

ALA'A Z. MASSARWEH

Nursing Quality & Practice Leader | Epidemiologist & Biostatistician | Clinical Research Lead | KPI & Dashboard Analytics | Lean Six Sigma Black Belt | WHO Focal Point | GBD Collaborator | MPH – Epidemiology | MS – Health Management | PhD Candidate – Johns Hopkins University

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14+

Years' Experience

3×

JCI Accreditations Led as Team

200+

Professionals Trained at HMC

10

QI Projects in BMJ Open Quality

7+

Peer-Reviewed Publications

PROFESSIONAL SUMMARY

I am a Nursing Quality Practice and Research Leader with 14+ years of progressive experience spanning clinical nursing, epidemiology, health data analytics, healthcare quality improvement, and education. My work sits at the intersection of five disciplines that most organisations hire separately — nursing leadership, epidemiology, biostatistics, quality improvement, and health systems research — and I bring all of them to every role I hold.

At Hamad Medical Corporation, I lead nursing quality and practice improvement across all nursing departments at Rumailah Hospital, with all Directors of Nursing reporting through my function. Together with multidisciplinary teams, I have contributed to achieving three JCI accreditations — a process I drive through rigorous governance, real-time KPI monitoring, embedded audit culture, and a workforce trained and accountable to international standards. I have led the hospital's full digital transformation of nursing performance management, replacing static boards with live dashboards that put decision-relevant data at every leader's fingertips. I have trained over 200 healthcare professionals across HMC's acute and long-term care facilities, and I design and deliver professional education as an Instructor at Hamad Health Quality Institute (HHQI) and as an Adjunct Lecturer in epidemiology and research methods.

My research output reflects the same breadth. I am currently enrolled in a PhD in Epidemiology at Johns Hopkins University (Hyper-Mode Programme), hold an MPH from Qatar University, and an MSc in Healthcare Management. I am a recognised WHO Focal Point and GBD Collaborator. In a single year — Q4 2025 to Q1 2026 — I presented 10 quality improvement projects at international conferences; all subsequently published in BMJ Open Quality. My peer-reviewed publications span nursing practice, nutritional epidemiology, kidney cancer, chronic kidney disease, geriatric care, and health information systems, in journals including Nursing Open (Wiley) and Discover Public Health (BMC/Springer Nature).

Organisations that recruit me gain a leader who unites clinical practice, data science, education, research, and systems improvement — a combination that would otherwise require a team of specialists. I am ready to bring that value to yours.

CAREER HIGHLIGHTS

- ◆ **Hospital-wide digital transformation — led:** the transition from static nursing boards to live, real-time performance dashboards across all units at Rumailah Hospital, HMC, directly improving data-driven leadership and care quality.
- ◆ **Three JCI accreditation cycles supported as quality lead:** drove governance frameworks, audit readiness, KPI systems, and staff accountability that underpinned successful accreditation outcomes through sustained team effort.
- ◆ **Enterprise-level quality oversight —** all Directors of Nursing at Rumailah Hospital report through my function for quality and practice, positioning this role as a central pillar of nursing governance at HMC.
- ◆ **200+ healthcare professionals trained:** in quality improvement, patient safety, and evidence-based practice across HMC's acute and long-term care facilities.
- ◆ **10 QI projects published in BMJ Open Quality (Q4 2025 – Q1 2026):** spanning Lean/Kanban, nurse well-being, geriatric empowerment, dashboard digitisation, CAUTI prevention, language equity, and bowel health — all from a single year of applied leadership.
- ◆ **Zero-incident culture —** designed and maintain a real-time RCA and improvement system ensuring immediate structured organisational response to any patient safety event.

- ◆ **Active researcher across four journals:** Nursing Open (Wiley), Discover Public Health (BMC/Springer Nature), BMJ Open Quality, and HMC institutional publications — with two meta-analyses under peer review.

