

CURRICULUM VITAE (CV)

1. PERSONAL INFORMATION

- a) Name: *Ahmed Salim Saif Al-Mandhari*
- b) Date of Birth: 1968
- c) Gender: Male
- d) Nationality: Omani
- e) Tel. #: (Land phone and GSM): 24538984; 99234951
- f) E-mail: manar96@yahoo.com

2 EDUCATION AND QUALIFICATIONS

- a) 2003: RCGP (UK): MRCGP (International).
- b) November 2002 – May 2003: University of Liverpool (UK): Postdoctoral. Liverpool School of Tropical Medicine, Tropical Medicine department.
- c) 1998 – 2002: University of Liverpool (UK): PhD (Quality management in health care).
- d) 1994-1998: Sultan Qaboos University (SQU): Oman Medical Specialty Board (OMSB) (Family Medicine and Public Health - FAMCO).
- e) September – December 1996: University of Liverpool (Liverpool School of Tropical Medicine – UK): DTM&H.
- f) 1986 – 1993: SQU (College of Medicine): MD.
- g) 1986: Saif Bin Sultan Secondary School (Ibri).

3. DEGREES OBTAINED WITH DATES

- a. 2003: MRCGP (International)
- b. 2002: PhD.
- c. 1998: OMSB (FAMCO)
- d. 1996: DTM&H
- e. 1993: MD.
- f. 1990: BSc. (Health Sciences). Sultan Qaboos University. Oman

4. MEDICAL PRACTICE LICENSE (with specification of where obtained)

- a. 2003: MRCGP (Int) – UK
- b. 1998: OMSB Famco – SQU
- c. 1996: DTM&H - UK
- d. 1993: MD – SQU

5. EMPLOYMENT INFORMATION (commencing with the present employment)

- a. October 2014 – present: Director General of Quality Assurance Centre, MoH
- b. March 2010 – March 2013: Director General; Sultan Qaboos University Hospital (SQUH)
- c. April 2009 – Present: SQUH: Senior Consultant at FAMCO department
- d. October 2006 – March 2010 Deputy Director General for Clinical Affaires, SQUH
- e. October 2005 – October 2006: SQUH: Head of Quality Management department.
- f. June-September 2005: SQUH: Deputy Head of Quality Management Department.
- g. February 2006 – April 2009: SQUH: Consultant at FAMCO department.
- h. May 2003 – February 2006: SQUH: Senior Registrar at FAMCO department.
- i. February 1998 – May 2003: SQUH: Registrar at FAMCO (Family Medicine & Public Health) Department.
- j. 1994 – 1998: Worked as a senior house officer in all the departments that were included in the FAMCO residency

6. TEACHING

A. Undergraduate:

1. Classroom teaching:
 - Patient Centered Case Presentation (PCCP) teaching for junior clerkship medical students.
 - Core topics teaching for junior clerkship medical students.
 - Core topics teaching for senior clerkship medical students.
2. Bedside teaching for junior and senior clerkship medical students.
3. Course co-ordinator: Laboratory Management and Quality Assurance for medical students at the college of medicine and Health Sciences. Sultan Qaboos University. Oman.

B. Postgraduate:

1. **2016 – Present:** Giving lectures on quality management, patient safety and cost management to postgraduate students studying at the Oman Specialty Nursing Institute (OSNI). In the same institute, I started giving four weeks course on Quality Improvement and Patient Safety to postgraduate students doing their higher diploma.
2. **2002 – Present:** Teaching of medical students, in particular those doing family medicine and public health rotation during junior and senior clerkships. In addition, I participate in teaching for postgraduate residents from various specialties particularly those doing family medicine specialty.
3. Supervisor of Famco residents during their residency program
4. Supervisor of Famco residents for their research project
5. Instructor of Famco residents on methodologies of researches
6. Theoretical teaching for Famco residents on clinical and quality and patient safety topics
7. Supervisor of Master Student from College of Agriculture and Fisheries Sciences doing master in Nutrition at Primary Care Level.
8. Founder of workshops recognized by the Training & Professional Development Directorate at SQUH and running every year:
 - a. Clinical Audit since 2008
 - b. Disclosure of medical error since 2011
 - c. Root-Cause Analysis workshop since 2014
9. Founder of the Symposium on Patient's Safety which then upgraded to International conference on patient safety with the participation of WHO-EMRO.

7. ADMINISTRATION

- a) Project supervision (chairperson of committees that were looking at the establishment of):
 - Cardiothoracic unit at SQUH.
 - Bone marrow transplantation and hematology centre at SQUH.
- b) Supervision of junior colleagues:
 - Supervision of Famco residents
 - Supervision of Master student from college of Agriculture and Fisheries Sciences
- c) Curriculum development:
 - Development of quality management course in the new medical curriculum
 - Introduced teaching of quality and safety of health care for junior and senior clerkship medical students since 2005
 - 2004 – 2006: director of Family Medicine Residency Program

d) Committees membership:

Standing Committees:

1. At international level:

- 2012 – Present: Reviewer for the NBME Improving Assessment of EBM Skills McMaster PLUS.
- 2012 – Present: member of the Consultancy Board of International Forum for Public Health (IFPH - UK).
- 2011 – Present: member of the Joint Commission International's Regional Advisory Council, Dubai, UAE.
- 2008 – Present: member of the Editorial Advisory Board for the journal "Building Quality in Healthcare". USA.
- 2007 – Present: WHO consultant on Patient Safety
- 2006 – Present: reviewer for McMaster University: McMaster Online Rating for Evidence (MORE)
- 2006 – Present: member of the Editorial Board of Middle East Journal of Family Medicine. Lebanon.

