Kuwait Cancer Control Center

KCCC'S

STRATEGIC PLAN

2019-2023
TABLE OF CONTENTS

3  .................................................. MESSAGE FROM DR.KHULOUS
4  .................................................... STRATEGIC PRIORITIES
4  ..................................................... MISSION, VISION, VALUES OF KCCC
6  ................................................... CURRENT INFRASTRUCTURE
7  .................................................... POPULATION STRUCTURE OF KUWAIT
7  .................................................... HEALTH REGION
7  .................................................... HISTORY OF KUWAIT CANCER CONTROL CENTER
10 .................................................... THE AVAILABLE HOSPITAL SERVICES
11 ..................................................... SWOT ANALYSIS
13 ..................................................... GOALS AND OBJECTIVES
14 ................................................. PARTICIPANTS IN STRATEGIC PLAN DEVELOPMENT
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 departments have 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)
<table>
<thead>
<tr>
<th>TOP VALUES</th>
<th>WHAT DOES IT MEAN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>QUALITY &amp; SAFETY</td>
<td>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.</td>
</tr>
<tr>
<td>OUTCOME FOCUSED</td>
<td>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.</td>
</tr>
<tr>
<td>EXCELLENCE</td>
<td>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.</td>
</tr>
<tr>
<td>TEAMWORK</td>
<td>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.</td>
</tr>
<tr>
<td>EDUCATION</td>
<td>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.</td>
</tr>
<tr>
<td>RESPECT</td>
<td>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.</td>
</tr>
<tr>
<td>COMMITMENT</td>
<td>In KCCC, all employees especially the Leaders are dedicated and devoted to promote quality and safety services.</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Units</th>
<th>Beds</th>
<th>Units</th>
<th>Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radiation Oncology Ward 1</td>
<td>31</td>
<td>BMT Ward 8(Under Renovation)</td>
<td>8</td>
</tr>
<tr>
<td>Radiation Oncology Ward 2</td>
<td>31</td>
<td>Hematology &amp; Lymphoma Ward 9</td>
<td>6</td>
</tr>
<tr>
<td>Surgical Oncology Ward 3</td>
<td>19</td>
<td>Hematology &amp; Lymphoma Ward 10</td>
<td>5</td>
</tr>
<tr>
<td>Surgical Oncology Ward 4</td>
<td>26</td>
<td>BMT Ward 11</td>
<td>8</td>
</tr>
<tr>
<td>Hematology Ward 5</td>
<td>10</td>
<td>Surgical ICU</td>
<td>7</td>
</tr>
<tr>
<td>Medical Oncology Ward 6</td>
<td>31</td>
<td>Medical ICU</td>
<td>5</td>
</tr>
</tbody>
</table>

**Total Beds – 206 beds + ICU- 12- 218**

### Out-Patient

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

**Total** 83

**Total** 55 + 20

---

STRATEGIC PLAN 2019-2023
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:

<table>
<thead>
<tr>
<th>Total</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Admission</td>
<td>3,936</td>
<td>3,164</td>
</tr>
<tr>
<td>No. of Discharge</td>
<td>3,646</td>
<td>2,905</td>
</tr>
<tr>
<td>No. of Surgeries</td>
<td>1,540</td>
<td>1,336</td>
</tr>
<tr>
<td>No. of Out-patient</td>
<td>62,777</td>
<td>62,473</td>
</tr>
</tbody>
</table>
THE AVAILABLE HOSPITAL SERVICES

<table>
<thead>
<tr>
<th>ADMINISTRATIVE DEPARTMENT</th>
<th>SPECIAL CLINICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative affairs</td>
<td>Preventive Medicine</td>
</tr>
<tr>
<td>Finance</td>
<td>DART</td>
</tr>
<tr>
<td>Store</td>
<td>Rapid Breast Diagnostic Center (RBDC)</td>
</tr>
<tr>
<td>Public Relation Office</td>
<td>Psychiatry</td>
</tr>
<tr>
<td></td>
<td>Dermatology</td>
</tr>
<tr>
<td></td>
<td>PFT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IN-PATIENT</th>
<th>TECHNICAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgical Oncology</td>
<td>Medical Record</td>
</tr>
<tr>
<td>Medical Oncology</td>
<td>Cancer Registry</td>
</tr>
<tr>
<td>Radiation Oncology</td>
<td>Biomedical Engineering</td>
</tr>
<tr>
<td>Hematology &amp; Lymphoma</td>
<td></td>
</tr>
<tr>
<td>Anesthesia and ICU</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUT-PATIENT</th>
<th>SUPPORTIVE SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgical Out Patient Department</td>
<td>Pharmacy</td>
</tr>
<tr>
<td>Radiation Oncology Out-Patient Department</td>
<td>Physiotherapy</td>
</tr>
<tr>
<td>Medical Oncology Outpatient Department</td>
<td>Nutrition</td>
</tr>
<tr>
<td>Hematology and Lymphoma Out-Patient Department</td>
<td>Laboratory</td>
</tr>
<tr>
<td>Anesthesia Clinic</td>
<td>Nuclear Medicine</td>
</tr>
<tr>
<td>Pain Clinic</td>
<td>Radiology</td>
</tr>
<tr>
<td></td>
<td>Radiation and physics</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NURSING</th>
</tr>
</thead>
</table>
### SWOT ANALYSIS

