

TABLE OF CONTENTS

Opening Statement	3
Main areas for the CSR Strategy Framework	4
Introduction	4
Vision/Mission statement	7
Strategic Directives & Resources	8
The CSR Strategy Framework	9
Aims, Objectives & Goals	9
Challenges and Barriers	10
Implementation Mechanisms	11
Communication Mechanisms	13
Themes & Initiatives/Events	14
Stakeholders	15
Strategy Review and Assessment process	16

APPENDEX (A):

- 2019 List of Initiatives / Activities and Timelines

APPENDIX (B):

- Brief Action Plans for 2019 Initiatives

The Corporate Social Responsibility Strategy:

Social Responsibility is a form of self-regulation that businesses/corporations adopt as a part of their corporate conscience and citizenship, also known as Corporate Social Responsibility (CSR). It is a means to monitor the public's social perception of them as a responsible business. Fakeeh CSR strategy development and implementation is considered a way to align the organization's dynamic demands of the business with the many opportunities for engaging in the social environmental happenings related to stakeholder expectations.

Fakeeh ongoing commitment to the community is the pledge to perform ethically and contribute to economic development while improving the quality of life of our patients, our workforce, their families, the community, and society at large. Our Corporate Social Responsibility (CSR) Strategy for 2019 - 2021 aims to involve stakeholders from the community and from within our business. We have chosen the "Customer-Driven" strategy type as the base to the Fakeeh Care CSR Strategy, because it is directed toward and driven by customer and community attitudes and perspectives, as it will emphasize our true involvement in the community. We will demonstrate to the community at large, and to our patients and employees our commitment to the ongoing health and wellbeing of the community in which we operate. Our CSR Strategy will be the platform whereby we can track our CSR performance and progress toward:

- Involvement in effective activities in the community
- Customer and other stakeholder satisfaction
- Financial support with focus on Fakeeh Care brand and marketing initiatives

Fakeeh Care has a strong history of embracing strategic plans as the guidepost to reach new milestones and exciting achievements. Our expectations and desired outcomes are constantly evolving in order to be aligned with the converging factors that are pushing towards the new paradigm for healthcare that is predictive, personalized, preventive and participatory.

We work to meet growing patient expectations therefore we will encourage the community and our patients to be more engaged, informed and active in their care. We work toward Fakeeh Care transformation through physical changes to our organization and new innovative models of care that will enhance the patient experience. We work to be in-line with the Kingdoms' sustainability in the 2030 framework and the signal of the Ministry of Health to have an important role in driving and facilitating change that will mobilize home and community care improve system integration and accessibility to promote high quality care and enhance the overall health and wellness of the community.

Our CSR Strategy will be directly aligned with our Corporate Strategic Plan to ensure that we will mobilize our legacy, our uniqueness and our capabilities to advance our leadership through a renewed commitment to working with our community and system partners.

Main areas for the CSR Strategy Framework:

1. Introduction
2. Vision/Mission statement
3. Strategic Directives & Resources
4. Aims, Objectives & Goals
5. Challenges and Barriers
6. Implementation Mechanisms
7. Communication Mechanisms
8. Themes & Initiatives/Events
9. Stakeholders
10. Strategy Review and Assessment process

1. Introduction:

History and Background:

Fakeeh Care is a highly regarded healthcare service provider in the Kingdom of Saudi Arabia. The group is a collection of businesses aiming to provide secondary and tertiary healthcare services for the communities to improve wellbeing through the provision of compassionate, integrated and innovative health care services. Fakeeh Care is home to a highly skilled workforce of 3,281 employees extending across an array of Medical and Non-Medical capabilities; a diverse human capital of various backgrounds, experiences, and skills sets.

The journey of Fakeeh Care started in 1978 with the well-known Doctor Soliman Fakeeh Hospital (DSFH) which was founded by the late Dr. Soliman Fakeeh himself. DSFH has since then, has advanced the healthcare delivery standards in the Kingdom and the Western Region, and has been recognized by the Ministry of Health as a leading healthcare provider. DSFH is a regional pioneer in the field of organ-transplant, including Kidney, Bone-Marrow, Liver, and Heart. Its Open-Heart surgery center claims the highest number of operations done in the private sector in the Kingdom, with a success rate comparable to any international center of excellence.

The first expansion of the Hospital was inaugurated in 1986, with the aim for doubling of the facility's inpatient capacity, and the introduction of the new clinics of Open-Heart Surgery, Neurosurgery, Neurology, Nephrology and Infertility.

In 1999, a second expansion inaugurated the addition of two new building structures to the DSFH campus, and offered additional Pediatric Clinics, Neonatology, Plastic Surgery, and a Health-Promotion and Fitness Center.

DSFH was first accredited by the Joint Commission International (JCI) in 2006 and regularly re-accredited since (2009, 2012, 2015, 2018); and by the Australian Council for Health Specialists (ACHSI) since 2008 (2012, 2016, 2018); and also accredited by CBAHI (Saudi National Accreditation) first in 2015 and then (2016, 2018); AABB (Validity: June 2018), HACCP (Validity: 2018); CDC, AHIMA, OSHA and Unicef & World Health Organization Baby Friendly Hospital accreditation (Validity: 2020).