2. At national level:

- September 2017 – Present: chairperson of a national team working on implementing WHO target on medication safety.
- April 2017 – Present: chairperson of a national team working on implementing WHO Patient Safety Curriculum Teaching Guide at academic health institutions in Oman. .
- March 2017 – Present: member of the Higher Medical Committee
- 2017 – Present: member of several national task-force and standing committee working on various health related themes/projects such as blood transfusion services, central document management system, Healthcare Leadership Development Project, and Administrative Improvement Project
- July 2017 – Present: member of the hospital boards for Royal Hospital and Khoula Hospital
- 2016 – Present: Deputy chairperson of National Accreditation Committee of HealthCare Facilities
- June 2013 – March 2017: Chairperson of the Higher Medical Committee
- 2011 – 2013: member of the National Committee working on the Unification of Salary and Titles of Physicians working in the national health care institutions.
- 2011 – 2013: member of the National Committee working on the Unification of Salary and Titles of paramedical staff working in the national health care institutions.
- 2010 – 2016: National Accreditation Committee of Health Care Facilities (MoH)
- 2008 – present: member of the Higher Medical Committee (MoH)
- 2006 – present: National Health Awareness Committee (MoH)
- 2006 – 2013: SQU and MoH higher health committee

3. At SQU level:

- 2014 – present: member of the SQUH Personal Affaires committee
- 2014 – present: member of SQU lecturer's selection committee
- 2013 – February 2015: Chairperson of the Grievances Committee at SQUH
- 2005 – 2006: member of SQU Hospital Board
- 2006 – 2013: deputy chairperson of SQU Hospital Board
- 2005 – 2013: member of Medical Advisory Committee (MAC)
- 2003 – 2013: member of SQUH Disaster Committee

- 2007 – 2009: member of SQU Accreditation Committee
- 2006 – 2013: chairperson of SQUH Medical Recruitment Committee
- 2007 – 2010: member of SQUH doctor's promotion Committee
- 2006 – 2010: member of Oman Medical & Academic Staff Selection Committee (OMASSC)
- 2006 – 2013: chairperson of SQUH Purchasing Committee
- 2006 – 2013: chairperson of SQUH Recruitment Committee

Task Force Committees:

1. At international level:

- 2008: WHO Temporary Advisor: Regional Technical Meeting on the First Global Patient Safety Challenge: clean care is safer care.
- 2007 – 2008: WHO Temporary Advisor: Challenge Group Meeting - for Validity Testing of the Conceptual Framework for the International Classification for Patient Safety (ICPS).
- 2007 – 2008: WHO Temporary Advisor: Education and Training in Patient Safety Research.

2. At national level:

- Member and chairperson of several national committees and teams.
- 2017: Chairperson of the organizing committee for the launch of WHO's Third Global Patient Safety Challenge: *Medication Without Harm* in the Eastern Mediterranean Region. Muscat, 17-18 September 2017.
- 2017: Chairperson of the organizing committee for the first consultation meeting for establishing national accreditation system. Muscat, 26-27/4/2017.
- 2017: Chairperson of the organizing committee for the workshop in collaboration with WHO EMRO on reviewing teaching of WHO Patient Safety Curriculum Guide at academic health institution in Oman. Muscat, 25-25/4/2017.
- 2016: Chairperson of the organizing committee for the workshop in collaboration with WHO-EMRO on strengthening national capacity for patient and community engagement and empowerment in health care in Oman. Muscat, 24-25/10/2016.
- 2016: Chairperson of the organizing committee for the launch of Inter-Regional Technical Consultation on Best Practices in Patient Safety and Quality of Care in the African and Asia-Pacific Regions. Muscat, Oman 8-10 February 2016.
- 2016: Chairperson of the organizing committee for the Launch of Inter-Regional Technical Consultation on Best Practices in Patient Safety and Quality of Care in the African and Asia-Pacific Regions 8-10 February 2016, Muscat, Oman
- 2012: Chairperson of the organizing committee for the Regional launch of the WHO Patient Safety Curriculum Guide in EMRO. Muscat, 11-12/3/2012.
- 2012 – 2013: member of the National Sub-Committee working on the on-call and Nature of Work Allowances for Physicians working in the national health care institutions.
- 2011 – 2013: member of the Higher committee planning for the 2050 Oman Health Care System Vision meeting which was held in May 2012 in Muscat.
- 2011 – 2013: member of the National Committee for the Unification of Physicians Salary Scheme
- 2005: chairperson of OPD task force committee
- 2005: chairperson of Cardiothoracic surgery committee
- 2007: chairperson of Bone Marrow Transplantation committee
- 2006: chairperson of Revision of the Table # 7 in the SQU bylaw.

- e) Quality management:
- Lead the establishment of the Directorate General of the Quality Assurance Center at the Ministry of Health
 - Introduced Accreditation Canada International (ACI) to SQUH. Contract signed with ACI in July 2012 for 3 years.
 - Established a patient safety team that will be targeting improving patient safety at SQUH.
 - Introduced Joint Commission International (JCI) accreditation to the hospital and arranged for several quality management and improvement training workshops with international consultants.
 - Management Representative (ISO 9001/2005 requirement) for 3 consecutive Management Review Meetings (11/2008; 5/2006; 11/2006)
 - Managed to maintain ISO 9001/2005 certification for three consecutive assessments (11/2005; 5/2006; 11/2006).

8. CLINICAL SERVICE

- a) One day/week clinic in Family Medicine & Public Health clinic at SQUH (15-20 patients/day)

9. SCHOLARLY ACHIEVEMENTS

- a) Publications with references as per Index Medicus Format:

Published articles:

1. **A Al-Mandhari**, I Al-Zakwani, S Al-Adawi, S Al-Barwani, L Jeyaseelan. Awareness and implementation of nine World Health Organization's patient safety solutions among three groups of healthcare workers in Oman. *BMC health services research* September 2016; 16 (1), 533
2. **Ahmed Al-Mandhari**. Medical Errors: Why Now and What's Next?. *Oman Med J*. 2015 Sep; 30(5): 313-314.
3. **Ahmed Al-Mandhari**, Ibrahim Al-Zakwami, Moosa Al-Kindi, Jihane Tawilah, Atsu Dorvlo, Samir Al-Adawi. Patient safety culture assessment in Oman. *OMJ* July 2014; 29 (4): 264-270.
4. **Ahmed Al-Mandhari**, Samir Al-Adawi, Ibrahim Al-Zakwani, Atsu Dorvlo, Mohammed Al-Shafae. Reasons for Consultation among Patients attending Primary Healthcare Centres in Oman. *SQU Med J*, 2013 May; Vol. 13 (2): 248-256.
5. Andermann, A; Wu, AW.; Lashoher, A; Norton, P; Arora, NK; Bates, DW.; Larizgoitia, I. Case studies of patient safety research classics to build research capacity in low-and middle-income countries. *Joint Commission Journal on Quality and Patient Safety*, December 2013, Vol. 39 (12): 553-560.
6. Siddiqi S, Elasadly R, Khorshid I, Fortune T, Leotsakos A, Letaief M, S. Qsoos, R. Aman, **A. Mandhari**, A. Sahel, M. EL-Tehewy, A. Abdellatif. Patient Safety Friendly Hospital Initiative: from evidence to action in seven developing country hospitals. *International journal for quality in health care* **International Journal for Quality in Health Care 2012; Volume 24, Number 2: pp. 144-151**
7. **Ahmed Al-Mandhari**, Ibrahim Al-Zakwani, Alya Al-Hasni, Nada Al-Sumri. Assessment of Perceived Health Status in Hypertensive and Diabetes Mellitus Patients at Primary Health Centers in Oman. *Int J Prev Med* 2011 Oct.; 2(4): 256-263
8. Andermann A, Ginsburg L, Norton P et al. Core competencies for patient safety research: a cornerstone for global capacity strengthening. *BMJ Qual Saf.* 2011 Jan; 20 (1): 96-101.