CORE COMPETENCIES

- ▶ Nursing Quality, KPI Design & Dashboard Analytics
- ▶ Lean Six Sigma Black Belt | PDSA | RCA | FMEA
- ▶ Clinical & Applied Research | Systematic Reviews & Meta-Analysis
- ▶ Patient Safety, Risk Management & Clinical Governance
- ▶ Nursing Education, Workforce Development & Mentoring
- ▶ Evidence-Based Practice & Guideline Development
- ▶ Epidemiology, Biostatistics & Population Health (STATA)
- ▶ JCI, Magnet®, NDNQI Accreditation & Standards Leadership
- ▶ Hospital-Wide Digital Transformation & Power BI
- ▶ Health Systems Strengthening & Strategic Planning
- ▶ Disease Surveillance & Public Health M&E
- ▶ Project Management (PMP) | WHO & Global Health Collaboration

PROFESSIONAL EXPERIENCE

Head of Nursing Quality, Practice & Performance Improvement · Hamad Medical Corporation – Rumailah Hospital, Qatar
2023 – Present

- ▶ **Provide strategic quality and practice leadership across all nursing departments** — all Directors of Nursing report through my function, placing nursing governance at the highest operational level.
- ▶ **Contributed as quality lead to three JCI accreditation cycles:** designed governance frameworks, KPI systems, audit programmes, and accountability structures that supported successful outcomes through coordinated team effort.
- ▶ **Led hospital-wide digital transformation:** replaced all static boards with live, real-time nursing dashboards enabling point-of-care and executive-level data-driven decision-making.
- ▶ **Trained 200+ nursing and healthcare professionals** across HMC acute and long-term care facilities in quality improvement, patient safety, and evidence-based practice.
- ▶ **Design, standardised, and interpret nursing KPIs and nursing-sensitive indicators;** develop automated performance dashboards and quality databases to track trends and drive measurable improvement.
- ▶ **Maintain a zero-incident culture:** any patient safety event triggers immediate structured RCA and system-wide corrective action.
- ▶ **Lead and contribute to epidemiological and nursing research;** perform advanced biostatistical analyses (STATA) to inform guidelines, accreditation submissions, and strategic planning.
- ▶ **Serve as WHO Focal Point and GBD Collaborator** — coordinating international research and evidence-informed healthcare collaboration.

Instructor & Faculty Member · Hamad Health Quality Institute (HHQI) – Hamad Medical Corporation, Qatar 2023 – Present

- ▶ **Design and deliver professional education programmes** in healthcare quality, patient safety, Lean Six Sigma, and performance improvement to multidisciplinary clinical teams across HMC.
- ▶ **Develop competency-based curricula aligned with JCI, Magnet®, and international accreditation frameworks;** facilitate workshops, simulation-based learning, and case studies.

Adjunct Lecturer – Epidemiology & Research Methods · Academic Institution, Qatar 2023 – Present

- ▶ **Teach graduate-level modules in epidemiology, biostatistics, research design, and evidence-based practice;** supervise postgraduate research projects and theses.

Quality Improvement & Practice Specialist · Hamad Medical Corporation, Doha, Qatar 2019 – 2023

- ▶ **Designed and operationalized nursing KPIs and clinical audits;** led gap analyses, corrective action planning, and standardization of documentation and reporting processes.
- ▶ **Directed clinical QI and applied research across long-term, acute, geriatric, and palliative care settings.**
- ▶ **Led key elements of HMC's COVID-19 nursing response:** workforce deployment, IPC clinical workflows, protocols, and staff safety programmes.

Supervisor & Health Promotion Officer (Second Lieutenant) · Royal Medical Services – General Directorate of Gendarmeries, Jordan **2016 – 2019**

- ▶ **Supervised multidisciplinary clinical teams;** led training needs assessments, service planning, and SWOT analyses to optimise healthcare delivery and regulatory compliance.
- ▶ **Coordinated interagency emergency healthcare response, evacuation protocols, and disaster preparedness activities.**

Charge Nurse – Medical-Surgical & Emergency Department · Royal Medical Services, Jordan Armed Forces **2014 – 2016**

- ▶ **Managed patient care in medical-surgical and emergency units;** coordinated team responses in critical and high-acuity situations.

Clinical Nurse Specialist / Staff Nurse · Royal Medical Services, Jordan Armed Forces **2009 – 2014**

- ▶ **Delivered evidence-based nursing care across inpatient and emergency settings;** participated in military medical missions and operational healthcare activities.

