

# Ala'a Z. Massarweh

Nursing Education & Research Leader | Epidemiologist & Biostatistician | Performance Improvement & Quality | KPI & Dashboard Analytics | Evidence-Based Practice | Healthcare Quality Improvement | Nursing Research & Data Analytics | Patient Safety | Accreditation (JCI, Magnet®, NDNQI) | Lean Six Sigma | RCA | Public Health & Disease Surveillance | WHO Focal Point | GBD Collaborator | Global Health & Humanitarian Health Professional

📍 **Doha, Qatar | Amman, Jordan**

☎ **Qatar: +974 6620 7990 | Jordan: +962 7880 10121**

✉ [massarwehalaa@gmail.com](mailto:massarwehalaa@gmail.com) | [massarwehalaa@outlook.com](mailto:massarwehalaa@outlook.com) | [AMassarweh@hamad.qa](mailto:AMassarweh@hamad.qa) | [am1912623@qu.edu.qa](mailto:am1912623@qu.edu.qa)

🔗 [LinkedIn](#)

🔗 [Official Online CV Link](#)

🔗 ORCID: <https://orcid.org/0000-0002-1169-9684>

🔗 Web of Science Researcher ID: HOC-5246-2023.

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## ◆ Professional Summary

Nursing Education, Research, and Performance Improvement Leader with over 14 years of progressive experience across clinical nursing, nursing leadership, staff education, healthcare quality improvement, epidemiology, and biostatistics. Demonstrated expertise in research design, health data analytics, and biostatistical analysis, with extensive experience in designing, monitoring, and interpreting nursing KPIs, developing performance dashboards and quality databases, and translating complex data into actionable insights that improve patient outcomes, patient safety, and operational performance.

Proven success in planning, implementing, and evaluating education, research, and performance improvement programs, including competency-based training, academic and clinical education initiatives, coaching, and mentoring that strengthen nursing practice, leadership capability, and accountability. Highly experienced in epidemiological methods, disease surveillance, data modeling, reporting, and evidence synthesis, supporting evidence-based practice, guideline development, and informed decision-making at clinical and organizational levels.

Recognized as a WHO focal point and Global Burden of Disease (GBD) Collaborator, with a strong track record in research-informed practice, population health analysis, and evidence generation to support policy development, accreditation readiness, and sustainable quality improvement aligned with JCI, Magnet®, and NDNQI standards. Known for integrating education, epidemiology, biostatistics, research, KPIs, and quality improvement into daily nursing practice, fostering cultures of continuous learning, scientific rigor, and data-driven performance within complex, multicultural healthcare environments.

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## ◆ Core Competencies & Key Skills

- **Clinical Research, Epidemiology & Evidence-Based Practice (MPH-Certified, GBD Collaborator)**  
*Designing and leading epidemiological and nursing research studies; conducting evidence-based analyses to inform clinical practice, guideline development, policy decisions, and public health interventions.*
- **Strategic Planning, Health Systems Strengthening & Healthcare Policy (MSc in Healthcare Management)**  
*Developing and supporting strategic initiatives aligned with healthcare policies, regulatory frameworks, organisational goals, and system-level performance improvement.*
- **Biostatistics, Health Data Analytics & Advanced Data Analysis (MPH-Certified, STATA-Skilled and Data Analytical)**  
*Performing biostatistical analysis, health data modelling, interpretation, and visualization; translating complex datasets into actionable insights to support research, performance improvement, and decision-making.*
- **Nursing Education, Leadership & Supervision (Leadership-Certified and Experienced)**  
*Leading, mentoring, coaching, and supervising nursing teams; supporting competency-based education, leadership development, accountability, and professional growth to ensure high standards of nursing practice.*
- **Quality Improvement, Patient Safety & Root Cause Analysis (IHI, Lean Six Sigma Black Belt – ASQ Certified)**  
*Leading quality improvement initiatives using PDSA cycles, Lean Six Sigma, and RCA methodologies to reduce risk, enhance patient safety, improve care quality, and strengthen system performance.*
- **Surveillance, Public Health Monitoring & Disease Control (MPH / WHO / GBD Collaborator)**  
*Supporting disease surveillance, outbreak preparedness and response; analysing, interpreting, and reporting epidemiological data to guide clinical, operational, and public health decision-making.*
- **JCI, Magnet® & NDNQI Standardization and Accreditation Readiness (Experienced and Led)**  
*Ensuring compliance, readiness, and alignment with international accreditation and nursing excellence standards through audits, KPI monitoring, documentation review, and continuous improvement.*
- **Occupational Health, Safety & Risk Management (NASP / IASP / Quality Assurance Certified)**  
*Implementing occupational health and safety programmes to protect staff well-being, reduce workplace risk, and ensure compliance with national and international safety regulations.*
- **Health Promotion, Disease Prevention & Community Education (MPH, WHO / GBD-Certified, Specialist Nurse)**  
*Designing, delivering, and evaluating health promotion and disease prevention programmes targeting patients, staff, and communities to improve population health outcomes.*
- **Multidisciplinary, Cross-Cultural & Intersectoral Team Leadership**  
*Coordinating diverse multidisciplinary teams across clinical, academic, public health, and global health settings to achieve shared goals and integrated outcomes.*
- **Communication, Education Delivery & Capacity Building**  
*Delivering high-impact training, workshops, in-service education, and stakeholder engagement activities to strengthen workforce capability and organisational performance.*