9. Mohammed A. Al-Shafae, Kamlesh Bhargava, Yahya Mohammed Al-Farsi, Shirley Mcilvenny, **Ahmed Al-Mandhari**, Samir Al-Adawi, Abdullah Al Maniri. Prevalence of pre-diabetes and associated risk factors in an adult Omani population. **International Journal of Diabetes in Developing Countries** 2011 September; Vol. 31 (3): 166-173
10. **Ahmed Al-Mandhari**, Samir Al-Adawi, Ibrahim Al-Zakwani, Mohammed Al-Shafae and Liyam Eloul. Relatives advise and pattern of health care utilization in Oman. **SQU Med J** 2009, Vol. 9 (3): 264-271.
11. **Al-Mandhari, Ahmed S**; Al-Shafae, Mohammed A; Al-Zakwani, Ibrahim S; Mushtaq K; Al-Azri, Mohammed H; Al-Waily, Ahmed M; Rizvi, Syed. A survey of community members' perception of medical errors in Oman. **BMC Medical Ethics** 2008, 9:13 doi:10. 1186/1472-6939-9-13.
12. **Ahmed Al-Mandhari**, Ibrahim Al-Zakwani, Omayma El-Shafie, Mohammed Al-Shafae, Nicholas Woodhouse. Quality of diabetes care: A cross-sectional observational study in Oman. **SQU Med J** 2008; Vol 9 (1): 32-36.
13. Unnikammu Moideenkutty, Gary Blau, **Ahmed Al Mandhari**. Quality of Relationship with Supervisor and Work Exhaustion among Nurses. **SQU Med J** 2008, Vol. 8 (3): 275-282.
14. **Ahmed Al-Mandhari**, Samir Al-Adawi, Ibrahim Al-Zakwani, Mohammed Al-Shafae, Liyam Eloul. Impact of geographical proximity on health care seeking behavior in Northern Oman. **SQU Med J** 2008, Vol. 8 (3): 310-318.
15. **Ahmed S Al-Mandhari**. Institutionalization of quality assurance: an essential target. **Building Quality in Health Care**; 2007 Vol. 1 (1): 19-21.
16. **Ahmed AL MANDHARY**; Ibrahim AL ZAKWANI; Mustafa AFIFI. Primary Health Care Consumers' Acceptance, Trust and Gender Preferences towards Omani Doctors. **Oman Medical Journal** 2007; Vol 22 (13): 51-56.
17. **Ahmed Al-Mandhari**. Quality assessment and assurance of health care services: fundamental need. **Oman Medical Journal**; 2004; Vol. 19 (2): 3-5.
18. **Al-Mandhari A**, Haran D, Hassan A. Association between perceived health status and satisfaction with quality of care: evidence from users of primary health care in Oman. **Family Practice**. 2004; Vol 21 (5): 519-527.

Published abstracts:

1. M.A. Al Shafae, S.S. Ganguly, Y. Al Farsi, **A.S. Al Mandhari**, K. Bhargava, Prediabetes In A Semi-Urban Community In Oman: Prevalence And Baseline Characteristics Of The Cohort - Amal Study, **Diabetes Vasc Dis Res** 2007; 4:S101.
 2. K. Bhargava, S.S. Ganguly, **A. Al Mandhari**, Y. Al Farsi , M. Al Shafae, Impaired Fasting Glucose And Impaired Glucose Tolerance Are Two Different Entities, **Diabetes Vasc Dis Res** 2007; 4:S102.
 3. K. Bhargava, R. Shenoy, S.S. Ganguly, M. AlAzri, **A. Al Mandhari**, M. Al Shafae, Fixation Stability And Macular Light Sensitivity In Patients With Prediabetes: A Microperimetric Study With A Scanning Laser Ophthalmoscope, **Diabetes Vasc Dis Res** 2007; 4:S102.
- b) Research projects:
- 2008: Association between perceived health status and satisfaction among chronic diseases labelled patients in Primary Health Centres in A' Seeb Area. .
 - 2008: Assessment of General Practitioners perception of Clinical Practice Guidelines in Muscat region.

- 2007: Respiratory Viruses among Omani Infants and Young children in Sultan Qaboos University Hospital. Dr. Farayl Al-Lawati, Dr. Ahmed Al-Mandhari, Dr. Hussain Al-Kindi, Dr. Muhanad.
- 2007: Predictors of health care seeking behaviour of the Omani community. This study was conducted in the Northern part of the country. .
- 2006: Leader-member exchange as a significant correlate of work exhaustion and complaining behaviours. This study was conducted at SQUH in collaboration with Dr. Unnikammu Moideenkutty from College of Commerce and Economy.
- 2006: Study of community perception about Omani doctors. The study was conducted in Al-Batinah Region (Barka and Sohar).
- 2006: Study of Quality of Diabetes Care in Primary Healthcare Centres at Seeb Wilayat in Sultanate of Oman.
- 2005: Study of physicians' attitude towards Clinical Practice Guidelines at SQUH.
- 2005: Study of community perception about medical errors.
- A member of AMAL study (study of delaying diabetes mellitus in Omani community).

c) Other publications:

