



EXCELLENCE MADE SIMPLE

CAPABILITY STATEMENT



Middle East





SINCE 2002

”WE EXIST FOR THE
SUSTAINABLE
DEVELOPMENT OF
HEALTHCARE
LEADERS AND
ORGANIZATIONS
THROUGH HOLISTIC
THINKING AND
PEOPLE-CENTERED
MANAGEMENT”



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ABOUT US

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EXECUTIVE SUMMARY

We are a regional growth and development company that helps healthcare organizations and professionals solve problems related to policy, performance, operations, quality, and finance with a people-centric approach by implementing sustainable and applicable contextual solutions.

Founded in 2002, we:

- Implemented more than 300 projects
- Trained more than 2,000 healthcare professionals
- Were appointed as an official audit body from the Lebanese Ministry of Public Health in 2009
- Got accredited (2016) and re-accredited (2021) from ISQua EEA
- Operate in the Middle East from our 3 offices in Beirut, Kuwait and Baghdad
- Have more than 70 multilingual subject matter experts with several years of hands-on experience and international exposure

HISTORY

In 2001, there was a discussion in the Lebanese Syndicate of Hospitals between top level CEOs and CFOs regarding the new Flat Rate system for surgical procedures which was supposed to replace the Fee-for-Service and most of the attendees were lobbying against it since they thought it would decrease their revenues and profitability.

Then, a junior expert at the time, GATES Founder and Managing Partner Dr. Adel Oleik dared to challenge this assumption with a fact-based opinion. His comparative study of 52 most used procedures suggested that the new payment system grants hospital on average a 20-25% increase in revenues. GATES got awarded its first project in 2002 from the Syndicate titled: "The National Study for Costing Hospital Services", and our journey just started...

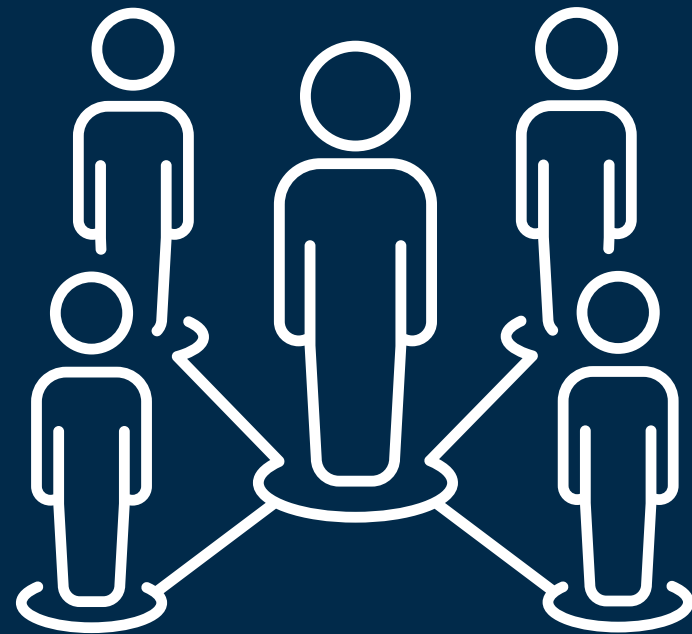
OUR APPROACH

Our developmental approach is centered on GATES 4 Pillars©:

Organizations are
Biosystems (Trees)



Holistic yet
People-Centered



Leadership
Driven Model



Innovation &
Sustainability



ISQUA ACCREDITATION

GATES Group is the only independent private firm in the region who has the prestigious ISQua Accreditation for its Surveyor Training Program. The International Society for Quality in Healthcare (ISQua) is the world's highest healthcare quality management authority and accreditor of public and private healthcare organizations around the world. We were awarded the accreditation in 2016 and re-accreditation in 2021.