## ◆ Professional Experience

### Clinical Nursing Research Lead & Quality Improvement Specialist (CN-Admin)

***Hamad Medical Corporation – Rumailah Hospital, Doha, Qatar | 2023 – Present***

#### **Leadership, Education & Strategic Operations**

- Lead hospital-wide nursing research, education, and performance improvement initiatives, aligning clinical practice with organizational strategy and international standards.
- Plan, implement, and evaluate competency-based training, coaching, and mentoring programs to strengthen nursing practice, leadership capability, and accountability across clinical units.
- Act as a senior nursing resource supporting leadership decision-making, workforce development, and service optimization.

#### **Quality Improvement, KPIs & Performance Analytics**

- Lead the design, standardization, monitoring, and interpretation of nursing KPIs and nursing-sensitive indicators, supporting data-driven performance management and benchmarking.
- Develop and oversee performance dashboards and quality databases to track trends, identify gaps, and drive measurable improvements in patient outcomes, patient safety, and operational efficiency.
- Spearhead multidisciplinary quality improvement initiatives using PDSA cycles, Lean Six Sigma, and Root Cause Analysis (RCA), strengthening governance and sustainability.

#### **Research, Epidemiology & Data-Driven Excellence**

- Lead and contribute to epidemiological and nursing-clinical research on communicable and non-communicable diseases, translating evidence into practice, guidelines, and policy recommendations.
- Perform advanced health data and biostatistical analyses to inform clinical guidelines, quality initiatives, and strategic improvement programs across multiple care settings.

#### **Accreditation, Risk Management & Global Collaboration**

- Oversee risk assessment, incident reporting, and RCA processes to enhance accreditation readiness, clinical governance, and patient safety culture.
- Ensure alignment with international accreditation and nursing excellence standards, including **JCI**, **Magnet®**, and **NDNQI**.
- Serve as a **WHO focal point and Global Burden of Disease (GBD) Collaborator**, coordinating international research and quality collaborations to support evidence-informed healthcare delivery.

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### Clinical Nurse & Quality Improvement Lead

***Hamad Medical Corporation, Doha, Qatar | 2019 – 2023***

#### **Clinical Practice, Leadership & Workforce Support**

- Delivered high-quality nursing care across diverse clinical settings, managing complex and critically ill patients, including ventilated cases.

- Supported unit-level leadership through staff supervision, clinical guidance, and frontline problem-solving to maintain safe and effective care delivery.

#### **Quality Improvement, KPIs & Accreditation**

- Designed, implemented, and monitored nursing KPIs and clinical audits, supporting performance improvement and compliance with **JCI, Magnet®, and NDNQI** standards.
- Standardized nursing documentation, indicators, and reporting processes to improve data quality, consistency, and decision-making.
- Contributed to accreditation readiness activities through audits, gap analyses, and corrective action planning.

#### **Research, Health Promotion & COVID-19 Response**

- Conducted and supported clinical quality improvement and applied research in long-term, acute, geriatric, and palliative care settings.
- Played a key leadership role during the COVID-19 response, supporting workforce deployment, clinical workflows, infection prevention, and staff safety.
- Supported national and regional health promotion and patient safety campaigns, facilitating knowledge exchange and best practice implementation.