- 2013-2014: regular community-related writings in the local newspaper (Al-Watan).
- Health care services: active partnership with the community members. Al-Watan Daily Newspaper. 11/7/2007.
- Medical Errors: call for educating the community. Al-Watan Daily Newspaper. 9/9/2005.
- Globalisation and health of individual and community: advantages and disadvantages (2). Oman Daily Newspaper. 19/7/2004.
- Globalisation and health of individual and community: advantages and disadvantages (1). Oman Daily Newspaper. 10/5/2004.
- Quality Assurance of health care services (5). Private health care system: a twin of the public sector. Oman Daily Newspaper. 6/10/2003.
- Quality Assurance of health care services (4). Quality: single term and different definitions. Oman Daily Newspaper. 7/7/2003.
- Quality Assurance of health care services (3). Quality: single term and different definitions. Oman Daily Newspaper. 23/6/2003.
- Quality Assurance of health care services (2). Assessment of health care users' satisfaction: its significance and reliability of results. Oman Daily Newspaper. 2/6/2003
- Quality Assurance of health care services (1). Quality assessment of health care services in government institutes: an important request. Oman Daily Newspaper. 30/4/2003.

d) Grants awarded and pending:

- Effect of improved hand hygiene on nosocomial infection rates in a university hospital in Oman. The study is submitted for WHO for small research grants for patient safety. **Ahmed Al-Mandhari**, Abdullah Balkhair, Ibrahim Al-Zakwani, Moosa Al-Kindi.
- 2007: Respiratory Viruses among Omani Infants and Young children in Sultan Qaboos University Hospital. Dr. Farayl Al-Lawati, Dr. Ahmed Al-Mandhari, Dr. Hussain Al-Kindi, Dr. Muhanad.

- e) Books and chapters in books:
- **2016: Chapter Author with four co-authors:** The Future of Health Systems: Next Stage Developments for Delivering Excellent Care, under press
 - **2015: Chapter Author with two co-authors:** Health Systems Improvement across the Globe: Success Stories from 60 Countries, ISQua. Under printing (Taylor & Francis Group, LLC)
 - **2013: Chapter Author:** The impact of healthcare reform initiatives in 30 countries on quality and safety perspectives, participants, partnerships and prospects. ISQua. 2015.
 - **Ahmed Al-Mandhari.** An ABC of Medical Errors Handbook. SQU press, 2013.
 - Institutionalization of Quality Assurance at Sultan Qaboos University Hospital: conceptual model. Practical guide. 8/2006. Document no. 1. SQUH.
 - Quality Indicators: Fundamental Tool for Quality Monitoring & Improvement. Practical guide. 8/2006. Document 2. SQUH.
- f) Conferences attended:
- 2017: **Chairperson of quality management session** at Oman Health Conference. Oman Exhibition Center. Muscat/10/10/2017
 - 2016: **Experts' consultation Establishing Patient Safety Incident Reporting and Learning Systems.** WHO-HQ, Geneva 15-16 December 2016
 - 2016: **Assessment of quality of care at selected PHC facilities of Oman. Pilot implementation of the quality indicators in EMR.** Regional Meeting on Tools and Standards to Assess and Improve Quality of Care at the Primary Care Level. Amman – Jordan, 30th May – 1st June 2016
 - 2016: **Oman experience on reporting and learning systems** WHO Global Patient Safety Consultation 26-28 September 2016, Florence, Italy
 - 2015: OMA conference, Muscat. November 2015. **Patient's safety challenges in Oman: need for collaborative thinking**
 - 2015: Oman Health Conference Muscat, September 2015. **How to make your hospital safer and cost-effective**
 - 2014: Patient Safety and Quality Congress Middle East 2014: Abu Dhabi, UAE 16-19 March 2014. **Patient safety fundamentals: learning from errors and forcing effectual change.**
 - 2013: ISQua's 30th International Conference. Edinburgh. UK. 13 - 16 October 2013.
 - 2013: Health Care Leadership Conference. Orlando/Florida, USA. 7 – 9 April 2013
 - 2013: Patient Safety & quality Congress Middle East. Park Hyatt hotel, Abu Dhabi, UAE. 24-27/3/2013.
 - 2013: The second international GCC conference on patient safety. Sultan Qaboos University Hospital, Oman. 20/1 – 23/1/2013
 - 2012: International Forum on Quality & Safety in Healthcare Paris 17-20 April 2012
 - 2011: Oman Health - Healthcare Expansion Summit. Inter Continental Hotel, Muscat. September 26th - 27th 2011. **Patient safety and its role in delivering top notch healthcare services.**
 - 2011: 1st international Patient Safety Conference. Sultan Qaboos University Hospital, Oman. 31/1 – 2/2/2011
 - 2010: 2nd International Conference on Quality Management of Health Care, SQU, Oman. 1-3-/2/2010. **Patients' safety in health care services: a dimension that attracts enormous national attention.**
 - 2009: 1st International Family Medicine Conference, SQU, Oman. 18-21/2/2009.
 - 2009: 4th symposium on patient's safety: one aim with shared responsibilities. SQU. Oman 2-4/2/2009.

- 2009: IT in Health Care Management. Monarch Hotel, Dubia, UAE. 25-26/1/2009.
- 2008: Second Primary Health Care Conference; 2-6/4/2008; SQU, Oman; **Predictors of health care seeking behavior of the Omani community.**
- 2008: First National Quality Management Conference. SQU, Oman; 18-23/1/2008; **institutionalization of quality assurance in health care systems.**
- 2007: 18th WONCA World Conference; 24-28 July 2007; Singapore. **Predictors of health care seeking behavior of the Omani community.**
- 2006: 23rd International Society for Quality in Health Care Conference: London, UK, 22-25/10/2006. (2 papers for poster presentation; 1. **Physicians' attitudes towards clinical practice guidelines at Sultan Qaboos University Hospital in Oman; 2. Community attitudes towards Omani doctors).**
- 2006: Third Gulf Meeting on Quality; **Quality Applications in Management and Environment: 5-6/6/2006; Muscat, Oman.**
- 2005: Hospital Management: Excel towards excellence in health care management. Amman, Jordan; 5-7/12/2005. **Chaired one session.**
- 2005: 22nd International Society for Quality in Health Care Conference: Vancouver, Canada, 25-28/10/2005. **Community perception about medical errors.**
- 2004: WONCA Europe. Quality in Practice: 1-4/6/2004, Amsterdam.
- 2000: Presentation at the 17th international conference of the International Society for Quality in Health Care; 11-15/9/2000, Dublin, Ireland.
- 1999: 2nd international conference on quality in health care; 23-25/11/1999, Cairo, Egypt
- Third Cardiovascular symposium- 1-4 December 1997.
- Child Health Conference- March 1996.
- Second GCC Primary Health Care Conference- March 1995
- Symposium of chest disease- Royal Hospital (November 1994).

