

Ala'a Z. Massarweh

Nursing Quality, Education & Clinical Research Leader | Epidemiologist & Biostatistician | Performance Improvement & Health Systems Strengthening | KPI Design, Monitoring & Dashboard Analytics | Evidence-Based Practice | Patient Safety & Risk Management | Accreditation & Standards (JCI, Magnet®, NDNQI) | Lean Six Sigma | RCA | Public Health Surveillance | Monitoring & Evaluation (M&E) | Health promotion & Nursing Systems Leader | WHO Focal Point | GBD Collaborator | Global & Humanitarian Health

📍 **Doha, Qatar | Amman, Jordan**

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◆ Professional Summary

Nursing Quality Practice, Education, Research Leader with over 14 years of progressive experience spanning clinical nursing practice, 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 KPI design, monitoring, and interpretation, development of performance dashboards and quality databases, and translation of complex data into actionable insights that measurably 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, mentoring, and leadership development that strengthen nursing practice, accountability, and system performance. Highly experienced in epidemiological methods, disease surveillance, data modeling, reporting, and evidence synthesis, supporting evidence-based practice, guideline development, monitoring and evaluation (M&E), and informed decision-making at both clinical and organizational levels.

Recognized as a World Health Organization (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 and humanitarian, 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, risk awareness, and data-driven performance within complex, multicultural healthcare environments.

◆ Core Competencies & Key Skills

- **Clinical Research, Epidemiology & Evidence-Based Practice** (*MPH-Certified | GBD Collaborator*)
Designing and leading epidemiological and nursing research; conducting rigorous evidence-based analyses to inform clinical practice, guideline development, policy decisions, and public health interventions.
- **Biostatistics, Health Data Analytics & Advanced Data Analysis** (*MPH-Certified | STATA-Skilled*)
Applying biostatistical methods, health data modelling, interpretation, and visualization; translating complex datasets into actionable insights to support research, KPI monitoring, performance improvement, and decision-making.
- **Nursing Education, Leadership & Workforce Development** (*Leadership-Certified & Experienced*)
Leading, mentoring, coaching, and supervising nursing teams; designing and delivering competency-based education, leadership development, and performance management to strengthen practice, accountability, and professional growth.
- **Quality Improvement, Patient Safety & Risk Management** (*IHI | Lean Six Sigma Black Belt – ASQ*)
Leading quality improvement initiatives using PDSA cycles, Lean Six Sigma, and Root Cause Analysis (RCA) to reduce risk, enhance patient safety, improve care quality, and strengthen system performance.
- **KPI Design, Monitoring & Performance Dashboard Analytics**
Designing, monitoring, and interpreting nursing and quality KPIs; developing performance dashboards and quality databases to track outcomes, identify gaps, and drive measurable improvement.
- **Surveillance, Public Health Monitoring & Disease Control** (*MPH | WHO | GBD Collaborator*)
Supporting disease surveillance, outbreak preparedness and response; analyzing, interpreting, and reporting epidemiological data to guide clinical, operational, and public health decision-making.
- **Health Systems Strengthening, Strategic Planning & Healthcare Policy** (*MSc in Healthcare Management*)
Contributing to strategic planning and system-level performance improvement aligned with healthcare policies, regulatory frameworks, accreditation requirements, and organisational priorities.
- **Accreditation & Standards Leadership** (*JCI, Magnet®, NDNQI*)
Leading and supporting accreditation readiness through audits, KPI monitoring, documentation review, staff engagement, and continuous improvement aligned with international standards of nursing excellence.
- **Occupational Health, Safety & Workforce 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 | Specialist Nurse*)
Designing, delivering, and evaluating health promotion and disease prevention programmes for patients, staff, and communities to improve population health outcomes.
- **Multidisciplinary, Cross-Cultural & Intersectoral Leadership**
Coordinating diverse teams across clinical, academic, public health, and global health settings to deliver integrated, high-impact 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

Head of Nursing Quality Improvement and Clinical Research (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.

Quality Improvement and practice specialist

Hamad Medical Corporation, Doha, Qatar | 2019 – 2023

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.

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.

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.

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.

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).

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.