries	1,540	1,336
No. of Out-patient	62,777	62,473

## THE AVAILABLE HOSPITAL SERVICES

DEPARTMENTS	
ADMINISTRATIVE DEPARTMENT	SPECIAL CLINICS
Administrative affairs Finance Store Public Relation Office	Preventive Medicine DART Rapid Breast Diagnostic Center (RBDC) Psychiatry Dermatology PFT
IN-PATIENT	TECHNICAL
Surgical Oncology Medical Oncology Radiation Oncology Hematology & Lymphoma Anesthesia and ICU	Medical Record Cancer Registry Biomedical Engineering
OUT-PATIENT	OTHER SERVICES
Surgical Out Patient Department Radiation Oncology Out- Patient Department Medical Oncology Outpatient Department Hematology and Lymphoma Out-Patient Department Anesthesia Clinic Pain Clinic	Infection Control Quality and Accreditation Social worker Engineering
NURSING	SUPPORTIVE SERVICES
	Pharmacy Physiotherapy Nutrition Laboratory Nuclear Medicine Radiology Radiation and physics

## SWOT ANALYSIS

STRENGTH	WEAKNESS
<ol style="list-style-type: none"> <li>1. Credited by “National Accreditation program”</li> <li>2. Acknowledged by ESMO,QUANUM IAE, IARC(Cancer Registry)</li> <li>3. 1<sup>st</sup> Cyclotron unit in Kuwait.</li> <li>4. The only center with MRI guided biopsy amongst Kuwait MOH hospitals.</li> <li>5. KCCC’S Nuclear Medicine department serves as a training center for Arabs in Asia by IVA.</li> <li>6. Comprehensive cancer care center with centralized data availability and most possible oncological treatment modalities.</li> <li>7. Integrated palliative care team for patient care</li> <li>8. Orientation and continuous education for healthcare workers.</li> <li>9. Certified and/or trained specialized oncology nurses.</li> <li>10.Certified and/or specialized pharmacy oncologist.</li> <li>11.Supportive clinical services like Psychiatry, DART, Preventive Medicine, Endocrinology, Internal medicine, Dermatology.</li> <li>12.Stem cell transplant center.</li> </ol>	<ol style="list-style-type: none"> <li>1. Deficiency in multi-disciplinary patient care</li> <li>2. Absence of standardized staff competency assessment.</li> <li>3. Medical file tracking issues.</li> <li>4. Shortage of manpower.</li> <li>5. Staff turnover.</li> <li>6. Unclear flow of work and patient care pathways.</li> <li>7. Lack of administration receptionist, paramedical support like medical secretary, typist etc.</li> <li>8. Improve code management.</li> <li>9. Absence of in house specialty like Cardiology, Nephrology, Urology etc.</li> <li>10.Incomplete HIS integration in some department.</li> </ol>

### OPPORTUNITY

### THREAT

- | OPPORTUNITY  | THREAT  |
|--|---|
| 1. New KCCC building   | 1. Limited access to resources  |
| 2. Collaboration with interested stakeholders (CAN, Al Sidra, Positive support group, Patient help fund, Kuwait society of oncology) | 2. Weak role of “Occupational Health and Safety” in KCCC.   |
| 3. Proper National Screening Program for colorectal and breast cancer  | 3. Poor infrastructure in some areas of KCCC  |
| 4. Challenge in maintaining quality services provided for the patient in align with National / International standard                | 4. Lack of qualified auxiliary (Porters, Cleaners, Laundry services) staffs.                                |
| 5. International visiting consulting professors  | 5. Lack of “Just culture” in practice   |
| 6. Quality Indicator Program (Balance score card)  | 6. Lack of some administrative supportive department in KCCC like Human Resource (HR) and Legal department. |
| 7. BLS and ACLS  | 7. MOH newly implemented payment system for expatriate.   |
| 8. Sustainable development goals of United Nation particularly goal-3 related to cancer issues.                                      |   |