g) Workshops:

- 2017: **Expert Meeting for the design of the WHO Global Knowledge sharing platform for Patient Safety (GKPS).** Florence, Italy. 27-28 November 2017
- 2016: **Experts' consultation Establishing Patient Safety Incident Reporting and Learning Systems.** 15-16 December 2016, WHO-HQ, Geneva
- 2016: **Morbidity and Mortality Committee workshop (Improving quality and patient's safety through credible and thorough M&M Reviews).** Royal Hospital. 20-22 September 2016
- 2015: conducted the 3rd **Disclosure of medical errors workshop: capacity-building of health care professionals towards better disclosure.** Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 1-2 April 2015
- 2015: conducted the 2nd **Root-Cause Analysis (RCA) workshop.** Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 28-30/4/2015
- 2014: conducted the 7th **clinical Audit workshop.** Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 28-30/12/2014
- 2014: run the first **Root-Cause Analysis workshop** for Royal Hospital. 21-23/9/2014.

- 2014: run the second **Medical Error Disclosure workshop**; Medical Errors Disclosure: capacity-building of health care professionals towards better disclosure. SQUH. 25-26/5/2014.
- 2014: run the second **Root-Cause Analysis workshop**; Root-Cause Analysis (RCA). Improving quality and patient's safety through credible and thorough RCA. SQUH. 4-6/3/2014.
- 2014: started one year **Awareness program for SQUH employees on patient safety** as per the requirement of the Accreditation Canada International (ACI).
- 2013: conducted the **6th clinical Audit workshop**. Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 24-26/12/2013.
- 2013: conducted the **2nd Disclosure of Medical Errors Workshop**. Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 3-4/6/2013.
- 2013: DCP3-EMRO Joint Workshop on Health Economics Evaluation of Non-Communicable Disease Prevention and Management strategies. EMRO, Cairo, 4-8 Feb 2013.
- 2012: conducted the **5th Clinical Audit Workshop**: Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 2-4/12/2012
- 2012: conducted one day Clinical Audit Workshop: Muscat Directorate General for Health Care Services. Ministry of Health. Oman. 22/2/2012.
- 2011: conducted the **4th Clinical Audit Workshop**: Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 24-26/10/2011
- 2010: conducted the **3rd Clinical Audit Workshop**: Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 18-20/10/2010
- 2010: conducted one day Clinical Audit Workshop: Al-Nahdha Hospital. Ministry of Health. Oman. July 2010.
- 2010: Regional Consultation for Development of the Patient Safety Friendly Hospital Initiative Improvement Toolkit. Alexandria, Egypt; 3-4/8/2010
- 2010: conducted the **1st Workshop on Disclosure of Medical Errors**: minimizing anger among patient and their families. Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 10/5/2010.
- 2009: conducted workshop on Investigating Medical Errors workshop for SQUH staff. SQUH; 21/12/2009.
- 2009: Regional meeting on the patient safety friendly hospital initiative: from assessment to improvement. Cairo, Egypt, 18-19/11/2009.
- 2009: conducted the **2nd Clinical Audit Workshop**: Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 26-28/10/2009
- 2009: conducted workshop on Clinical Performance Indicators for nursing staff at SQUH: drawing pathway forward. SQUH. 6/6/2009.
- 2009: **2nd Medico-legal awareness workshop** for health care professionals. SQUH. 21/5/2008.
- 2008: conducted workshop on Quality Management in Health Care: Al-Buriami Regional Hospital. 11/6/2008.

- 2008: conducted the **1st Clinical Audit Workshop**: Sultan Qaboos University Hospital. Directorate of Training & Continuous Professional Development. 25-26/10/2008
- 2008: Quality management in Health Care: Al-Buriami Regional Hospital. 11/6/2008.
- 2008: Regional Technical Meeting on the First Global Patient Safety Challenge: clean care is safer care. Intercontinental Citystars Hotel, Cairo, Egypt. 6-8/5/2008.
- 2008: Medico-legal awareness of health care professionals at SQUH. 24/4/2008.
- 2008: Challenge Group Meeting - for Validity Testing of the Conceptual Framework for the International Classification for Patient Safety (ICPS) 10-11/4/ 2008, at HQ, WHO, Geneva.
- 2008: Education and Training in Patient Safety Research. 1st Meeting of the Expert Working Group WHO, HQ, Geneva, 18-19/2/2008.
- 2008: Third symposium on patient safety: SQUH. 21-22/1/2008.
- 2007: conducted workshop on Quality management in health care: Khoula hospital. 29/10/2007.
- 2007: conducted workshop on Quality management in health care: Nizwa Regional Hospital. 10/9/2007
- 2007: conducted workshop on Quality management in health care: Sultan Qaboos Hospital; Salalah. 23/5/2007.
- 2007: Second Symposium on patients safety: 21-22/1/2007
- 2007: Custom Education Program on Joint Commission International Standards; SQUH. 3-7/11/2007.
- 2007: Time and Stress Management. TD, SQU. 26-30/5/2007.
- 2007: Quality Management in Health Care. Sultan Qaboos Hospital; 11/4/2007.
- 2007: Lead Auditors Course (IRCA registered). SQU, Muscat: 24-28/2/2007.
- 2007: Health Metrics Network – HIS Assessment Workshop. Muscat 28/1/2007.
- 2006: Second Symposium on patients safety: 21-22/10/2008.
- 2006: Institute for International Research. Quality Management in health care. Dubai. 5-7/6/2008.
- 2006: IIR Muscat. Management Development. 4-8/3/2006
- 2006: Organizer of the first workshop “Investigating Medical Accidents. 31/1/2006. Muscat. Oman.
- 2005: Quality Assurance of Higher Education: Muscat; 17-18/12/2005.
- 2005: Second MRCGP (Int) Examiners’ Training Workshop, SQU, Muscat, Oman, 13-14/11/2005.
- 2005: Workshop on Academic Advising for Students in the COM&HS; SQU. 2/1/2005.
- 2005: Research Day Symposium, Sultan Qaboos University, Muscat. 17/2/2005.
- 2005: Workshop on Academic Advising for Students in the COM&HS; SQU. 2/1/2005.
- 2004: Competency Based Training (CBT) workshop. Muscat; SQUH. 1/12/2004.
- 2004: Customer Compliant System. Muscat; SQUH. 30/11/2004.
- 2004: Certificates course in health professions education. Muscat; SQUH. 12-14/10/2004.
- 2004: Internal Auditors and Change Managers workshop. Muscat; SQUH. 20-22/3/2004.
- 2004: I arranged and conducted 1 day workshop at Buraimi hospital: quality monitoring and improving of hospital care. 22/1/2004.