The hospital went through a series of expansions, achievements, discoveries, accreditations and a transformation to a sustainable and socially responsible corporate entity. In addition to DSFH, the group includes a variety of business arms that work together creating a seamless healthcare commitment towards, not only the KSA community but also the Region:

- **Olympia (The Sports Arena):** was established in 1999 as DSFH's Health Promotion Center. It also provides many DSFH patients with rehabilitation services. As the center started gaining recognition for its professional team, Olympia became the largest and most successful fitness center in the Region. Olympia complements our Group's Wellness objective.
- **Fakeeh College for Medical Sciences: was established in** September 2003 with the objective of building human capacity to provide the industry with high quality healthcare professionals. It has graduated qualified nurses and medical laboratory scientists with a Bachelor Degree; and nurses with a Master's Degree in Psychiatric and Mental Health. In 2017 a Bachelor of Medicine and General Surgery Program was started. The curriculum of all Academic Programs meets the global standards and they approved and monitored by the Ministry of Education. The College campus is equipped with the latest technologies and supports student centric capabilities.
- **Khadija Attar Center for Children with Special Needs:** was established in 2006. It is a Non-Profit center that provides children with special needs (birth to 12 years old) an array of medical, educational, rehabilitation and entertainment services. The services in the center focus on the development and empowerment of children with special needs and their families respectively in order to guide them to be able to live independently. The center offers Vocational Rehabilitation and Educational services that aim toward integrating the children, with special needs in their community.

- **Fakeeh Complementary Healthcare Services:** was established in 2009 as part of Fakeeh Medical Group, representing global known medical supplies brands and operates retail outlets for optical and derma patients and customer to offer convenient reach to the hospital and around the city of Jeddah. Service are provided through the following divisions: Derma & Beauty Pharma products, Pharmaceutical products, Medical Equipment, Medical Supplies, Retail.
- **The Executive Clinic:** was established in 2017 and provides exclusive VIP healthcare and wellness services and offers exclusivity to those in search of a unique and personalized approach with the latest industry trends and world class physicians.
- **Fakeeh Medical Homes (FMH):** are outpatient medical clinics that provide the same quality services provided at DSFH with focus on serving the local communities they are in around the City of Jeddah (and later in Mecca). These family medicine clinics offer different specialties and ER (Emergency Room) services and are geared with the latest technology to provide the best in quality care. FMH-AINuzha opened in November 2018; and FMH-AIThager will open in 2019.
- **Dr. Soliman Fakeeh Medical Center (DSFMC):** was established in 2018. Located north of Jeddah, in a vital area, the Center caters to patients looking for a unique, upscale and high quality healthcare approach. The center hubs most specialties including an Urgent Care Service and a Diabetes Center of Excellence which is an extension to our 40 years' experience in metabolic disease management.
- **Fakeeh Academic Medical Center Hospital, University & Clinics (FUH-Dubai):** (*under construction*): In an effort to drive academic advancement and extend quality medical services to support the Dubai healthcare industry, Fakeeh Academic Medical Center (FAMC) is a hospital and a medical university project with an investment of 1.5 Billion AED. The University Hospital will be a state of the art tertiary healthcare facility and a fully smart hospital in the heart of the Dubai Silicon Oasis with focus on providing patient-centered services, targeting Dubai residents and those in neighboring Emirates. Supported by comprehensive diagnostic centers, the hospital is built to accommodate a capacity of 700,000 patients per year, with a 280 bed capacity and an estimated 40,000 admissions and 20,000 surgical operations. The Medical University is an academic collaboration with the University College London (UCL).

Fakeeh Care's belief in Sustainability and Corporate Social Responsibility, value the concept of given back to the community. Our CSR Annual Report, was verified by Global Reporting Initiative (GRI) standards and guidelines as an A+ grade. By doing so, DSFH has been the first organization in KSA and the first hospital in the healthcare sector in Middle East and Africa, as well as one of very few hospitals worldwide to achieve this level of reporting.

As a leading private hospital we lead by example while acting as a catalyst to improve lives. Our contributions to the local community expands across many areas some with direct focus on medical care, health, and wellbeing, working on educating and raising awareness of health related issues, as well as participation in events and activities that improve and transform lives of people in the community. Therefore, our CSR Strategy will be the means by which we aim to reach out to our stakeholders – our Customers/Patients, our employees, the community, and the environment to educate and raise awareness on topics and issues related to wellbeing and healthcare.

2. Vision/Mission statement:

The vision of Fakeeh Care is transforming lives through clinical excellence, compassionate care and health education. Our values focus on Integrity, Compassion, Positivity, Accountability, & Teamwork. The Fakeeh Care Corporate Strategic Plan 2018 – 2020 encompasses both this vision and values, and one of its strategic agenda points aims to incorporate the context of Social Responsibility across all our programs, therefore the vision of the CSR strategy will be directly linked and aligned with the hospital's vision and values.

We perceive CSR as both an opportunity-seeking medium and a risk-mitigation medium through which we can have true and practical impact in our community. It is the intersection between our core business and the social and environmental returns to our local community. It is the perfect medium for fulfilling our core competencies while creating an effective fit with different CSR initiatives that will engage, involve, and add value to the community.