<table>
<thead>
<tr>
<th>STRENGTH</th>
<th>WEAKNESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Credited by “National Accreditation program”</td>
<td>1. Deficiency in multi-disciplinary patient care</td>
</tr>
<tr>
<td>2. Acknowledged by ESMO, QUANUM IAE, IARC (Cancer Registry)</td>
<td>2. Absence of standardized staff competency assessment.</td>
</tr>
<tr>
<td>3. 1st Cyclotron unit in Kuwait.</td>
<td>3. Medical file tracking issues.</td>
</tr>
<tr>
<td>4. The only center with MRI guided biopsy amongst Kuwait MOH hospitals.</td>
<td>4. Shortage of manpower.</td>
</tr>
<tr>
<td>5. KCCC’S Nuclear Medicine department serves as a training center for</td>
<td>5. Staff turnover.</td>
</tr>
<tr>
<td>Arabs in Asia by IVA.</td>
<td>6. Unclear flow of work and patient care pathways.</td>
</tr>
<tr>
<td>6. Comprehensive cancer care center with centralized data availability</td>
<td>7. Lack of administration receptionist, paramedical support</td>
</tr>
<tr>
<td>and most possible oncological treatment modalities.</td>
<td>like medical secretary, typist etc.</td>
</tr>
<tr>
<td>8. Orientation and continuous education for healthcare workers.</td>
<td>9. Absence of in house specialty like Cardiology, Nephrology,</td>
</tr>
<tr>
<td>9. Certified and/or trained specialized oncology nurses.</td>
<td>Urology etc.</td>
</tr>
<tr>
<td>10. Certified and/or specialized pharmacy oncologist.</td>
<td>10. Incomplete HIS integration in some department.</td>
</tr>
<tr>
<td>11. Supportive clinical services like Psychiatry, DART, Preventive</td>
<td></td>
</tr>
<tr>
<td>Medicine, Endocrinology, Internal medicine, Dermatology.</td>
<td></td>
</tr>
<tr>
<td>12. Stem cell transplant center.</td>
<td></td>
</tr>
<tr>
<td>OPPORTUNITY</td>
<td>THREAT</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. New KCCC building</td>
<td>1. Limited access to resources</td>
</tr>
<tr>
<td>2. Collaboration with interested stakeholders (CAN, Al Sidra, Positive support group, Patient help fund, Kuwait society of oncology)</td>
<td>2. Weak role of “Occupational Health and Safety” in KCCC.</td>
</tr>
<tr>
<td>3. Proper National Screening Program for colorectal and breast cancer</td>
<td>3. Poor infrastructure in some areas of KCCC</td>
</tr>
<tr>
<td>4. Challenge in maintaining quality services provided for the patient in align with National / International standard</td>
<td>4. Lack of qualified auxiliary(Porters, Cleaners, Laundry services) staffs.</td>
</tr>
<tr>
<td>5. International visiting consulting professors</td>
<td>5. Lack of “Just culture” in practice</td>
</tr>
<tr>
<td>6. Quality Indicator Program(Balance score card)</td>
<td>6. Lack of some administrative supportive department in KCCC like Human Resource(HR) and Legal department.</td>
</tr>
<tr>
<td>7. BLS and ACLS</td>
<td>7. MOH newly implemented payment system for expatriate.</td>
</tr>
<tr>
<td>8. Sustainable development goals of United Nation particularly goal-3 related to cancer issues</td>
<td></td>
</tr>
</tbody>
</table>
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.
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 Physical Therapy)  
14. Dr. Mashael Bandar (Head of Radiology)  
15. Mrs. Zahra Al Qallaf (Head of Medical Record)  
16. Mr. Hamad Al Saleh (Head of PRO)  
17. Ms. Mariam Abdurahman (Head of Nutrition)  
18. Dr. Anwar Al Nouri (Medical Oncology)  
19. Dr. Sundus Hussain (Laboratory)  
20. Dr. Said Marei (Surgical Oncology)  
21. Dr. Svetlana Konioukhova (ICU & Anesthesia)  
22. Dr. Mohammad Sobhi (Medical Oncology)  
23. Dr. Mohammed Al-Bialy (Hematology)  
24. Dr. Hussain Fawzy (Radiology)  
25. Dr. Gerges Attia (Radiation Oncology)  
26. Dr. Asit Kumar (Medical Oncology)  
27. Dr. Ayman Marei (Laboratory)  
28. Dr. Fawzy Nour Al Huda (ICU & Anaesthesia)  
29. Dr. Sherin Ezzat (Cancer Registry)  
30. Ph. Ahmed Sheashaey (Pharmacy)  
31. Ms. Duaa Behbehani (Laboratory)  
32. Ms. Wedad Al-Shatti (Laboratory)  
33. Ms. Jilian Gabr (Laboratory)  
34. Ms. Amna Al Jaidi (Laboratory)  
35. ADN. Darly Varghese (Nursing)  
36. ADN. Mani Thomas (Nursing)  
37. Acting. ADN. Agnes Zuuljeta (Nursing)  
38. Ms. Anwar Dashti (Medical Record)  
39. Mrs. Samia Shihab (Radiology)  
40. Mrs. Doaa Mohammed (Infection Control)  
41. PT. Maria Monica (Physiotherapy)  
42. PT. Sara Al Mutairi (Physiotherapy)  
43. Mrs. Tasneem Behbehani (Nutrition)  
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 Khalil (Radiation & Physics)  
49. Mr. Abdurahman (PRO)  
50. Mr. Faraj 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)