- 2004: Facilitator in the 5th Evidence-Based Medicine workshop; 12-15/01/2004, Oman.
 - 2003: MRCGP (INT) Oman; OSCE Examiner Training Workshop; 12-13/10/2003, Oman.
 - 2003: MRCGP (INT) Oman; Oral Examiner Workshop; 13/10/2003, Muscat.
 - 2003: MRCGP (INT) Oman; Oral Exam Working Group Workshop; 13/10/2003, Muscat.
 - 2003: Early diagnosis and update on asthma management; 17/9/2003, Crown Plaza, Muscat.
 - 2002: Get Yourself Published; 12/2/2002, University of Liverpool.
 - 2001: Getting Your Message Across; 30/10/2002, University of Liverpool.
 - 2001: Career Management and Teamwork Skills; 4/4/2001, University of Liverpool.
 - 2000: Quality Improvement Strategies for Middle and Low Income Countries; 10-11/9/2000, Dublin, Ireland.
- h) Oral presentations:
- 2017: **Incident Reporting & Learning System (IRLS)**. Expert Meeting for the design of the WHO Global Knowledge sharing platform for Patient Safety (GKPS). Florence, Italy. 27-28 November 2017
 - 2017: **Patient safety: core concept of Oman's healthcare system**. Launch of WHO's Third Global Patient Safety Challenge: *Medication Without Harm* in the Eastern Mediterranean Region. Muscat, 17-18 September 2017.
 - 2017: **Establishing an efficient and effective National Accreditation System: the Journey & Glance to the Future**. First consultation meeting for establishing national accreditation system. Muscat, 26-27/4/2017.
 - 2017: **Assessing educational needs for patient safety teaching in Oman**. Workshop in collaboration with WHO EMRO on reviewing teaching of WHO Patient Safety Curriculum Guide at academic health institution in Oman. Muscat, 25-25/4/2017.
 - 2016: **Scene setting: an overview of patient and community engagement/empowerment in Oman**. Strengthening national capacity for patient and community engagement and empowerment in health care in Oman. Muscat, 24-25/10/2016.
 - 2016: **Implementing the patient safety and quality agenda in Oman**. Launch of Inter-Regional Technical Consultation on Best Practices in Patient Safety and Quality of Care in the African and Asia-Pacific Regions. Muscat, Oman 8-10 February 2016.
 - 2016: **Incident Reporting and Learning System: Oman's experience**. Experts' consultation Establishing Patient Safety Incident Reporting and Learning Systems. WHO-HQ, Geneva, 15-16 December 2016.
 - 2016: **Assessment of quality of care at selected PHC facilities of Oman. Pilot implementation of the quality indicators in EMR**. Regional Meeting on Tools and Standards to Assess and Improve Quality of Care at the Primary Care Level. Amman – Jordan, 30th May – 1st June 2016
 - 2015: **Quality and safety of health care in developing countries in the context of Ebola outbreak: the role of policy makers**. 32nd ISQua Conference – Doha, 4-7 Oct 2015.
 - 2015: **Visionary plan for quality and patients safety in Oman: where strategic and operational plans meet**. 32nd ISQua Conference – Doha, 4-7 Oct 2015.

- 2015: **Patient's safety challenges in Oman: need for collaborative thinking.** OMA conference, Muscat. 4-5 November 2015
- 2015: Oman Health Conference Muscat, September 2015. **How to make your hospital safer and cost-effective**
- 2014: Patient Safety and Quality Congress Middle East 2014: Abu Dhabi, UAE 16-19 March 2014. **Patient safety fundamentals: learning from errors and forcing effectual change.**
- 2013: **Professionalism in medicine: core value of the profession.** Muscat Directorate General for Health Services. 9/11/2013.
- 2013: **Clinical micro-system: fundamental role in improving patient safety.** Royal Hospital. 7/11/2013.
- 2013: **Improving Outcomes by Leveraging Clinical Data: case study from Sultan Qaboos University Hospital – Oman.** Health Care Leadership Conference. Orlando/Florida, USA. 7 – 9/4/2013
- 2013: **Legal implications of medical negligence: understanding your obligations and the consequences of non-disclosure.** Patient Safety & quality Congress Middle East. Park Hyatt hotel, Abu Dhabi, UAE. 24-27/3/2013.
- 2013: **How to make your hospital safer and cost-effective.** The second international GCC conference on patient safety. Sultan Qaboos University Hospital, Oman. 20/1 – 23/1/2013
- 2012: **Patient Safety Teaching at Oman's Academic Health Institutions.** Regional launch of the WHO Patient Safety Curriculum Guide in EMRO. Muscat, 11-12/3/2012.
- 2012: **Patient Safety Culture in Oman.** International Forum on Quality & Safety in Healthcare Paris 17-20 April 2012
- 2011: **Clinical micro-system: fundamental role in improving patient safety.** 1st Qatar Healthcare Risk management week; 8-12 May 2011.
- 2010: Quality and Patient Safety Week. Nizwa Regional Hospital. **Patient's safety: 'First, Do No Harm'.** 27 March – 1 April 2010.
- 2010: Quality and Patient Safety Week. Nizwa Regional Hospital. **Clinical Audit: What is it?.** 27 March – 1 April 2010.
- 2010: Royal Hospital Patient Safety Day. Muscat. 26/1/2010. (Two sessions: **Patient's safety: 'First, Do No Harm'; Patient's safety challenges in Oman: need for collaborative thinking**).
- 2009: **Clinical Audit and IT technology.** 4th symposium on patient's safety: one aim with shared responsibilities. SQU. Oman 2-4/2/2009.
- 2009: **Impact of Geographical Proximity on Health Care Seeking Behavior in Northern Oman** 1st International Family Medicine Conference, SQU, Oman. 18-21/2/2009.
- 2009: IT in Health Care Management. Monarch Hotel, Dubia, UAE. 25-26/1/2009.
- 2008: **Institutionalization of quality assurance in health care systems.** Quality Improvement in Health Care. Al-Buraimi Regional Hospital. 11/6/2008.
- 2008: **Guidance to minimize medical errors.** CME Famco department; 13/5/2008.
- 2008: **Quality of health care: fundamental element.** Quality Improvement in Health Care A' Seeb Health Directorate; 21/4/2008.
- 2008: **Improving patients' safety through investigating medical errors.** Medico-legal workshop at SQUH; 24/4/2008.
- 2008: **Predictors of health care seeking behavior of the Omani community.** Second Primary Health Care conference, SQU, Muscat, 5-6/4/2008.
- 2008: **Institutionalization of quality assurance in health care systems.** First National Quality Management Conference. Muscat; SQU; 18-23/1/2008.