PARTNERS



REPUBLIC OF LEBANON
MINISTRY OF PUBLIC HEALTH



إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION



جامعة الخليج Gulf University
للعلم والتكنولوجيا for Science & Technology
SINCE 2002



Institute for **IEHSS**
EXCELLENCE IN HEALTH
AND SOCIAL SYSTEMS



EXPERTISE

HEALTHCARE SYSTEMS

ACCREDITATION & STANDARDIZATION

REVENUE CYCLE MANAGEMENT

HEALTHCARE OPERATIONS

ORGANIZATIONAL DEVELOPMENT

TRAINING & PROFESSIONAL DEVELOPMENT

HEALTHCARE BUSINESS INITIATION

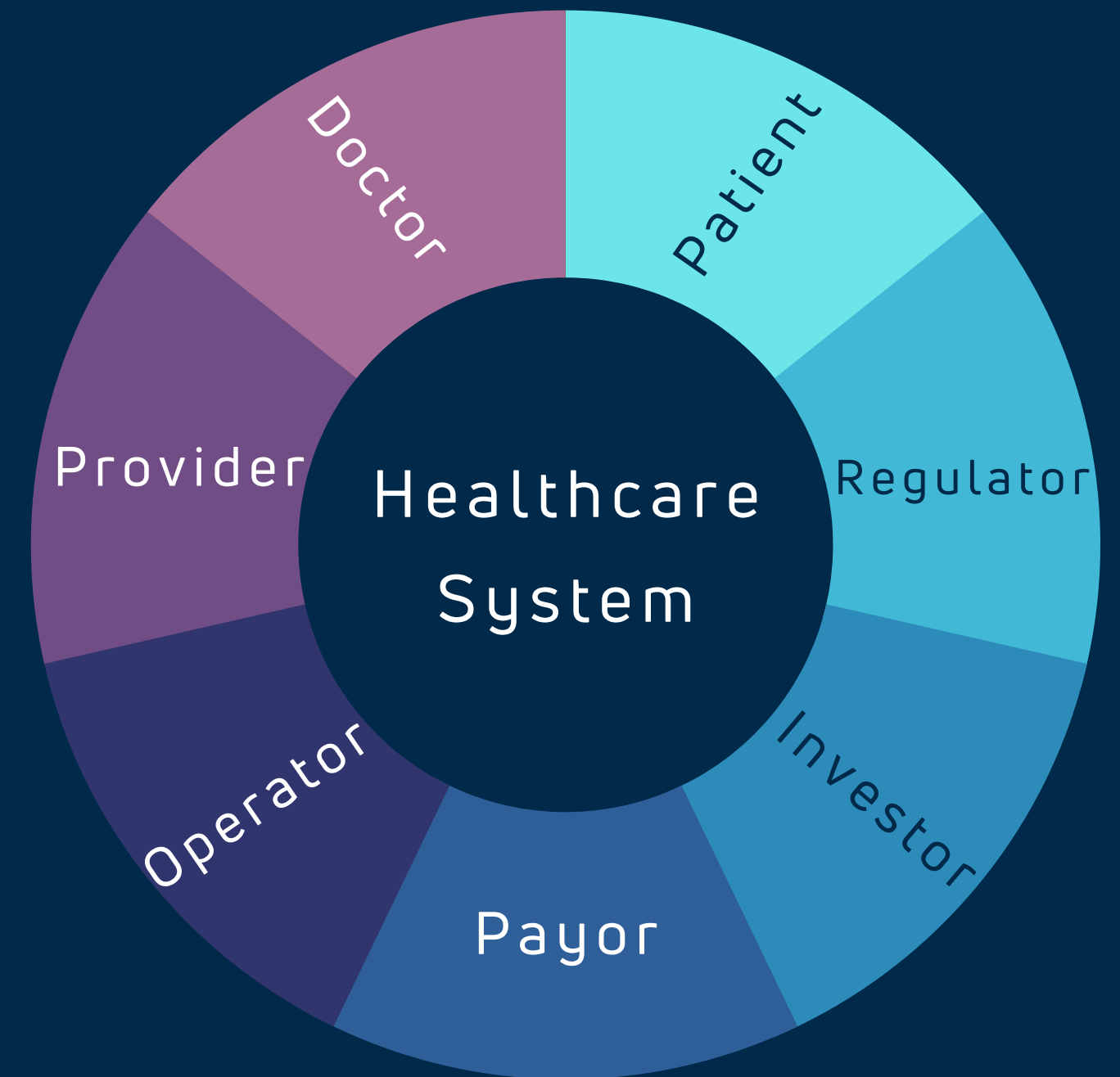
HEALTH ICT

Expertise/Client	Healthcare Systems	Accreditation & Standardization	Healthcare Operations	Revenue Cycle Management	Organizational Development	Healthcare Business Initiation	Health ICT
Regulators	Policy Advising NPS Financing Model	Standards Development ISQua Advisory	Operations Structuring Cost Analysis	RCM Strategies and Processes Development	Strategy Development OD Diagnosis	Investment Advisory Business Planning	Business Requirements Document (BRD)
Providers	Healthcare Network Mapping	Standards Development Accreditation Preparation	Operations Management Performance & Quality Financial Operations	RCM Outsourcing RCM Restructuring	Full OD Restructuring Performance Management System	Business Planning Project Management	Change Management BRD HIS QMS
Investors	Licensing Requirements	Accreditation Requirements	Operational Set-Up	RCM Set-Up	Strategy Development OD Foundation	Business Planning Project Management	BRD HIS QMS
Professionals	Executive Coaching HS Training	Executive Coaching CAS CQuAM Training	Executive Coaching HMQT Master	Executive Coaching RCM Training	Executive Coaching HMQ Mini-MBA	HC Business & Entrepreneurship	HC Digital Transformation & Leadership Training

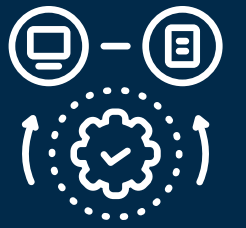
Healthcare Systems



Our conception of Healthcare Systems is derived from our understanding of its multi-stakeholders to create inclusive models of care. We have identified 7 major stakeholders which are key to shaping any healthcare system:



Accreditation & Standardization (6Ss)



Over the years and after working with hundreds of hospitals we have developed GATES 6Ss Accreditation Framework©, comprised of 6 key elements:

1. Structure
2. Standards
3. Skills
4. Surveying
5. Surveyors
6. Sustainability



"Create Locally, Learn Globally."

Revenue Cycle Management (24 Steps)