The Vision/Mission statement for our CSR Strategy is:

“To provide and deliver innovative initiatives that reflect the needs of our stakeholders, making a wider contribution to our communities”

3. Strategic Directives & Resources:

Corporate Social Responsibility is about making decisions and using our direct and indirect resources in ways that benefit the economic, social and environmental conditions in which we operate. Our CSR Strategic Directives will also be linked/aligned with the Strategic Directives of the Fakeeh Care Corporate Strategic Plan which are:

- 1) Invest in People & Development
- 2) Customer Needs & Expectations
- 3) Efficient Business Operations
- 4) Meet Our Financial Goals

The CSR Strategy of 2019 – 2021 will focus on only two of these strategic directives:

- 1. Invest in People & Development**
- 2. Customer Needs & Expectations**

These two Strategic Directives will be the axel on which our CSR Strategy will revolve and rotate, as we intend to invest in the engagement and involvement of both our customers and employees to ensure the satisfaction of their expectations and needs while engaging in different targeted initiatives, events, and activities every year. The main CSR Strategy Resources are: Human, Financial, and Facility. Below is a diagram summarizing the CSR Strategy Frame

The CSR Strategy Framework



4. Aims, Objectives & Goals:

The CSR strategy will focus on the four main quadrants of: Customers (our patients), our employees, the community, and the environment; whereby our aims in general are to educate and raise awareness to our afore mentioned stakeholder groups at large on topics and issues related to wellbeing and healthcare while also achieving the CSR Strategy's following two main Long-term goals:

CSR Strategy Long-term Goals:

- 1) Transform our stakeholders into Fakeeh Health & Wellness Ambassadors.
- 2) To brand Fakeeh Care as the Health & Wellbeing Awareness Platform of the Community.

❖ **AIM 1: focuses on EDUCATION: CUSTOMERS/PATIENTS & EMPLOYEES**

Improve customer compliance and decrease complications.

Objectives:

- 1) Develop and make use of creative educational materials
- 2) Develop and use electronic /digital educational tools to promptly reach stakeholders
- 3) Assess to improve the effectiveness of the developed /distributed educational materials.

❖ **AIM 2: focuses on AWARENESS: COMMUNITY & ENVIRONMENT**

Use of Fakeeh Care resources (facility, financial support, human resource) to raise awareness of the community about healthcare and environmental well-being.

Objectives:

- 1) To collaborate with community pioneers to improve the health & environmental issues in the local community (Solar & Green)
- 2) To participate in Global efforts of awareness raising in subjects related to health, social, environment (Solar & Green)
- 3) To encourage and support innovative and creative ideas related to health, social, environmental prospects

5. Challenges & Barriers:

As the process of working on the implementation of the CSR Strategy requires the involvement of many stakeholders both internal and external to Fakeeh Care, it is expected to face different challenges and also barriers that may affect the intended plan for fulfilling the aims and objectives of the Strategy as well as achieving the set objectives. Identification and projection of some of these challenges that may arise during the implementation of the Strategy will assist the CSR Team in planning effective and worthy engagements and participation in targeted events, activities, and causes whereby involvements can better serve our stakeholders to ensure tangible and real qualitative added value to all our planned-for engagements throughout the period set for the Strategy.

Also, forecasting and identifying some of the barriers that currently exist both internally within the organization, and externally within the local community will assist the CSR Team in dealing with these barriers ahead of time through proper management and effective problem solving techniques. Following is a list of these Challenges and Barriers.

❖ **Challenges:**

- 1) **Financials:** ensuring the availability of funds and budgets for involvement in CSR planned activities.
- 2) **Attainment of government permissions:** dealing with the lengthy processes for getting the required government permissions and approvals related to engagements in activities within the local community.
- 3) **Sustainability of CSR initiatives:** ensuring that engagements in all targeted initiatives are value-driven and have direct relation to Fakeeh Care core businesses which will add meaningful impact to the community at large and/or our Stakeholders for the set timeline.

❖ **Barriers:**

- 1) **Limited alignment among stakeholders:** ensuring proper alignment among stakeholders prior to participation in all planned initiatives to avoid delays or problems that may affect the engagement in the planned initiatives for the set timeline.
- 2) **Lack of compliance of Fakeeh Care workforce members to initiatives:** encouraging positive and interactive engagements of members in any initiative to ensure acquiescence.
- 3) **Lack of accountability:** avoiding unclear roles and responsibilities, and stating benefits from involvement will assist in dealing with lack of accountability; delegation of authority, clear responsibilities, and incentives will assist in true accountability.

6. Implementation Mechanisms:

To ensure effective and impactful implementation of the CSR Strategy throughout the set period of 2019 – 2021 different mechanisms will be incorporated. These mechanisms will be the means to project and showcase the diverse engagements planned for during the strategy period. Also, these mechanisms will be our way to transparently engage with our local community and hear their voices toward our services as well as share their ideas for services improvements; and to proudly celebrate our success stories. Following are the main mechanisms for implementing our CSR Strategy:

- a. Dr. Soliman Fakeeh Award:** Was created by Fakeeh Care as a means to engage and involve members from the society who are subject-matter experts on health and wellbeing related topics and have knowledge and skills to assist in developing and/or designing short effective/creative messages (written and visual) with the purpose of educating and raising awareness to the community, as well as encouraging and supporting research efforts on select subjects. As recognition to the voluntary involvement of these individuals Fakeeh Care celebrates their work through this annual Award. Through this platform we aim to enhance the Community and Environment quadrant of our CSR Strategy.
- b. Digital Educational Platform (DEP):** Was created by Fakeeh Care as a digital mechanism to educate and raise awareness to our customers/patients through educational short videos and messages on subjects related to health and wellbeing, whereby information is instantly sent to our patients via text message (SMS) and Electronic Links upon receiving services at Dr. Suliman Fakeeh hospital to further educate them about their medical condition. Through this platform we aim to enhance the Customer/Patient and Community quadrant of our CSR Strategy.
- c. Community Engagement Platform (CEP):** An Online digital platform under the Fakeeh Care Website that encourages the involvement of the local community to address a range of social, economic, and environmental factors that affect and improve health conditions and wellbeing. The CEP is a means to strengthen and enhance the communication between our patients and our hospital staff; whereby feedback from our stakeholders' on their needs, suggestions and ideas for services improvement can assist us in improving and gaining customer satisfaction. Through this platform we aim to enhance the Community quadrant of our CSR Strategy.
- d. Staff Engagement Committee (SEC):** Is a mechanism to listen to suggestions from frontline staff, and hear their voice and input on issues related to the work environment, and to facilitate and work on conflict resolution and solutions for the purpose of building trust amongst staff within the organization. Its aim is to affect positive working relationships between frontline staff and their OULs and supervisors. The committee works on creating opportunities for involvement and engagement of Fakeeh Care staff according to capacity in the diverse Fakeeh Care projects. Through this committee we aim to enhance the Employee quadrant of our CSR Strategy.