- 2007: **Sustaining quality assurance systems in health care organisations.** Khoula Hospital, Muscat. 29/10/2007.
- 2007: **Quality Improvement in Health Care.** 10/9/2007. Nizwa Hospital.
- 2007: **Predictors of health care seeking behavior of the Omani community.** 18th WONCA World Conference; 24-28 July 2007; Singapore.
- 2007: **Securing patient's safety through investigating medical errors.** Presentation for Muscat Health Meeting; Muscat, 31/1-3/2/2007.
- 2006: **Clinical Practice Guidelines: call for proper dissemination and implementation.** CME for Health Care professionals at Al-Dhakilya region, 7/12/2006; Nizwa, Oman.
- 2006: **Poster presentations: 1. Physicians' attitudes towards clinical practice guidelines at Sultan Qaboos University Hospital in Oman; 2. Community attitudes towards Omani doctors).** 23rd International Society for Quality in Health Care Conference: London, UK, 22-25/10/2006.
- 2006: **Why don't physicians follow clinical guidelines? Framework for improvement.** National Women and Child Care Plan Workshop, 21-22/11/2006; Muscat, Muscat Holliday Inn.
- 2006: **Electronic system in Quality Management Systems: call for optimal use of environmental resources.** Third Gulf Meeting on Quality: Quality Applications in Management and Environment: 5-6/6/2006; Muscat, Oman.
- 2006: **Patients' rights and responsibility in medical errors** Patient rights in health care workshop. College of Law, Muscat, Oman; 9-11/4/2006.
- 2005: **Association between perceived health status and satisfaction with quality of care: evidence from users of primary health care in Oman.** Muscat Nursing Institute, 27/12/2005.
- 2005: **A community survey of medical errors perception in Oman:** 22nd International Society for Quality in Health Care Conference: Vancouver, Canada, 25-28/10/2005.
- 2005: **Institutionalization of Quality Assurance at Sultan Qaboos University Hospital: conceptual model.** Sultan Qaboos University Hospital. 17/9/2005.
- 2005: Oman TV Program (on air). Discussing medical errors. 26/5/2005.
- 2005: **Medical Errors: call for educating the community.** Cultural Club; Muscat. 23/5/2005.
- 2005: **Why don't physicians follow clinical practice guidelines: framework for improvement?** Sultan Qaboos University hospital. Muscat. 20/4/2005.
- 2005: **Medical Errors: call for research and study (In Arabic).** The 2nd Medical Week at Sultan Qaboos University, College of Medicine. 14/3/2005.
- 2004: **Quality of health care: one term and different definitions.** Presentation at Ibri regional hospital (in Arabic) for the medical orderlies, nurses and administrative personnel. 28/4/2004.
- 2004: **Quality of health care (session 1): one term and different definitions.** Presentation for the CME session at the FAMCO department, 23/3/2004.
- 2004: **Why don't physicians follow clinical guidelines? Framework for improvement.** Presentation at Muscat Health Institute. Muscat Health Festival, 29/2/2004.
- 2003: **Why don't physicians follow clinical guidelines? Framework for improvement.** Presentation for the CME session at the FAMCO department, 9/12/2003.
- 2003: Presentation for the CME session at the FAMCO department, 16/9/2003.
- 2003: Presentation at the 1st workshop in quality assurance and assessment of primary health care services in the GCC; 2-5/6/2003, Muscat.

- 2003: Presentation at Ibri regional hospital about the PhD research study I have done in Adh Dhahira region. The presentation included the objectives, methods of data collection, results, conclusions and its recommendations; 10/6/2003.
- 2000: Presentation at the 17th international conference of the International Society for Quality in Health Care; 11-15/9/2000, Dublin, Ireland.
- 1999: Presentation at the 2nd international conference on quality in health care; 23-25/11/1999, Cairo, Egypt
- 1997: Presentations to mothers of children below the age of 5 years at Ibri hospital. Diarrhoeal disease in children: mother's role in its prevention and management on 22/1/1997.

