AUBMC 2020 VISION: THE STORY
Transformational Leadership Shaping the Region
The American University of Beirut Medical Center (AUBMC) is an academic medical center dedicated to the passionate pursuit of improving the health of the community in Lebanon and the region through the delivery of exceptional and comprehensive quality care to our patients, excellence in education and training, and leadership in innovative research.
AUBMC 2020 Vision
Regional Leadership – Transformational
AUBMC 2020 Vision approved in June 2010

• Major strategic commitment by AUB for AUBMC and the Faculty of Medicine
• Vision aimed at transforming healthcare in Lebanon and the region
“Dean and VP Mohamed Sayegh and his team have worked tirelessly to develop a visionary master plan charting the future of the medical center. It is daring; it is daunting and it will require that every one of us commit ourselves to assuring its ultimate realization. The new 2020 Plan is essential to the health of the University and will help assure that future generations in the Arab world will have life and have it more abundantly!”

Trustee David S. Bickers- June 18, 2010
Meeting of the Board of Trustees
AUBMC 2020 Vision
Where we want to be

To be the leading academic medical center in Lebanon and the region by delivering excellence in patient-centered care, outstanding education and innovative research
What does leadership mean?

AUBMC 2020 Vision

- Highest Standards of Patient-Centered Care
- Outstanding Education
- Innovative and Breakthrough Research
- Establish AUBMC as “Go to” Authority
- Recruiting and Retaining the best faculty and staff
American University of Beirut Medical Center (AUBMC)
Leading the region

- Established in 1902; Faculty of Medicine in 1867
- 365-bed medical institution
- Over 365,000 patient visits annually

International Reaccreditations and Honors

- JCI
- Magnet
- CAP
- ACGME-I
- Meritorious Outcomes with the American College of Surgeons

© 2010 AUBMC. All rights reserved. www.aubmc.org
AUB Faculty of Medicine Among World's Elite Medical Schools – QS Rankings Report by Subject 2015

Among the Elite we Rank, Leading the Arab World.
We knew it; QS World University Rankings by Subject 2015 just confirmed it.

- AUB FM ranks among the world’s elite universities (#251)
- #1 rank in the Arab world
- #5 in the MENA, GCC, East Europe, North/Central and East Asia
AUBMC 2020 Vision
Our paths

- Providing patients with the highest standards of patient-centered care
- Recruitment of top-caliber, highly specialized, and accomplished faculty
- Academic innovation through the creation of clinical and research centers of excellence, and the provision of outstanding medical education
- Establishment of strategic partnerships and collaborations locally, regionally, and internationally
- Investing in and expanding our facilities to meet the needs of the people of Lebanon and the region

Supporting the health of local and regional patients in need by ensuring their access to care
Path 1

Providing patients with the highest standards of patient-centered care
AUBMC 2020 Vision: Path 1
PROVIDING PATIENTS WITH THE HIGHEST
STANDARDS OF PATIENT-CENTERED CARE

Multi-disciplinary approach to care

Service Excellence/Patient Experience

Quality and safety
Multidisciplinary approach to care

Clinical Centers of Excellence (COEs)
Areas of Emphasis:

- Neuroscience
- Adult Cancer
- Children’s Cancer (St. Jude)
- Heart & Vascular
Multi-disciplinary Delivery of Healthcare – the way forward

Special Clinical Services and Programs

- AUBMC Special Kids Clinic
- Balance Center
- Calcium Metabolism and Osteoporosis Program-Bone Density Unit
- Center for Skull Base Surgery
- Children’s Heart Center (supported by the Brave Heart Fund)
- Comprehensive Adult and Pediatric Epilepsy Program
- Executive Health and Travel Medicine Program
- Hamdan Voice Unit
- Metabolic and Bariatric Surgery Unit

Special Clinical Services and Programs

- Inborn Errors of Metabolism (IEM) Program
- International Patients' Services
- Mamdouha El-Sayyed Bobst Breast Unit
- Mikati Foundation Hepatopancreaticobiliary and Liver Transplantation Unit
- Pulmonary Rehabilitation Program
- Women’s Health Center
- Wound Care Center
- Bariatric Program
- Minimally Invasive & Robotic Program
Path 2

Recruitment of top-caliber, highly specialized, and accomplished faculty
AUBMC 2020 Vision: Path 2
RECRUITMENT OF TOP-CALIBER, HIGHLY SPECIALIZED, AND ACCOMPLISHED FACULTY