- e. **Community Advisory Sub-Committee (CAC):** a means to provide advice on ideas to enhance and promote effective customer and community engagement on priority areas that require patient and community input and involvement from their feedback and recommendations on services outcomes. The committee works on providing advice on how to enhance the quality of life for individuals in the community through educational and social services activities. Through this committee we aim to enhance both the Customer/Patient and the Environment quadrants of our CSR Strategy.

7. Communication Mechanisms:

Communicating with our stakeholders about the CSR Strategy is important to ensure that All are aware and informed about the strategy's aims, objectives and the initiatives planned for the set timeline. Different mechanisms and methods will be applied to ensure that the local community at large and our stakeholders are informed, engaged as well as involved with us in the implementation of the strategy. These communication mechanisms will be the means to inform the local community of the diverse engagement opportunities that we plan to have during the strategy period; and also to encourage interested members of the community to participate and engage with us in these diverse CSR opportunities. These mechanisms will be our way to transparently engage with the community and hear their voices toward our services and improving our customer satisfaction. Following are the main communication mechanisms via which we will communicate our CSR Strategy and its outcomes:

- 1) **Digital Marketing:** This mechanism will be used as a communication tool to support all CSR initiatives and trigger community engagement through social Media ADS and Campaigns. A digital platform (CEP) embedded in our website shall also be used for social listening and pre post, and during campaign researches that will help evaluate, the effectivity of every campaign.
- 2) **Collaboration / Partnerships:** This mechanism will allow opportunities of better exposure, awareness and brand identity improvement that will be supported by cross marketing. Through this mechanism we will help increase the number of engaged community members, taking the already built community -into an umbrella that will serve our services.
- 3) **Public Events:** This mechanism enables public exposure, building a reputation on our standing in CSR activities. It will reach out to our community and portray our strategic aims in a manner that will engage the attendees, directing them into becoming advocates of our CSR programs and our services in general.

- 4) **CSR Report & Global Reporting Initiative (GRI):** Is a sustainable tool that will continue to represent the transparency of Fakeeh Care and provide benchmarking on our CSR performance. It is also considered to be an official record of all CSR related initiatives that can be shared publicly through the yearly report.

8. Themes & Initiatives/Events:

To ensure that the CSR Strategy fulfills its targeted aims and reaches its set objectives the plan is to have one main theme per year that will allow for the opportunity to hold many and diverse initiatives, activities, and events that revolve around the theme of choice for each of the years of the Strategy's period. The themes will be broad yet will allow for a wider message to reach the local community as a whole; and the impact of this message will be achieved through the engagement and participation of the stakeholders in the different planned initiatives, events, and activities for each year. Following are the main themes for the CSR Strategy 2019 – 2021:

❖ **Main Themes for 2019: “Celebrating Success”**

Initiatives/Events under Theme for 2019:

1. Plan and implement Four International Day/Month events
2. Dr. Soliman Fakeeh Award:
 - Education
 - Awareness
 - Research
3. Launch the Fakeeh Care Mobile Clinic service
4. International Medical Team Visits for Mobile Services
5. Fakeeh Parks additions (Jeddah area & Children with disabilities parks)

❖ **Main Themes for 2020: “Be Part of the Change”**

Initiatives/Events under Theme for 2020:

1. Plan and implement Four International Days/Month events
2. Dr. Soliman Fakeeh Award:
 - Education

- Awareness
- Research
- 3. International Medical Team Visits for Mobile Services
- 4. Fakeeh Parks additions (Mecca & Madina area & Children with disabilities parks)

❖ **Main Themes for 2021: “Our Youths Our Leaders”**

Initiatives/Events under Theme for 2021:

1. Plan and implement Four International Day/Month events
2. Dr. Soliman Fakeeh Award:
 - Education
 - Awareness
 - Research
3. International Medical Team Visits for Mobile Services

9. Stakeholders:

- **Community:** the people living in the local area/region, with shared social values and responsibilities in society and who have a stake in the hospital as either a patient, family member, employee, customer, etc.
- **Fakeeh Care employees:** staff working at any of the different entities under Fakeeh Care who are working in stakeholder departments that have direct link to supporting the CSR Strategy.
- **Volunteers:** Adults, High-School & College students, retired people who live in the local community and show interest and want to volunteer their time and/or resources to the welfare of the community at large and improving the services at Fakeeh Care.
- **Government Entities:** Stakeholder Ministries, Mecca Region Province Emirate, Jeddah Municipality, etc. that provide the permissions, approvals for holding local events.
- **3rd Party Partners:** a person or entity that can be indirectly involved and is it not a principle party to the organization, who are interested to provide a service as an outsource in order to facilitate a process related to the implementation of the CSR related activities.