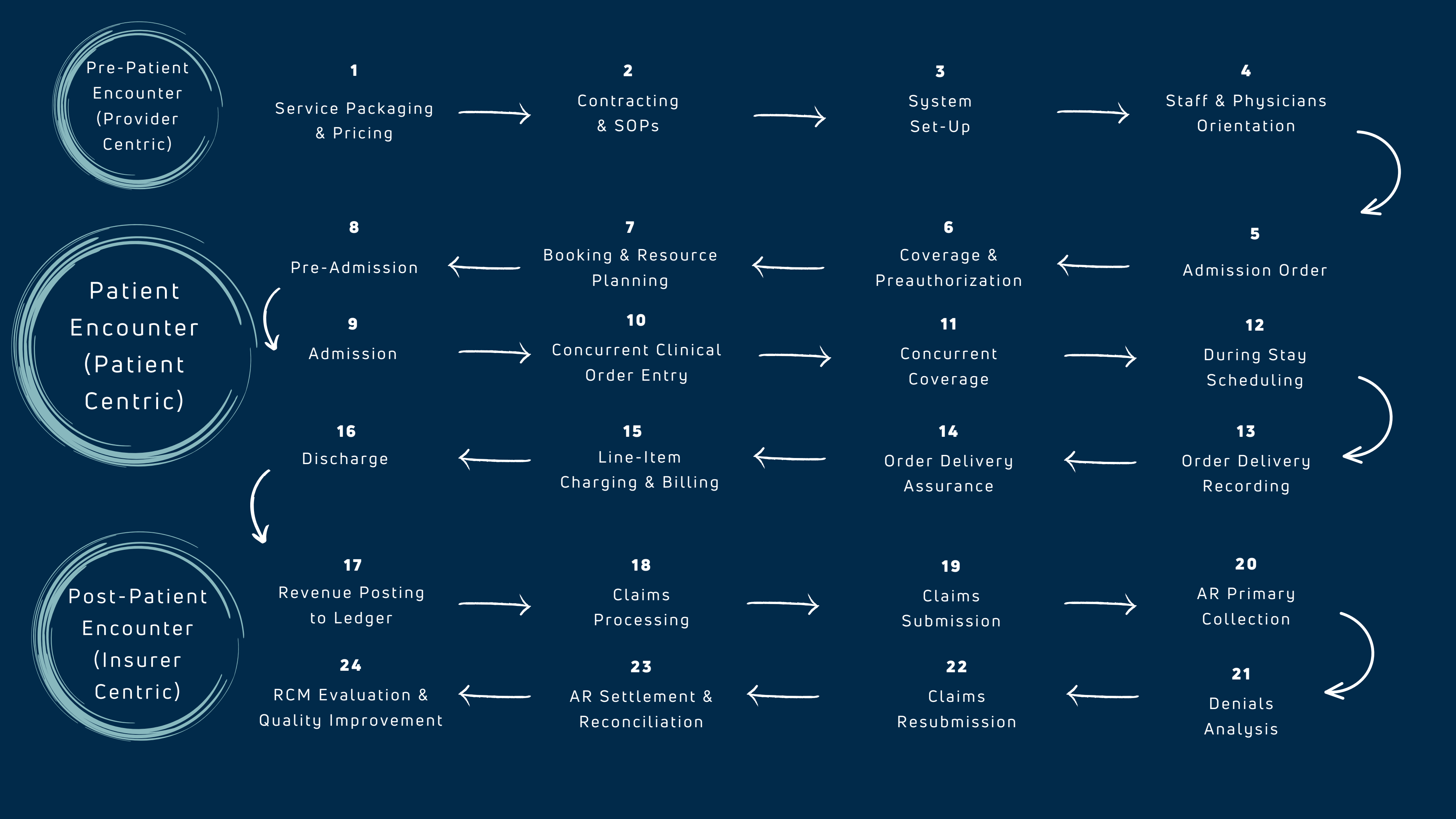


GATES RCM Model© guarantees a win-win relationship between payors and providers, which optimally results in error-free profitable billing and effective healthcare facility utilization.

We have 24 Steps for RCM, which are organized into 3 major categories:

1. Pre-Patient Encounter (Provider-Centric): 4 Steps
2. During Patient Encounter (Patient-Centric): 12 Steps
3. Post-Patient Encounter (Insurer-Centric): 8 Steps