- US/Canada: 60%
- Lebanon/Middle East: 29%
- Europe: 10%

134 new recruits since 2009
Unprecedented recruitment

“Reverse brain drain”

Top researchers, clinicians and educators

70% recruited from top US institutions

Across multiple disciplines

Highly specialized skills
AUBMC 2020 Vision: Path 2

RECRUITMENT OF TOP-CALIBER, HIGHLY SPECIALIZED, AND ACCOMPLISHED FACULTY
AUBMC 2020 Vision: Path 2
RECRUITMENT OF TOP-CALIBER, HIGHLY SPECIALIZED, AND ACCOMPLISHED FACULTY

Impact of new recruits

- Improved ability to cater to outreach aligned with vision
- Attracting additional research and grants
- Increased volume leading to sustainable revenue growth
- Increased research output and publications in high impact journals
- Increased patient access
- Improved teaching and training
- Introduction of unique subspecialties/services to AUBMC
- Introduction of MD/PhD programs
Path 3

Academic innovation through the creation of clinical and research centers of excellence, and the provision of outstanding medical education.
AUBMC 2020 Vision: Path 3
ACADEMIC INNOVATION THROUGH THE CREATION OF CLINICAL AND RESEARCH CENTERS OF EXCELLENCE, AND THE PROVISION OF OUTSTANDING MEDICAL EDUCATION

Research

Serve as a regional hub
Address research needs of the region
Data specific to our patient population
Assist others in capacity building
Standardize and improve the ethical standards of human subject research
Establish stronger regulatory guidelines
Increased partnerships and research collaboration
Improve Inter-disciplinary and inter-faculty research initiatives
Significant investment in research

✓ **Infrastructure**
  New state-of-the-art facilities and equipment
  Establishment of Clinical Research Institute
  Renovation of DTS

✓ **Research Centers of Excellence**
  ✓ FM funded research grants
  ✓ Interdisciplinary research
  ✓ Etc.
Basic Science COEs

Cancer Biology  Cardiovascular Sciences  Genetics

Neuroscience  Stem Cells
AUBMC 2020 Vision: Path 3
ACADEMIC INNOVATION THROUGH THE CREATION OF CLINICAL AND RESEARCH CENTERS OF EXCELLENCE, AND THE PROVISION OF OUTSTANDING MEDICAL EDUCATION

Clinical Research

HRPP

Clinical Research Institute (CRI)

Office of Research Education

Investigator Support Unit (ISU)
Clinical Research Unit (CRU)
Outcomes Research Unit
Biostatistics Unit
Human Resource Education Unit
Research Education and Development Unit

© 2010 AUBMC. All rights reserved. www.aubmc.org
MSKCC-AUBMC Tissue Bank

- A joint tissue bank between AUB and MSKCC for researchers and clinicians of both institutions to explore natural history and outcome of the same cancer in different geographical regions and pharmacogenomic differences.
- A joint two institutional protocol to obtain and store tissue, blood, peritoneal, pleural, cyst, and other fluid from patients with any gastrointestinal malignant disease, to be expanded to all other malignancies.
- Researchers from both institutions can benefit and request material from the tissue bank.
- Supported by an endowment from the Bobst foundation to MSKCC.
• Monthly videolink joint conferences in areas of GI (65 to date) and Breast (32 to date)

• Over 25 joint publications to date

• Fellowships offered to 3 graduates:
  • Carla Hajj: Research Fellowship and Residency; Radiation Oncology
  • Eman Sbeity: Sarcoma and HPB Fellowship and hired at AUBMC as first female in general surgery
  • Imane El-Dikka: Advanced Oncology Fellowship

• Leadership workshop
<table>
<thead>
<tr>
<th>Undergraduate Medical Education</th>
<th>Graduate/Post Graduate Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Appointment &amp; Promotion criteria for “Education Faculty”</td>
<td>Program for Research and Innovation in Medical Education (PRIME)</td>
</tr>
<tr>
<td>IMPACT Curriculum</td>
<td>Increase in GME programs from 36 in to 45 (2011-12 vs. 2015-16)</td>
</tr>
<tr>
<td>ACGME-I</td>
<td>Increase in number of residents from 283 to 362 (2011-12 vs. 2015-16)</td>
</tr>
<tr>
<td>Newly approved PhD and MD/PhD Programs</td>
<td></td>
</tr>
</tbody>
</table>
AUBMC 2020 Vision: Path 3
ACADEMIC INNOVATION THROUGH THE CREATION OF
CLINICAL AND RESEARCH CENTERS OF EXCELLENCE,
AND THE PROVISION OF OUTSTANDING MEDICAL
EDUCATION