- i) In-service training undertaken (e.g. CPR, ACLS, etc.):
- Basic Life Support (BLS) 10/9/2008

10. AWARDS AND RECOGNITION FROM -

a) Professional organizations/societies:

1. 2013 – Present: Reviewer for the NBME Improving Assessment of EBM Skills McMaster PLUS.
2. 22nd – 29th September 2012: consultancy visit to Iran (Tehran) to assess Baharloo Hospital and train staff on the Patient Safety Friendly Hospital Initiative (PSFHI)
3. 2012 – Present: Member of the Consultancy Board of International Forum for Public Health (IFPH - UK).
4. 2012: Chairperson of the organizing committee for the Launch of WHO Patient Safety Curriculum Guide for the EMRO which was held in Muscat on 11-12 March 2012.
5. 2011 – Present: member of the Joint Commission International's Regional Advisory Council, Dubai, UAE.
6. 2008 – Present: WHO Consultant on patient safety – carried out projects for the Ministry of Health – Oman – funded by the WHO-EMRO:
 - Third project: National Patient Safety Project III: 2011-2012.
 - Second project: National Patient Safety Project II: establishing patient safety system in health care institutions. August 2010 – June 2011
 - First project: National Patient Safety Project I: Situational Analysis of Patient Safety System in Ministry of Health Institutions. 2009: February – May
7. 2008 – 2011: WHO expert on patient safety – (worked in two expert groups in WHO headquarter office in Geneva):
 - Education and Training in Patient Safety Research. HQ, WHO, Geneva
 - Challenge Group Meeting - for Validity Testing of the Conceptual Framework for the International Classification for Patient Safety (ICPS). HQ, WHO, Geneva
 - Technical Meeting on the Patient Safety Friendly Hospital Initiative EMRO, CAIRO, Egypt
8. 25th July – 6th August 2009: Consultancy visits to two hospitals in Jordan and Yemen for the Patient Safety Friendly Hospital Initiative
9. Reviewer for local and international journal as well as international scientific websites and organizations:
 - i. 2006 – Present: Reviewer for McMaster University: McMaster Online Rating for Evidence (MORE). <http://plus.mcmaster.ca/MORE/>
 - ii. Oman Medical Journal (OMJ). <http://www.editorialmanager.com/omj/default.aspx>

- iii. Sultan Qaboos University Medical Journal (SQUMJ).
<http://www.editorialmanager.com/squmj/default.aspx>
- iv. Saudi Medical Journal (SMJ). <https://www.smj.org.sa/index.php/smj>
- v. 2013 – Present: Reviewer for the NBME Improving Assessment of EBM Skills McMaster PLUS. <http://www.nbme.org/>
- 10. Lead Auditor for ISO certification
- 11. Internal auditor for ISO certification
- 12. 2008 – Present: member of the Editorial Advisory Board for the journal “Building Quality in Healthcare”. USA.
- 13. 2006 – Present: member of the Editorial Board of Middle East Journal of Family Medicine. Lebanon.
- 14. 2003: Reviewer for the BMJ.

11. NAMES AND ADDRESS OF THREE REFEREES

- Dr Anthony F. Cole, e-mail: anthony_cole@lineone.net
Program Director, GP VTS
Postgraduate Medical Centre, Addenbrookes Hospital
Hills Road, Cambridge
CB2 2QQ
UK.
- Prof. Bengt Linder, e-mail: ublinder@telia.com
GP, Primary Health Care System, Jonkoping County Council
Post grad. Teacher to intern and residents, County Hospital of Eksjo.
Sweden
- Dr. Thord Theodorson, e-mail: thordt@yahoo.com
Senior consultant, Famco Department
UK

ANNEX 1

One of the leaders in health care in the Sultanate of Oman, Dr Ahmed Al-Mandhari has made a substantial, positive contribution to the development and modernization of the country's health system. He has had a discernable impact on the qualitative shift that the health system has undergone in recent years, particularly in the areas of quality and modernization.

Dr Al-Mandhari's work has been supported by his solid scientific qualifications in technical matters and in public health, as well as his broad expertise in international health. He obtained a BSc in Health Sciences in 1990 followed by an MD in Medicine and Surgery in 1993, both from Sultan Qaboos University (SQU) in Oman. In 1996, he gained a Diploma in Tropical Medicine and Hygiene from the Liverpool School of Tropical Medicine in the United Kingdom and was awarded the Royal Fellowship for Family Doctors in 1998, which was jointly organized by the Sultanate of Oman and the United Kingdom. Lastly, he obtained a PhD in Quality Management in Health Care from the Liverpool School of Tropical Medicine in the United Kingdom in 2002.

With respect to professional experience, Dr Al-Mandhari has held various important administrative and leadership positions. Steadily climbing the career ladder, he progressed from medical intern in 1993/1994 to senior house officer from 1994 to 1998, during which time he taught and supervised students in the College of Medicine at SQU, and later became a specialist in family and community medicine (FAMCO) before continuing his specialized postgraduate studies to obtain his PhD in 2002. Since then, he has held a number of important supervisory and leadership positions, including Deputy Head and then Head of Quality Management and Development at Sultan Qaboos University Hospital (SQUH) from 2005 to 2006, followed by Deputy Director General for Clinical Affairs at SQUH until 2010. He was appointed Director General of SQUH in 2013, later moving to his present role as Director General of the Quality Assurance Centre at the Ministry of Health.

While carrying out his professional duties, Dr Al-Mandhari has continued to make a valuable contribution to education and to actively participate in training and education programmes managed by the Ministry of Health, SQU and the Oman Medical Speciality Board (OMSB). He oversaw the FAMCO Fellowship Programme at SQU as Deputy Head from 2003 to 2004 and Head from 2004 to 2006 and supervised FAMCO Fellowship students as well as a number of master's and PhD students in Oman and abroad. Since 2009, Dr Al-Mandhari has been working as a senior consultant in family medicine and public health in Oman.

Throughout his career, Dr Al-Mandhari has continued to contribute effectively and actively as the chairperson or as a member of various scientific and professional committees inside and outside of Oman. He has participated in many official and scientific meetings and he has delivered numerous lectures in the fields of quality management, patient safety, family medicine and public health. In addition to having many research papers published in medical periodicals, giving television interviews and partaking in scientific workshops and conferences, both in Oman and abroad, he has also served on the editorial boards of several medical periodicals, such as the Middle East Journal of Family Medicine and has worked as a reviewer of scientific articles published in multiple medical journals.

Dr Al-Mandhari has worked with and for the World Health Organization on a regular basis, keenly participating in the various activities that it organizes inside and outside Oman. He has taken part in many scientific and professional WHO meetings, worked with the Organization on multiple occasions as a temporary expert in the areas of quality management and patient safety, and carried out joint scientific projects with WHO to improve quality management and patient safety in Oman. Furthermore, he led a task force for organizing regional WHO meetings in Oman and worked as an adviser on WHO projects in several Middle Eastern States.

On a personal level, Dr Al-Mandhari is in good physical condition and does not suffer from any illnesses. He also enjoys exercising regularly and is a keen promoter of such activity.