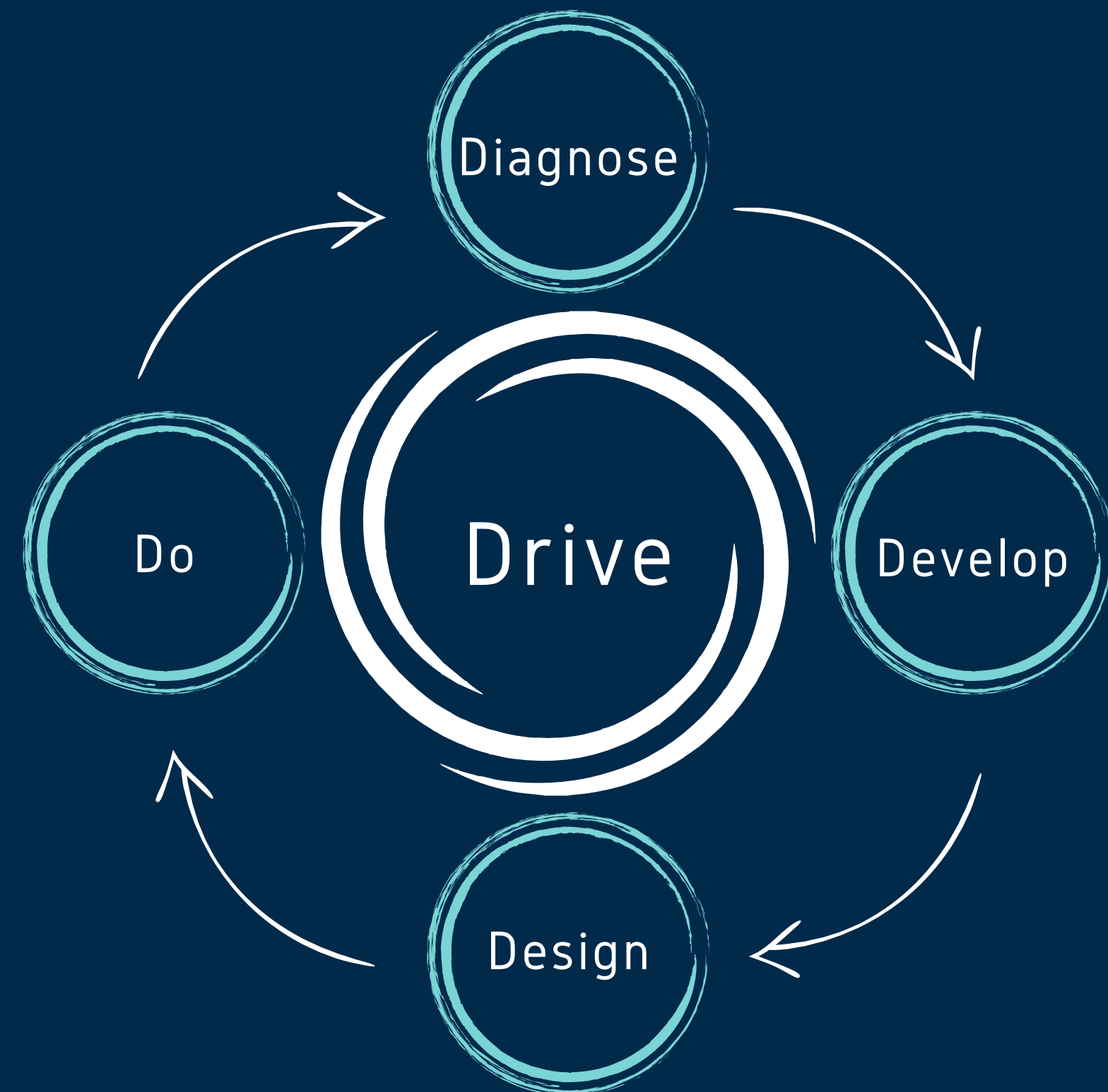


Healthcare Operations (5Ds)

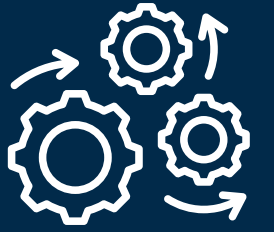


Our Healthcare Operations approach is rooted in the 5Ds Loop Methodology© which consists of one key action (Drive) and 4 repeating steps:

1. Diagnose
2. Develop
3. Design
4. Do



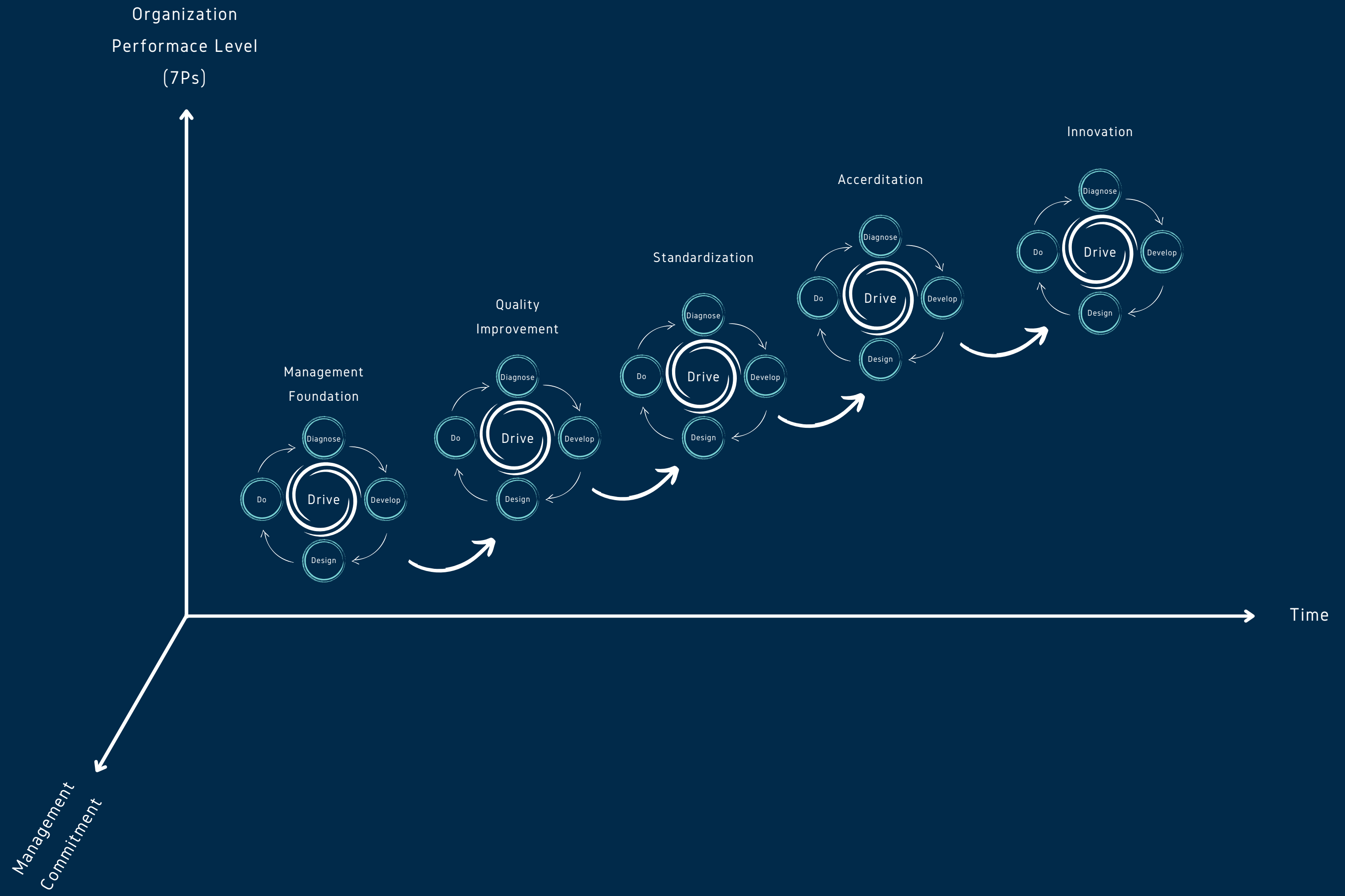
Organizational Development (5TLs)



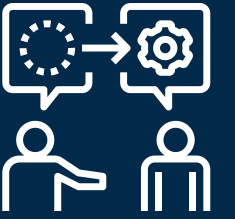
Organizational Development is a lengthy yet self-sustaining operation. We implement it as an iterative process of the 5Ds Loop Methodology© across 5 Transformation Levels:

1. People-Centric Management Foundation
2. Quality Improvement
3. Standardization
4. Accreditation
5. Innovation





Training & Professional Development (ADDIE)



Investing in people is the most cost-effective and sustainable investment an organization can make. Building on that and on the deep belief that people are at the core of growth, we have developed a handful of Training & Professional Development Programs aimed at encouraging participants to apply what they learn on the job and taught by subject matter experts utilizing the ADDIE instructional design model:



Our Programs

MULTIDISCIPLINARY BASE PROGRAM

Healthcare Management and Quality in Partnership with GUST and Accredited by TRACCERT Canada

SPECIALIZED TRAINING PROGRAMS

Healthcare Systems, Quality and Accreditation, Revenue Cycle Management, Healthcare Business & Entrepreneurship, Healthcare Digital Transformation & Leadership, Primary Healthcare Management and Leadership and Others Accredited by TRACCERT Canada