10. Strategy Review & Assessment Process:

The CSR Strategy will have an action plan for each year of the Strategy's set period in which the CSR Team will draw a full plan to identify the initiatives, events, and activities to participate in with the stakeholders and set the targets, goals and KPIs for the different activities to ensure proper monitoring and reporting. Quarterly assessment and reporting will be required on the action plans, to ensure measurable outcomes.

Prepared by: CSR Working Team:

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- Ms. Sarah AlMalik – Marketing Director
- Ms. Sara AlRumikani – Customer Care Director
- Ms. Shahad AlGhamdi – Marketing Officer

Date: January 2019

APPENDIX (A)

List of Initiatives for 2019

- 1) **Fakeeh Care Cardio-Vascular Awareness Campaign**
Brief: To familiarizing the community on the new improved Cardio-Vascular services provided at Fakeeh Care and innovations of Cardiac Care.
- 2) **Fakeeh Care Oncology Awareness Campaign**
Brief: To familiarizing the community of the new improved Oncology services provided at Fakeeh Care and innovations of Adult Cancer Care.
- 3) **Fakeeh Care Kidney Transplant Awareness Campaign**
Brief: To familiarizing the community of the new improved Kidney Transplant services provided at Fakeeh Care and innovations of Nephrology Care.
- 4) **Fakeeh Care Obesity Awareness Campaign**
Brief: To familiarizing the community of the new improved Obesity treatment services provided at Fakeeh Care and innovations in treatment modalities.
- 5) **Fakeeh Care Diabetes Awareness Campaign**
Brief: To familiarizing the community of the new improved Diabetes treatment services provided at Fakeeh Care and innovations in treatment modalities
- 6) **Dr Soliman Fakeeh Award 2019**
Brief: A means to engage members from society - who are subject-matter experts on health and wellbeing related topics - to assist in developing and/or designing short effective/creative messages with the purpose of educating and raising awareness to the community.
- 7) **Fakeeh Care Friendly Public Parks for Children with Disabilities**
Brief: Provide recreational outdoor opportunity for children with disabilities and their families to interact and play with other children.
- 8) **Fakeeh Care Mobile Clinic services**
Brief: Offer general medical tertiary care services to the underserved areas of the community through a DSFH mobile clinic.
- 9) **THEQA Program for Rehabilitation of Out-going Prisoners**
Brief: Offer medical, health and wellness tips as awareness and educational sessions to prisoners as part of their rehabilitation program in preparation of their exist from the prison into society.
- 10) **Fakeeh Care Staff week**
Brief: Raise community awareness about the importance of the roles of all our organization's frontline and back-stage staff in our success and to acknowledge the staffs' efforts.

11) Priority to Patients with Special Needs “الأولوية لهم”:

Brief: Improve processes and actions for the provision of ‘Prioritized’ support services to patients with special needs.

12) Employee involvement in Re-Cycling Awareness Program:

Brief: Encourage Fakeeh Care employees to be active and proactive toward consumption of materials (paper, printer ink, toner, plastic, metal, etc.)

APPENDIX (B)

Brief Action Plans for 2019 Initiatives

(# 1) Initiative Title: Fakeeh Care Cardio-Vascular Awareness Campaign Department: Cardio-Vascular Owner: Dr. Hossam Elghetany	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Customer/Patients
Implementation Mechanism:	<ul style="list-style-type: none"> - Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee
Communication Mechanism:	<ul style="list-style-type: none"> - Digital Marketing
Period: Q3	Date/Month: September
Required Support:	<ul style="list-style-type: none"> • Cardio Department endorsement • CMO approval
Initiative Description:	
To familiarizing the community on the new improved Cardio-Vascular services provided at Fakeeh Care and innovations of Cardiac Care.	
Objectives:	
<ul style="list-style-type: none"> - To inform current patients about the improved services in the department - To inform the community about the different types of Cardio services: Adult Cardiology Surgery, Pediatric Cardiology Surgery, Thoracic Surgery, & Vascular Surgery 	
Sub Tasks:	
Prepare short educational videos about the services and tips for Cardio patients	
Key Deliverables/Milestones:	
<ul style="list-style-type: none"> • Market and announce improved Palliative Service externally via: <u>Fakeeh Care Website and Social Media account</u> about the newly improved (<i>Adult Cardiology Surgery; Pediatric Cardiology Surgery; Thoracic Surgery; Vascular Surgery</i>) • Launch the Regional Physicians Network for Cardio-Vascular Related services 	<p>MAY</p> <p>DECEMBER</p>

(# 2) Initiative Title: Fakeeh Care Oncology Awareness Campaign	
Department: Oncology Owner: Dr. Alaa Darwish	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Customer/Patients
Implementation Mechanism:	- Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee
Communication Mechanism:	- Digital Marketing
Period: Q4	Date/Month: October
Required Support:	<ul style="list-style-type: none"> • Oncology Department endorsement • CMO approval
Initiative Description: To familiarizing the community of the new improved Oncology services provided at Fakeeh Care and inno Adult Cancer Care.	
Objectives: <ul style="list-style-type: none"> - To inform current patients about the improved services in the department - To inform the community about the different types of Cancer treatments services - To educate staff and patients of psychological support services for patients pre and post-operative 	
Sub Tasks: <ul style="list-style-type: none"> - Prepare short educational videos about the services and tips for Adult Cancer patients 	
Key Deliverables/Milestones: <ul style="list-style-type: none"> • 2 Evidence-Based Protocols of Oncology services focused on patient education about treatment phases, pre & post treatment • Educational pamphlet about psychological support services for patients and announce/market about it • 2 short videos for psychological support for patients and announce market about it • Market and announce improved Palliative Service externally via: <u>Fakeeh Care Website and Social Media account</u> about the newly improved Oncology Services (<i>External Beam Radiotherapy; Multidisciplinary tumor board based management; Management of acute leukemia cases; PET Scan</i>) 	<p>MAY</p> <p>End-APRIL</p> <p>End-APRIL</p> <p>MAY</p>