Rafic Hariri School of Nursing

Undergraduate Medical Education
- BSN
- BT-BSN
- BA/BS-BSN

Graduate Education
- Psychiatry Mental Health Nursing
- Nursing Administration
- Adult Care
- Community Nursing

PhD Program in the works
**Interdisciplinary/Interfaculty Academic Programs**

<table>
<thead>
<tr>
<th>Graduate Studies in Biomedical Sciences</th>
<th>Undergraduate Degree Programs</th>
<th>Certificates</th>
<th>Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD in Biomedical Sciences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS for SHARP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS Orthodontics</td>
<td>Division of Health Professions</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clinical Psychology</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SHARP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EHMU</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>WHO Center for Systematic Reviews of Health Policy and Systems Research</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
70 activities (up from 5) across disciplines – MS, Cardiology, Kidney Transplantation, Voice, etc.

Over 5,000 HCPs trained through CME – 52% MDs, 36% Nurses, 12% other HCPs

Offerings of CME now extend to outside of Lebanon (Turkey, Jordan, Kuwait)

Specialty programs (non medicine) for CNE, pharmacists, HR, ATLS, Lab, etc.
Path 4

Establishment of strategic partnerships and collaborations locally, regionally, and internationally
Focus Areas for Partnerships

- Patient Care
- Recruitment
- Education & Training
- Research
- Administrative & Operational
AUBMC 2020 Vision: Path 4
ESTABLISHMENT OF STRATEGIC PARTNERSHIPS AND COLLABORATIONS LOCALLY, REGIONALLY, AND INTERNATIONALLY

AUBMC- Elements of Success

- Proven regional success model of an academic medical center
- Know How; strong understanding of the regional needs, language and culture
- Enjoys International Standards and Credentials (JCI, CAP, Magnet, etc)
- Abundance of Human resources and distinguished faculty; assist in capacity building
- Strategic commitment to share knowledge and expertise and build bridges to improve healthcare sector to better serve the people of the region
AUBMC 2020 Vision: Path 4
ESTABLISHMENT OF STRATEGIC PARTNERSHIPS AND COLLABORATIONS LOCALLY, REGIONALLY, AND INTERNATIONALLY

National = 42
Regional = 7
International = 32
AUBMC 2020 Vision: Path 4
ESTABLISHMENT OF STRATEGIC PARTNERSHIPS AND COLLABORATIONS LOCALLY, REGIONALLY, AND INTERNATIONALLY

AUBMC’s Major Affiliations

- Keserwan Medical Center (KMC)
- Medrar Medical Center (MMC)
- Mamdouha El Sayed Cancer Center of Tripoli (MSCCT)
Planned as a comprehensive cancer center; Radiation Oncology service will start first, followed by chemotherapy for adults and children

Equipment donated by Bobst Foundation

AUBMC will provide technical and support services to ensure success of the project

MSCCT will improve access for patients in the North (including underprivileged patients) and allows us to provide quality care to patients in remote areas and secure additional training sites for our residents, interns and medical students
MSCCT will create new work opportunities for healthcare workers in the North
MSCCT will work closely with AUBMC to provide optimal specialized and comprehensive care to patients from the North (including underprivileged patients)
MSCCT and AUBMC will also provide training opportunities for physicians and healthcare workers in the region as part of its capacity building initiatives
Path 5

Investing in and expanding our facilities to meet the needs of the people of Lebanon and the region
AUBMC 2020 Vision: Path 5
INVESTING IN AND EXPANDING OUR FACILITIES – THE NEW AUBMC 2020 MEDICAL COMPLEX

AUBMC Campus – The Transformation- AUBMC 2020 Medical Complex

- New buildings

- Sawwaf Building (PET-CT)

- DTS

- Building 23

- SML

- Med Cafe

- New MC

- Issam Fares Hall

- Halim & Aida Daniel Academic Clinical Center (ACC)

- HSON

- Phase II

- Phase I

- Medical Administrative Building (MAB)
Wassef and Souad Sawwaf Building: Family Medicine Clinics, UHS, PET/CT Unit, Cyclotron Unit
Medical Administration Building (MAB): 10 story building to house operational and administrative functions
AUBMC 2020 Vision: Path 5
INVESTING IN AND EXPANDING OUR FACILITIES –
THE NEW AUBMC 2020 MEDICAL COMPLEX
Medical Administration Building (MAB)
AUBMC 2020 Medical Complex
Kidney Dialysis Unit Expansion, Phase I - 4thF.
Ongoing Project

Post renovation: 22 beds
Existing: 13 beds
The Halim and Aida Daniel Academic and Clinical Center:
The first of its kind in Lebanon and the Middle East incorporating clinical care, education and research in one state-of-the-art facility
ACC built-up area: 35,446 m²
- Above ground 21,581 m²: 9 floors (3 Academic & 6 Clinical).
- Underground 13,865 m²: 5 levels (Parking & technical rooms).