## GOALS AND OBJECTIVES

### **Goal 1: Upgrade KCCC's infrastructure to cope with the national demands by establishing the new KCCC by 2023.**

1. To ensure that 75% of existing job description of healthcare workers are aligned with the standard of KIMS and to reconsider new role description as necessary by each department by 2020.
2. To ensure the new building facilities and departments are collaborated in a way that it serves the workflow of the healthcare workers as well as the customers by 2023.
3. To assure 100% implementation of all applicable emergency codes (E.g. Code Red, Code Yellow, Code Blue, Code Black and Code Brown) by 2021.
4. To safeguard the entire hospital structure, customers, employees, by providing vigilant security by 2020.

### **Goal 2: Maintain and improve KCCC's position nationally, regionally and internationally as a recognized healthcare organization by 2023.**

1. To be enlisted in the top 20 hospitals in the Arab world by 2023.
2. To sign an agreement of collaboration with internationally well-known oncology centers by 2023.
3. All services in KCCC should publish at least one research paper every year by the end of 2023.

### **Goal 3: Escalate the comprehensive cancer care service in order to accomplish a level of excellency in KCCC by 2023.**

1. To allow a system which will work only with electronic file by 2020.
2. To implement an information system that allows cancer-related data to be shared among all departments through a reliable database via intra-net by 2023.
3. To evaluate and update all policies and procedures to align with the current mission by 2020.
4. To enforce and sustain a culture of safety and quality by training and research enhancement by 2021.
5. To emphasize the role of multi-disciplinary team approach in all in patient care by 2019.

## PARTICIPANTS IN STRATEGIC PLAN DEVELOPMENT

1. Dr. Kholoud Al Ali(Hospital Director)
2. Dr. Hadeel Al Mutawaa(Deputy Director)
3. Dr. Khalid Al Saleh( Head of Radiation oncology)
4. Dr.Abdul Aziz Hamda (Head of Hematology)
5. Dr.Jassim Al Barak (Head of Medical Oncology)
6. Dr.Ahmed Abutaiban(Head of ICU &Anaesthesia)
7. Dr.Fareeda Al Khandhari(Head of Nuclear Medicine)
8. Dr.Abdullah Ali Akbar(Head of Laboratory)
9. Dr.Hebah Khaja(Head of Infection Control)
10. Mrs.Hamda Zoubaa(Nursing Director)
11. Dr. Abdullah Al Mutairi(Head of Pharmacy)
12. Dr. Amani Al Basmi(Head of Cancer Registry)
13. Dr.Hana AL Khamis(Head of Physiotherapy)
14. Dr.Mashael Bandar (Head of Radiology)
15. Mrs. Zahra AL Qallaf(Head of Medical Record)
16. Mr. Hamad Al Saleh(Head of PRO)
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18. Dr. Anwar Al Nouri(Medical Oncology)
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33. Ms. Jailan Gabr(Laboratory)
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36. ADN. Mani Thomas(Nursing)
37. Acting. ADN. Agnes Zulueta(Nursing)
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39. Mrs. Samia Shihab(Radiology)
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41. PT.Maria Monica(Physiotherapy)
42. PT. Sara Al Mutairi (Physiotherapy)
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44. Mrs. Lisha (Nutrition)
45. Mr. Abdullah Al Ayoub(Nutrition)
46. CI. Susan Thomas(SDU-Nursing)
47. Mrs. Manal Saad(Nuclear Medicine)
48. Mrs. Shaza Khallaf(Radiation & Physics)
49. Mr. Abdurahman (PRO)
50. Mr. Fararj Mubarak(PRO)
51. Mr. Naif Matar(PRO)
52. QN. Soumya Victor (QA)
53. QN. Yasmin Abdul Haleem(QA)
54. QN. Sharon Lyn Bueno(QA)
55. QN. Rasha Khader(QA)
56. QN. Elizabeth June Vergis(QA)
57. Dr. Hossam Al Amir(Technical Support from QA Directorate)
58. Dr. Ibtisam Hamdy(Technical Support from QA Directorate)