(# 3) Initiative Title: Fakeeh Care Kidney Transplant Awareness Campaign Department: Nephrology Owner: Dr. Faissal Shaheen	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Customers/Patients
Implementation Mechanism:	<ul style="list-style-type: none"> - Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee
Communication Mechanism:	<ul style="list-style-type: none"> - Digital Marketing
Period: Q2	Date/Month: April
Required Support:	<ul style="list-style-type: none"> • Nephrology Department endorsement • CMO approval
<u>Initiative Description:</u>	
To familiarizing the community of the new improved Kidney Transplant services provided at Fakeeh Care and innovations of Nephrology Care.	
<u>Objectives:</u>	
<ul style="list-style-type: none"> - To inform current patients about the improved services in the department - To inform the community about the different types of Kidney Transplant treatments and services 	
<u>Sub Tasks:</u>	
<ul style="list-style-type: none"> - Prepare short educational videos about the services and tips for Kidney patients 	
<u>Key Deliverables/Milestones:</u>	
<ul style="list-style-type: none"> • Implement marketing campaign for identifying patients who need kidney transplant operations from DSFH patients • Implement marketing campaign for identifying patients who need kidney transplant operations from Outside DSFH patients • Brochure about DSFH Kidney Transplant Program to market service in Western Region • Hold workshop with all Kidney Charity Centers in Jeddah and Makkah to discuss and agree on collaboration process for Kidney transplant operations at DSFH • Hold quarterly educational/awareness training sessions for patients/cases with CKD (3, 4, 5) at end of each Quarter 	<p>MARCH</p> <p>MARCH</p> <p>APRIL</p> <p>APRIL</p>

(# 4) Initiative Title: Fakeeh Care Obesity Awareness Campaign Department: Endocrinology & Diabetes Owner: Dr. Nadia Ghannam	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Customers/Patients
Implementation Mechanism:	<ul style="list-style-type: none"> - Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee
Communication Mechanism:	<ul style="list-style-type: none"> - Digital Marketing
Period: Q4	Date/Month: October
Required Support:	<ul style="list-style-type: none"> • Obesity Department endorsement • CMO approval
<u>Initiative Description:</u>	
To familiarizing the community of the new improved Obesity treatment services provided at Fakeeh Care innovations in treatment modalities.	
<u>Sub Tasks:</u>	
- Prepare short educational videos about the services and tips for Obesity patients	
<u>Objectives:</u>	
<ul style="list-style-type: none"> - To inform current patients about the improved services in the department - To inform the community about the different types Obesity treatments and services 	
<u>Key Deliverables/Milestones:</u>	
<ul style="list-style-type: none"> • Market and announce improved Obesity Services externally via <u>Fakeeh Care Website & Social Media account</u> • Hold Obesity Event 	<p>APRIL/ MAY</p> <p>OCTOBER</p>

(# 5) Initiative Title: Fakeeh Care Diabetes awareness campaign	
<u>Department:</u> Endocrinology & Diabetes <u>Owner:</u> Dr. Nadia Gannam	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Customers/Patients
Implementation Mechanism:	<ul style="list-style-type: none"> - Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee
Communication Mechanism:	<ul style="list-style-type: none"> - Digital Marketing
Period: Q4	Date/Month: November
Required Support:	<ul style="list-style-type: none"> • Diabetes Department endorsement • CMO approval
<u>Initiative Description:</u>	
To familiarizing the community of the new improved Diabetes treatment services provided at Fakeeh Care and innovations in treatment modalities.	
<u>Objectives:</u>	
<ul style="list-style-type: none"> - To inform current patients about the improved services in the department - To inform the community about the different types of Diabetes treatments and services 	
<u>Sub Tasks:</u>	
Prepare short educational videos about the services and tips for Diabetes patients	
<u>Key Deliverables/Milestones:</u>	
<ul style="list-style-type: none"> • Market and announce improved Diabetes Service externally via <u>Fakeeh Care Website and Social Media account</u> • Hold Diabetes event 	<p style="color: #e91e63; font-weight: bold;">APRIL/MAY</p> <p style="color: #e91e63; font-weight: bold;">NOVEMBER</p>

(# 6) Initiative Title: Dr Soliman Fakeeh Award 2019 Department: Academic Training Affairs (ATA) Owner: Dr. Nezar Bahabri	
Resource:	Human & Facility
Aim:	Education
Stakeholder Group	Community
Implementation Mechanism:	<ul style="list-style-type: none"> - Dr. Soliman Fakeeh Award - Community Advisory Sub-Committee - Digital Educational Platform (DEP)
Communication Mechanism:	<ul style="list-style-type: none"> - Digital Marketing - CSR-GRI Sustainability Report
Period: Q4	Date/Month: December
Required Support:	<ul style="list-style-type: none"> • Management approval • Allocate and approve budgets if needed
Initiative Description:	
<p>A means to engage members from society - who are subject-matter experts on health and wellbeing related topics - to assist in developing and/or designing short effective/creative messages with the purpose of educating and raising awareness to the community; and to encourage people toward research opportunities on matters related to health and wellbeing.</p>	
Objectives:	
<ul style="list-style-type: none"> • To increase Fakeeh Care Digital Library with 2 innovative educational videos per medical condition targeted as for the 2019 five medical initiatives. • To award 3 - 4 research papers in different subjects related to health and wellbeing in 2019. 	
Sub Tasks:	
To involve volunteers' in the process of the award preparations	
Key Deliverables/Milestones:	
<ul style="list-style-type: none"> • Marketing to announce about 2019 Award to the Public for participation • Form the Board of Trustees for the Award • Establish the Award selection criteria for both Research & Innovative Videos • Collect applicant submissions • Review and analysis of submissions • Hold Award ceremony and announce 2019 Award Winners 	<p>MAY</p> <p>MAY/JUNE</p> <p>JUNE/JULY</p> <p>AUGUST</p> <p>OCTOBER</p> <p>DECEMBER</p>