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### **Supervisor & Health Promotion Officer (Second Lieutenant)**

#### ***Royal Medical Services – General Directorate of Gendarmeries, Jordan | 2016 – 2019***

##### **Healthcare Administration, Leadership & Planning**

- Supervised multidisciplinary clinical teams and coordinated interdepartmental operations to ensure healthcare service readiness and regulatory compliance.
- Led staff performance evaluations, professional training programs, and disciplinary processes in line with organizational policies and standards.
- Conducted service planning, training needs assessments, and SWOT analyses to optimize resource utilization and operational effectiveness.

##### **Emergency Health Systems & Interagency Coordination**

- Coordinated with government and defense agencies to support emergency healthcare delivery, evacuation protocols, and disaster preparedness.
- Contributed to the development and operationalization of advanced military health centers, improving access and efficiency of care.

##### **Community & Preventive Health**

- Delivered preventive health education and served as a liaison for public health campaigns targeting underserved and high-risk populations.

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### **Charge Nurse – Medical-Surgical & Emergency Department (Warrant Officer)**

## ***Royal Medical Services, Jordan Armed Forces | 2014 – 2016***

### **Clinical Care & Emergency Response**

- Managed patient care in medical-surgical and emergency units, coordinating team responses during critical and high-acuity situations.
  - Led emergency response activities, ensuring staff preparedness, rapid decision-making, and adherence to clinical protocols.
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## **Clinical Nurse Specialist / Staff Nurse**

## ***Royal Medical Services, Jordan Armed Forces | 2009 – 2014***

### **Clinical Nursing Practice**

- Delivered comprehensive and evidence-based nursing care across inpatient and emergency settings, contributing to improved patient recovery and service quality.
  - Actively participated in medical missions and operational healthcare activities, demonstrating professional integrity and adaptability in diverse environments.
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## **◆ Education Section**

### **Doctor of Philosophy (PhD) in Public Health – Epidemiology (*Currently Enrolled*)**

**Johns Hopkins University, Baltimore, USA | Hyper-Mode Program**

- Focus: Advanced epidemiological methods, global health, biostatistics, clinical research design, public health interventions, and health promotion.

### **Master of Public Health (MPH) – Epidemiology Concentration (2024)**

**Qatar University, Doha, Qatar**

- Specialized in epidemiology, public health research methodologies, biostatistics, disease surveillance, prevention strategies, and population health promotion.

### **Master of Science (MSc) in Healthcare Management (2018)**

**Yarmouk University, Irbid, Jordan**

- Focused on healthcare systems leadership, strategic planning, quality and safety, and health policy implementation.

### **Bachelor of Science (BSc) in Nursing (2008)**

**Philadelphia University, Amman, Jordan**

- Comprehensive education in evidence-based nursing care, clinical leadership, and patient safety practices.
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## ◆ Licenses & Certifications

### Professional Licensure

- **Registered Nurse – Specialist License (Qatar)**  
Qatar Council for Healthcare Practitioners (QCHP) | License No: N26101
- **Specialist Nurse License (Jordan)**  
Jordanian Nursing and Midwifery Council (JNMC) | License No: 60010/10951
- **Public Health Specialist – MPH (Epidemiology).**

### Quality, Leadership & Performance Improvement Certifications

- **Epidemiologist and Clinical Research Professional Certification (MPH-Trained)**  
Advanced training and applied experience in epidemiological methods, surveillance systems, outbreak analysis, and population-based research.
- **Global Burden of Disease (GBD) Collaborator- Institute for Health Metrics (IHME)**  
Contributor to regional and global epidemiological datasets, burden of disease analyses, and multicounty population health research.
- **Lean Six Sigma Black Belt & Green Belt – Healthcare**  
Certified by **ASQ & Anexas Europe / Institute for Healthcare Improvement (IHI)**  
Specialised in process improvement, root cause analysis, waste reduction, and clinical risk mitigation to achieve measurable quality and safety outcomes.
- **Project Management Professional (PMP)**  
Project Management Institute (PMI) | Certification ID: 6944638  
Certified in structured project and programme management, planning, execution, monitoring, and evaluation in healthcare and cross-sectoral environments.
- **Certified Professional in Healthcare Quality (CPHQ-Equivalent)**  
Advanced training in healthcare quality management, performance improvement, patient safety, and accreditation readiness aligned with JCI standards.