SURVEYING-SPECIFIC TRAINING PROGRAM

Certified Accreditation Surveyor Accredited by ISQua EEA

MASTER PROGRAM

Healthcare Management, Quality and Technology in Partnership with the Lebanese University

Healthcare Business Initiation



Investing and Initiating a Healthcare Business is one of the most challenging decisions an investor can make. Building on our knowledge and healthcare operations involvement for more than two decades and having performed hundreds of feasibility and costing studies we can help investors anywhere along the process:



Health ICT



We see Health Information & Communication Technology as the organization's bedrock for sustainable performance and improving care. Our approach to Health ICT takes into consideration 7 main dimensions:

1. Incorporating a Digital Vision into Strategy
2. Improving the Process Structure
3. Engaging People in Requirements Development
4. Managing Change to Drive Effective Implementation
5. Thinking Holistically by Integrating Technology in all aspects of the Organization
6. Developing Technology in an Agile and Upgradable Manner
7. Innovating Digitally to Sustain Growth and Competitive Advantage



Software Solutions

We offer two customizable software solutions for Healthcare Organizations:

- Hospital Information System - NOVA Prime©: a comprehensive HIS that includes Clinical, Financial (RCM Included) and Administrative functions
- Quality Management Solution - DQuaM© (Office 365 Add-on): designed to enhance workflow for managerial activities such as organizing, planning, gap identification, quality improvement, and key performance indicators monitoring to prepare the organization for accreditation and auditing



MAIN PROJECTS

SYNDICATE OF HOSPITALS - LB

NATIONAL SOCIAL SECURITY FUND - LB

MINISTRY OF PUBLIC HEALTH - LB

MINISTRY OF HEALTH - KURDISTAN

PUBLIC AUTHORITY FOR DISABILITY AFFAIRS - KW

DAR AL SHIFA HOSPITAL - KW

KUWAIT HOSPITAL - KW

MINISTRY OF HEALTH - OMAN



Costing Study

Syndicate of Hospitals - LB

2002

Requirement(s)	What We Did
<ul style="list-style-type: none">• Perform a comparative financial analysis between two main payment methods (Flat Rate and Fee-for-Service) to decide if the newly proposed Flat Rate system is feasible and can be adopted by hospitals	<ul style="list-style-type: none">• Selected a representative sample of 4 hospitals that differ in various aspects such as number of beds, services offered, and geographical area• Specified the 52 most commonly used procedures (packages)• Calculated their cost based on the UNICEF 7 steps costing procedure• Performed a pricing comparison (based on real frequency) of both payment systems to determine which is the most profitable option



Reform Plan

National Social Security Fund - LB 2006

Requirement(s)	What We Did
<ul style="list-style-type: none">• Present a Reform Plan that contains actionable steps for it to be adopted by the Council of Ministers and discussed in the Parliament	<ul style="list-style-type: none">• Performed SWOT Analysis• Set Goals and Objectives• Proposed procedures to:<ol style="list-style-type: none">a. Reform governance, managerial structure, and performanceb. Achieve financial equilibrium, increase financial control, and rationalize health expendituresc. Develop people and quality of services for beneficiariesd. Digitalize processes• Adopted by the Minister of Labor• Approved by the Council of Ministers• Received a Presidential Decree to nominate our CEO to the experts' board of reforming the NSSF

National Audit Body

Ministry of Public Health - LB

2009

Requirement(s)	What We Did
<ul style="list-style-type: none">• Perform national surveys on private and public hospitals to ensure they comply with the Lebanese Accreditation Standards	<ul style="list-style-type: none">• Prepared the audit requirements• Formed an audit committee• Selected and recruited auditors based on character and healthcare experience• Standardized the auditing methodology and procedure• Performed 60 hospital audits which were around 50% of hospitals in Lebanon at the time



Healthcare System Reform

Ministry of Health - Kurdistan

2012

Requirement(s)	What We Did
<ul style="list-style-type: none">• Provide an opinion on the current healthcare system• Present healthcare development suggestions to the Parliament's Health Committee	<ul style="list-style-type: none">• Performed a contextual analysis taking into consideration political, economic, and social factors as well as lessons learned from international experiences• Presented a comprehensive Health Reform Plan containing suggestions for:<ul style="list-style-type: none">a. Health Resource Allocationb. Accreditationc. Training of Healthcare Leaders• Adopted by the Minister of Health