(# 7) Initiative Title: Fakeeh Care Friendly Public Parks for Children with Disabilities	
Department: Strategic Planning	
Owner: Dr. Mervat Tashkandi	
Resource:	Human
Aim:	Awareness
Stakeholder Group	Community
Stakeholder Group	Environment / solar conservation
Implementation Mechanism:	<ul style="list-style-type: none"> - Digital Engagement Platform (DEP) - Community Advisory Sub-Committee
Communication Mechanism:	<ul style="list-style-type: none"> - Collaboration / Partnerships - Public events
Period: Q4	Date/Month: December
Required Support:	<ul style="list-style-type: none"> • Management approval • Allocate and approve budgets • Permission and license from Municipality
Initiative Description:	
Provide recreational outdoor opportunity for children with disabilities and their families to interact and play with other children.	
Objectives:	
<ul style="list-style-type: none"> - To equip ONE Public Park with equipment/rides suitable for children with disabilities - To encourage integration among disabled and non-disabled children 	
Sub Tasks:	
<ul style="list-style-type: none"> - Agree on choice of location and size for park with municipality - Sign Partnership agreement with AIMuhaidib 	
Key Deliverables/Milestones:	
<ul style="list-style-type: none"> • Attain permission for Jeddah Municipality to build the park • Get the access to the assigned park lot from the Jeddah Municipality to start work on the project • Equipping the park with the rides specific to children with disabilities; and Mist water and Fans for air circulation • Launch the use of the park to public 	<p>APRIL/MAY</p> <p>JULY</p> <p>Q4</p> <p>DECEMBER</p>

(# 8) Initiative Title: Fakeeh Care Mobile Clinic services Department: Strategic Planning Owner: Dr. Mervat Tashkandi	
Resource:	Financial
Aim:	Educational & Awareness
Stakeholder Group:	Community
Implementation Mechanism:	<ul style="list-style-type: none"> - Digital Engagement Platform (DEP) - Community Engagement Platform (CEP) - Community Advisory Sub-Committee (CAC)
Communication Mechanism:	<ul style="list-style-type: none"> - Collaboration / Partnerships - CSR/GRI Report - Pubic events
Period: Q4	Date/Month: October
Required Support:	<ul style="list-style-type: none"> • Management approval • Allocate and approve budgets • Permission and license from MOH and Municipality
<u>Initiative Description:</u> Offer general medical tertiary care services to the underserved areas of the community through a DSFH mobile clinic.	
<u>Objectives:</u> <ul style="list-style-type: none"> - Provide initial general medical services to people who find it difficult to come to the hospital and would be encouraged to visit this mobile clinic as it stops through their town - Provide the service as CSR to the community 	
<u>Sub Tasks:</u> <ul style="list-style-type: none"> - Discuss with supply chain the needs to equip the mobile clinic - Discuss with CMO the medical team involved - Discuss and agree to targeted districts for pilot operations - Discuss with Marketing the announcement 	

<u>Key Deliverables/Milestones:</u>	
<ul style="list-style-type: none"> • Agree with MOH on partnership, involvement, responsibilities 	<p>APRIL</p>
<ul style="list-style-type: none"> • Get approvals and required licenses 	<p>MAY/JUNE</p>
<ul style="list-style-type: none"> • Agree to Mobile Clinic (purchase new vs use existing from partner entity) 	<p>MAY</p>
<ul style="list-style-type: none"> • Equip the clinic with suitable furnishing, medical equipment for the service type 	<p>JUNE</p>
<ul style="list-style-type: none"> • Agree with Medical Division on Team to be involved in the project 	<p>JUNE</p>
<ul style="list-style-type: none"> • Preparation for service operations 	<p>JULY-AUGUST</p>
<ul style="list-style-type: none"> • Start the Pilot of the Mobile Clinic initiative 	<p>SEPTEMBER</p>

(# 9) Initiative Title: THEQA Program for Rehabilitation of Out-going Prisoners Department: Medical Division / Psychology Owner: Dr. Ibrahim AlOtaibi	
Resource:	Human
Aim:	Educational
Stakeholder Group	Community
Implementation Mechanism:	- Digital Engagement Platform (DEP)
Communication Mechanism:	- Collaboration / Partnerships - CSR/GRI Report
Period: Q2 – Q4	Date/Month: April 24th (1st workshop)
Required Support:	<ul style="list-style-type: none"> Management approval
<p><u>Initiative Description:</u> To offer awareness and educational sessions on health & wellness, and psychological tips to prisoners as part of their rehabilitation program in preparation of their exist from the prison into society.</p>	
<p><u>Objectives:</u></p> <ul style="list-style-type: none"> To educate the prisoners on tips on medical and health related topics. To raise awareness about wellness and hygiene of body. 	
<p><u>Sub Tasks:</u></p> <ul style="list-style-type: none"> Choose the Medical Team to be involved in this initiative Choose topics with tips and hints to be used for the presentation Prepare short educational videos on health and wellbeing Collaborate with Millennium Modern Training and Education Company as the entity that approached us requesting our services 	
<p><u>Key Deliverables/Milestones:</u></p> <ul style="list-style-type: none"> Plan for a series of educational sessions to the stakeholder party of concern Hold 1st educational awareness workshop Hold 4 – 6 awareness sessions (2 per Quarter) 	<p>APRIL APRIL 24th Q2 – Q4</p>