### Quality Databases, Safety & Life Support

- **NDNQI Access Holder & Focal Point**  
National Database of Nursing Quality Indicators  
Responsible for benchmarking, validation, KPI governance, and performance tracking aligned with U.S. nursing-sensitive indicators.
- **Occupational Health & Safety Specialist (NEBOSH-Equivalent)**  
Jordan Ministry of Labor & Quality Assurance Center | License No: 228/20193/AP/81  
Certified in occupational health and safety compliance, risk assessment, and incident prevention.
- **Basic Life Support (BLS) & Immediate Life Support (ILS)**  
Hamad International Training Centre, Qatar



## ◆ Technical & Software Skills

### Epidemiology, Biostatistics & Public Health Analytics

- Advanced application of epidemiological methods, disease surveillance, and population health analysis.
- Proficient in STATA and Epi Info for biostatistical analysis, regression modeling, trend analysis, and epidemiologic reporting.
- Experience in outbreak analysis, risk factor assessment, and public health data interpretation.

### KPI Design, Quality Databases & Performance Monitoring

- Advanced proficiency in Microsoft Excel (Advanced) and MS Access for KPI design, automated calculations, quality databases, and performance tracking.
- Design, monitoring, and benchmarking of nursing and public health indicators, including NDNQI and accreditation-linked KPIs.

### Data Visualization & Business Intelligence

- Development of interactive dashboards and analytical reports using Power BI, Microsoft Power Platform, and Flourish / Tableau Public.
- Visualization of quality, safety, accreditation, and population health metrics aligned with JCI, Magnet®, and NDNQI frameworks.

### Quality Improvement & Project Management Tools

- Application of Lean Six Sigma tools, PDSA cycles, RCA, FMEA, and Gantt charts to plan, implement, monitor, and evaluate improvement initiatives.

### Collaboration, Education & Digital Productivity

- Advanced proficiency in Microsoft Office Suite, Microsoft Teams, SharePoint, and PDF platforms for reporting, education delivery, collaboration, and virtual engagement.

### Research & Systematic Review Tools

- Proficient in EndNote, Mendeley, Rayyan, and research profiling platforms (ORCID, Web of Science) for citation management, publication tracking, and systematic reviews



## ◆ Research, Publications & Scientific Contributions

### Published

- **Massarweh, A.Z., Kennedy, L.A., Saleh, A., Al-Thani, A., & Al Rajabi, A.**  
**Prevalence and Factors Associated with Regular Fast-Food Consumption Among the Adult Population in Qatar: A Cross-Sectional Analysis from the Qatar Biobank Cohort.**  
*Published* — Population health & nutritional epidemiology study using large-scale biobank data.
  - **Al-Balas, S.M., & Massarweh, A.Z. (2022).**  
**Health Information Systems Challenges and Opportunities: An Applied Study on Military Hospitals in Jordan.**  
*Madrid Journal – West East Institute* (Conference Proceedings), Spain.
  - **Alhamad, H.K.M., & Massarweh, A.Z. (2023).**  
**The Impact of Emergency Department Time and Specialized Geriatric Care on the Outcome of Elderly Patients: A Comparative Study Before and During COVID-19.**  
Published by *Hamad Medical Corporation (HMC)*, Qatar.
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### Accepted (In Press)

- **Bakhit, R.H., Abu Qamar, M., Alkharbi, I.A., Singh, K., Mohammad, R.A., & Massarweh, A.Z. (Corresponding Author).**  
**Uncovering the Nature of Older People Care: Assessing Nurses' Knowledge and Practices in Long-Term Care Facilities in Qatar.**  
*Accepted* – *Nursing Open* (Wiley, Indexed, QNL-Funded).
  - **Massarweh, A.Z. (Corresponding Author), Bakhit, R.H., Babikir, N., Elmarakby, M., & Untalasco, R.**  
**Epidemiological Insights into Kidney Cancer: Key Drivers, Health Outcomes, and Control Approaches – Global, Eastern Mediterranean Region, and Qatar Perspectives.**  
*Accepted* – *Discover Public Health* (BMC, Springer Nature, QNL-Funded).
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### Under Peer Review

- **Massarweh, A.Z., Alam, M., & Abdul Rahim, H.**  
**Chronic Kidney Disease Incidence in the Eastern Mediterranean Region: A Systematic Review and Meta-Analysis.**  
*Submitted* – Under Peer Review.
- **Massarweh, A.Z., Alam, M., & Abdul Rahim, H.**  
**Risk Factors Associated with Chronic Kidney Disease in the Eastern Mediterranean Region: A Systematic Review and Meta-Analysis.**  
*Submitted* – Under Peer Review.