Status: Construction Ongoing
- The Contract was awarded to Messrs ‘Matta et Associés’, at the lump sum price of $48.3M. (Including VAT).
- Supervision & Contract Administration is being performed by Messrs ‘Khatib & Alami’.

Building Completion Date: Oct. 11, 2016
The project is registered for LEED certification, targeting Silver rating.
The New Medical Center (NMC)

NMC:
To house a Cancer Hospital, Pediatric Floors, and add an additional 275 beds.
AUBMC 2020 Medical Complex
NMC Exterior Design
Clemenceau Entrance
AUBMC 2020 Medical Complex
NMC Exterior Design
Clemenceau Entrance
Clemenceau Lobby Entrance

AUBMC 2020 Medical Complex

NMC Interior Design

© 2010 AUBMC. All rights reserved.
AUBMC 2020 Medical Complex
NMC Interior Design
Maamari Lobby Entrance
AUBMC 2020 Vision: Path 5
INVESTING IN AND EXPANDING OUR FACILITIES
THE NEW AUBMC 2020 MEDICAL COMPLEX
The New Medical Center (NMC)

Cancer Hospital

- Cancer one of the fastest growing epidemics in our region
- Cancer hospital will increase the number of beds to cater to the rapidly increasing clinical load
- AUBMC already serving cancer patients from the region including Syria and Iraq
- Will position AUBMC as leading cancer center in region
- Comprehensive and specialized care with optimum patient flow to ensure best patient experience
- Affiliated to MSCCT to cater to offer clinical expertise to patients in the North (including underprivileged)
- Center for cutting-edge research and training and education for healthcare professionals in the region
AUBMC 2020 Vision: Path 5
INVESTING IN AND EXPANDING OUR FACILITIES
THE NEW AUBMC 2020 MEDICAL COMPLEX
The New Medical Center (NMC)

Oncology Patient Care Statistics

Number of patients enrolled per year
AUBMC 2020 Vision:
The New AUBMC 2020 Medical Complex
Path 6

Supporting the health of local and regional patients in need by ensuring their access to care
Since 2009, extensive work towards raising funds (directly and with several volunteer groups) to support the treatment of needy patients at AUBMC.

Over 40 initiatives, in several departments, to support the treatment of needy patients at AUBMC.

Needy patients also treated through CCCL – St. Jude.
Community Service Highlights

Urgent Care Centers (UCCs) for the treatment of Syrian Refugees in Lebanon:
- Approximately 1,000 patients treated per month

AUBMC Mobile Clinic (for Syrian Refugees):
- 9,000 children are expected to be screened; acute cases to be treated on site

Women Heart Health Center (WHHC):
- Involved in clinical care, academic and research activities
- Center opened in July 2013, for the First Lady of Lebanon
- 6 AUBMC cardiologists screen customers daily
AUBMC 2020 Vision: Path 6
SUPPORTING THE HEALTH OF LOCAL AND REGIONAL PATIENTS IN NEED BY ENSURING THEIR ACCESS TO CARE

Community Service Highlights

Additional AUBMC Community Service Activities:

- Palestinian Refugee Camp Visits
- AUBMC Mobile Clinic
- Free Public Health Screenings
Transformational Vision
Keys to success

- CLEAR STRATEGY AND VISION
- WELL DEFINED GOALS and KPIs
- MEASURABLE IMPLEMENTATION STEPS
- ENGAGEMENT (EMPLOYEES, PARTNERS, COMMUNITY)
- CULTURE OF INCLUSION AND ACCOUNTABILITY
- SENIOR LEADERSHIP SUPPORT
- TRANSPARENCY AND OPEN 2-WAY COMMUNICATION
- TEAMWORK AND COLLABROATION
“Leadership is being bold enough to have vision and humble enough to recognize achieving it will take the efforts of many…”

- Kathy Heasley