(# 10) Initiative Title: Fakeeh Care Staff Week Department: Customer Relations Owner: Ms. Sara Alrumikhani	
Resource:	HUMAN
Aim:	Awareness
Stakeholder Group:	Employees
Implementation Mechanism:	- Staff Engagement Committee (SEC)
Communication Mechanism:	- CSR/GRI Report
Period: Q3	Date/Month: October 7 - 11
Required Support:	<ul style="list-style-type: none"> • Management approval • Allocate and approve budgets if needed
Initiative Description:	
Raise community awareness about the importance of the roles of all our organization's frontline and back-stage staff in our success and to acknowledge the staffs' efforts.	
Objectives:	
<ul style="list-style-type: none"> • Educate the community on the importance of respecting the diverse jobs of front-line and back-stage hospital staff. 	
Sub Tasks: N/A	
Key Deliverables/Milestones:	
<ul style="list-style-type: none"> • Announce about the initiative to Fakeeh Care employees and patients • Decide on mechanism to identify the distinguished employees and announce to employees • Decide on mechanism to educate the community on respect toward Hospital Staff • Hold Activities to acknowledge the efforts of staff • Hold event Celebrate Success stories and reward winners 	<p>MAY</p> <p>MAY</p> <p>MAY</p> <p>Week of October 7 – 11 October 11th</p>

(# 11) Initiative Title: Priority to Patients with Special Needs “ الأولوية لهم ”	
Department: Strategic Planning	
Owner: Dr. Mervat Tashkandi	
Resource:	Facility
Aim:	Awareness
Stakeholder Group:	Community
Implementation Mechanism:	<ul style="list-style-type: none"> - Digital Engagement Platform (DEP) - Community Engagement Platform (CEP) - Community Advisory Sub-Committee - Staff Engagement Committee (SEC)
Communication Mechanism:	<ul style="list-style-type: none"> - Collaboration / Partnerships - Digital Marketing - CSR/GRI Report
Period: Q2	Date/Month: May - July
Required Support:	<ul style="list-style-type: none"> • Management approval
Initiative Description: Improve processes and actions for the provision of ‘Prioritized’ support services to patients with special needs.	
Objectives: <ul style="list-style-type: none"> - To partner with the Ministry of Labor and Social Development (MLSD) on the initiative “الأولوية لهم” for effective implementation of suggested means of providing support services to patients with special needs. - To increase patient satisfaction 	
Sub Tasks: N/A	

<u>Key Deliverables/Milestones:</u>	
<ul style="list-style-type: none"> • Sign partnership agreement with MSLD for the initiative 	MAY
<ul style="list-style-type: none"> • Make Hospital-Wide announcement about the initiative and plans for its implementation 	MAY
<ul style="list-style-type: none"> • Train Front-line staff & customer care staff about the initiative and plans for its implementation, and communication with prioritized customers/patients 	MAY - JUNE
<ul style="list-style-type: none"> • Identify and implement allocation of spaces for wheelchair users in Bldgs: 1, 2, 7 	APRIL/MAY
<ul style="list-style-type: none"> • Identify and implement placement of signage of the initiative on all Reception areas in Bldgs: 1, 2, 7 	MAY/JUNE
<ul style="list-style-type: none"> • Identify and implement allocation of spaces for wheelchair users in DSFMC, AlNusha, AlThager 	JULY
<ul style="list-style-type: none"> • Identify and implement placement of signage of the initiative on all Reception areas in DSFMC, AlNusha, AlThager 	JULY

(# 12) Initiative Title: Employee involvement in Re-Cycling Awareness Program	
Department: Strategic Planning Owner: Dr. Mervat Tashkandi	
Resource:	Facility & Financial
Aim:	Awareness
Stakeholder Group:	Employees
Stakeholder Group	Environment
Implementation Mechanism:	- Staff Engagement Committee (SEC)
Communication Mechanism:	- CSR/GRI Report
Period: Q2 – Q4	Date/Month: Ongoing
Required Support:	<ul style="list-style-type: none"> • Management approval
Initiative Description:	
Encourage Fakeeh Care employees to be active and proactive toward consumption of materials (paper, printer ink, toner, plastic, metal, etc.)	
Objectives:	
<ul style="list-style-type: none"> - Reduction of consumption - Increase in conservation - To empower employees to care for the general interest and wellbeing of the organization 	
Sub Tasks: N/A	
Key Deliverables/Milestones:	
<ul style="list-style-type: none"> • Make Hospital-Wide announcement about the initiative and plans for its implementation • Survey to Fakeeh Care employees with choices of charitable community cause to give 50% of Money saved from conservation of consumption • Quarterly announcement about cost reductions in the consumption of materials • Hold Event at DSFH to hand the entity of choice the check for money allocated from this initiative 	<p style="text-align: center;">MAY</p> <p style="text-align: center;">MAY</p> <p style="text-align: center;">DECEMBER 31st</p>