

PNBS Consulting Services

As a leading US academic medical center with vast experience in multidisciplinary clinical services and hospital management, UCLA Health has the unique ability to advise on international healthcare projects and opportunities. Through cross-sector partnerships and a tailored approach, UCLA Health can assist organizations in developing new clinical programs or facilities, optimizing their existing operational performance, introducing new cutting-edge treatments, and delivering better value for patients in a culturally-sensitive manner.

Advisory services available through UCLA Health include:

Greenfield Hospital Development

UCLA Health can advise on a full range of health care projects, from the development of greenfield hospitals to service line and program development. The typical stages of development are as follows:

Stage 1: Planning

This stage involves market research, financial modeling and evaluation for development of an informed strategy and investment plan. A high-level project roadmap is also developed.

Stage 2: Development

This stage involves confirming the scope of services, project schedule, and decision-making process, with a focus on implementation of the approved project plans.

Stage 3: Operations

This post-opening phase focuses on ensuring quality, productivity, and growth.

UCLA Health can provide the following services, both in Los Angeles and in the host country, as appropriate:

ADVISORY SERVICES

- Governance structure
- Hospital administration and operations
- Architectural & facilities design
- Equipment & IT planning
- Human Resources planning
- Standards, policies, procedures, and performance of:
 - Clinical Services
 - General Services
 - Nursing Department
 - Quality and Safety Management
 - Infection Control
- Regulatory Compliance
- Patient Experience
- Mock Joint Commission audits to ensure adherence to UCLA Health standards
- Developing pipeline for clinical research

EDUCATIONAL PROGRAMS

- Tailored education programs for: Executives / Administrators / Physicians / Nurses & Allied Health Professionals
- Conferences and symposiums
- In-service education & training sessions: clinical and non-clinical/professional development
- Grand Rounds
- Clinical observership(s)

TELE-HEALTH / TELE-MEDICINE

- Second Opinion Tele-Consults
- Tele-Tumor Boards
- Tele-Pathology
- Tele-Radiology
- Tele-ICU (General, Cardiology, and Neurology)



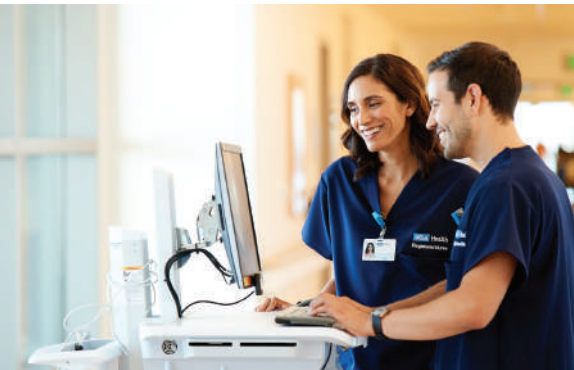
Service Line and Program Development

As a comprehensive health care system that understands the intricacies involved in delivering coordinated patient care across various specialties, UCLA Health possesses the unique expertise and insights to advise on health care service line and/or program development, offering the same full spectrum of services available for the development of greenfield hospitals.

CONTACT

For more information about the PNBS Consulting Services, visit uclahealth.org/international-services or e-mail us at: internationaldevelopment@mednet.ucla.edu

Case Study: Saudi Jordanian Investment Fund (SJIF) Greenfield Hospital Advisory



About SJIF & SJFMEI

The Saudi Jordanian Investment Fund (SJIF) is a Limited Public Shareholding Company based in Amman, Jordan. SJIF was formed in 2017 and pursues strategic, sustainable, and economically feasible investments in Jordan's vital and promising sectors.

The Saudi Jordanian Fund for Medical & Educational Investments (SFMEI) is the operational management company created by SJIF to manage the greenfield hospital and medical school development projects.

Background

UCLA Health was approached to advise on the development of a 330-bed general academic hospital in Amman, Jordan. A medical school is also being developed with University College London as the education partner. The hospital will focus on five key specialties: Cardiology, Orthopedics, Gastroenterology, Neurology, and Oncology. This project is an opportunity to enhance UCLA Health's impact worldwide while increasing revenue and remaining mindful of limited resources.

Project Objectives

By engaging in international partnerships, UCLA Health seeks to improve healthcare accessibility and delivery, advance medical education, and enhance clinical research throughout the world. In our current project with SJIF/SJFMEI, we aim to meet the following three objectives:

Better Healthcare Delivery

Improve the quality of healthcare provided to Jordanians by providing high-quality, affordable, and holistic healthcare, through availing a fully-aligned, integrated institutional structure in affiliation with a leading global healthcare provider.

Better Medical Education and Research

Enhance the quality of medical education and produce better caliber of physicians in Jordan by introducing a world-class education that promotes ethical practices and provides modern and practical curriculums in collaboration with a leading international medical faculty.

Better Healthcare Model

A fully physician-aligned model that focuses on the patient by providing seamless and integrated care for patients, leveraging on international experience and quality standards, direct involvement of physicians in hospital's operations, and modern technologies.

UCLA Health's Role | Academic Affiliation and Management

- **Develop health administration strategy**
- **Guide governance structure development**
- **Develop service lines**
 - a. Provide standard department policies, job descriptions, and program differentiators
 - b. Develop quality assurance metrics
- **Provide educational offerings**
 - a. Conferences and congresses
 - b. In service education & training sessions
 - c. Development of sub-specialty education programs
 - d. Grand Rounds
 - e. Tele-Tumor Boards
- **Conduct site visits**
 - a. Clinician and administrative training and education
 - b. Mock Joint Commission audits to ensure adherence to UCLA Health standards
- **Support implementation & assessment according to performance standards for:**
 - a. Clinical Services
 - b. General Services
 - c. Nursing Department
 - d. Infection Control
 - e. Quality Management
- **Provide physician and administrative mentorship**
- **Develop pipeline for research**

Partnership Highlights & Current State

Over the past two years, more than 150 experts from UCLA Health have been involved in the design and planning of this hospital:

- Our clinical and operational experts have advised on architectural planning to ensure effective care delivery and patient flow inside the hospital.
- Our branding and marketing experts have advised on brand development and logo design.
- Our human resources team has commenced advising our partners on best practices for recruitment, training, and culture.
- Our project management team continues to work day-to-day with our counterparts to ensure project success, including providing in-person /on-site trainings for newly hired staff, executives, and clinical & non-clinical partners.