Revenue Cycle Management

Dar Al Shifa Hospital - KW

2015

Requirement(s)	What We Did
<p>In light of developing and digitalizing its RCM function, the client requested to:</p> <ul style="list-style-type: none">• Revamp the RCM function in terms of processes, competencies, software and requirements• Improve RCM practices to minimize insurance denials and make them more profitable• Enhance patient experience	<ul style="list-style-type: none">• Simplified RCM processes for patients and minimized waiting times• Reidentified the core competencies of RCM staff and improved competency levels• Conducted a comprehensive service cost analysis• Assess coding and pricing practices• Assessed the software's usability and improved the requirements of digitalization• Achieved a financial impact of \$1,500,000 yearly incremental profit increase and positioned our client's RCM as the best in Kuwait



الهيئة العامة لشؤون ذوي الاعاقة
Public Authority for Disability Affairs

Preliminary Study for Establishing HOPE Public Authority for Disability Affairs - KW 2018

Requirement(s)	What We Did
<p>The goal was to establish a new Disability Center (HOPE) in Kuwait to accommodate the increasing number of people with disabilities:</p> <ul style="list-style-type: none">• Assess the current situation of people with disabilities in Kuwait• Specify the service model and accompanying services• Set the workforce qualifications• Draft the exterior design of a new disability center	<ul style="list-style-type: none">• Performed visits to the major 2 disability centers in Kuwait• Proposed the mission, vision, strategy, and medical and social services to be offered as well as the organizational chart for the center• Developed policies and procedures for the visitors' service cycle• Determined the job positions, qualifications, and number of needed staff• Provided the design drafts for all the required areas



RCM and Automation

Kuwait Hospital - KW

2020

Requirement(s)

In light of developing and digitalizing its RCM function, the client requested to:

- Build equitable contracts with insurance companies with cost-based and market-driven prices
- Lower denial rates by enhancing claims
- Optimize collection cost
- Achieve patient satisfaction with RCM services
- Replace the current ERP system and automate materials management, finance, and human resources processes

What We Did

- Diagnosed holistically RCM performance by using GATES RCM Model©
- Revamped the organizational structure, processes, and job descriptions
- Developed staff skills and recruited new RCM staff with a clinical background to enhance productivity
- Gathered requirements from users and adapted the NOVA Prime© solution to the hospital needs
- Effectively integrated our solution with the existing EMR, LIS, and RIS/PACS
- Reduced turnaround time in several functional areas

Training of National Surveyors

Ministry of Health - Oman

2021

Requirement(s)	What We Did
<ul style="list-style-type: none">The MOH in Oman is aiming to develop a holistic sustainable accreditation system and requires training the surveyors on surveying/auditing methodologies, including an onsite survey visit	<ul style="list-style-type: none">Provided the Certified Accreditation Surveyor Program (accredited by ISQua)Conducted a real onsite survey visit on one selected chapter, covering the criteria-based audit methodology and tracer methodologyProposed detailed activities for sustainable and holistic accreditation management, including people development, OD in hospitals, and survey activities, all in line with GATES 6Ss Accreditation Framework©

KEY PERSONNEL



DR. ADEL OLEIK
Founder & Managing
Partner of GATES
25 Years of Healthcare
Development Experience



DR. MOHAMMAD HASBINI
Senior Partner
35 Years of Medical &
Healthcare Management
Experience



DR. GEORGES YARED
Senior Partner
21 Years of Medical,
Academic & Healthcare
Leadership Experience



KEY PERSONNEL



DR. MAYA EL HAJJEH

Senior Partner

20 Years of Academic &
Consulting Experience



MR. SAMER HANNA

Executive Partner & Consultancy
Director

10 Years of Healthcare Quality
Systems & Consulting Experience



MR. ALI OLEIK

Executive Partner &
Partnerships Director

8 Years of Innovation &
Finance Experience



CONTACT US

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