EDUCATION

Doctor of Philosophy (PhD) – Public Health (Epidemiology) **In Progress**
Johns Hopkins University, Baltimore, USA | Hyper-Mode Programme | Advanced Epidemiology · Biostatistics · Global Health

Master of Public Health (MPH) – Epidemiology Concentration **2024**
Qatar University, Doha, Qatar

MSc in Healthcare Management **2018**
Yarmouk University, Irbid, Jordan

BSc in Nursing **2008**
Philadelphia University, Amman, Jordan

LICENCES & KEY CERTIFICATIONS

- ▶ Registered Nurse – Specialist (QCHP Qatar · N26101)
- ▶ Lean Six Sigma Black Belt – ASQ / Anexas Europe / IHI
- ▶ NDNQI Access Holder & Focal Point (Benchmarking & KPI Governance)
- ▶ Certified Healthcare Quality Professional (CPHQ-Equivalent)
- ▶ BLS & ILS – Hamad International Training Centre, Qatar
- ▶ Specialist Nurse Licence (JNMC Jordan · 60010/10951)
- ▶ Project Management Professional (PMP) – PMI · ID: 6944638
- ▶ GBD Collaborator – IHME, University of Washington
- ▶ Occupational Health & Safety Specialist (NEBOSH-Equivalent)
- ▶ Public Health Specialist – MPH (Epidemiology)

TECHNICAL & SOFTWARE SKILLS

- ▶ STATA · Epi Info (Biostatistics & Epidemiological Modelling)
- ▶ Microsoft Excel Advanced · MS Access (KPI & Quality Databases)
- ▶ Rayyan · EndNote · Mendeley (Systematic Reviews)
- ▶ Microsoft Teams · SharePoint · Microsoft 365 Suite
- ▶ Power BI · Power Platform · Flourish · Tableau Public
- ▶ SPSS · Regression Modelling · Trend & Survival Analysis
- ▶ Lean Six Sigma Tools · FMEA · Gantt · RCA Frameworks
- ▶ ORCID · Web of Science · Research ID Profiling

PUBLICATIONS & INTERNATIONAL CONFERENCE PRESENTATIONS

Peer-Reviewed Journal Publications

1. **Massarweh AZ**, Kennedy LA, Saleh A, Al-Thani A, Al Rajabi A. Prevalence and Factors Associated with Regular Fast-Food Consumption Among Adults in Qatar: A Cross-Sectional Analysis from the Qatar Biobank Cohort. [\[Published\]](#)

2. Bakhit RH, Abu Qamar M, Alkharbi IA, Singh K, Mohammad RA, **Massarweh AZ** (Corresponding). Uncovering the Nature of Older People Care: Assessing Nurses' Knowledge and Practices in Long-Term Care Facilities in Qatar. *Nursing Open* (Wiley, Indexed, QNL-Funded). [\[Accepted – In Press\]](#)
3. **Massarweh AZ** (Corresponding), Bakhit RH, Babikir N, Elmarakby M, Untalasco R. Epidemiological Insights into Kidney Cancer: Key Drivers, Health Outcomes, and Control Approaches – Global, EMRO, and Qatar Perspectives. *Discover Public Health* (BMC/Springer Nature, QNL-Funded). [\[Accepted – In Press\]](#)
4. **Massarweh AZ**, Alam M, Abdul Rahim H. Chronic Kidney Disease Incidence in the Eastern Mediterranean Region: A Systematic Review and Meta-Analysis. [\[Under Peer Review\]](#)
5. **Massarweh AZ**, Alam M, Abdul Rahim H. Risk Factors Associated with CKD in the Eastern Mediterranean Region: A Systematic Review and Meta-Analysis. [\[Under Peer Review\]](#)
6. Alhamad HKM, **Massarweh AZ**. Impact of Emergency Department Time and Specialised Geriatric Care on Elderly Patient Outcomes: Before and During COVID-19. HMC, Qatar, 2023.
7. Al-Balas SM, **Massarweh AZ**. Health Information Systems – Challenges and Opportunities: An Applied Study on Military Hospitals in Jordan. *Madrid Journal*, West East Institute, 2022.

International Conference Presentations — Published in BMJ Open Quality (Q4 2025 – Q1 2026)

1. Nurse-Led Kanban System: A Lean Framework for Sustainable Cost Reduction and Operational Resilience in Qatar's Acute Geriatric and Long-Term Care Facilities.
2. The Dawn of Transformative Nursing Leadership: A Strategic Intervention to Boost Staff Engagement in a Long-Term Care Facility – Doha, Qatar.
3. Beyond Care: A Reward-Based Nursing Framework for Geriatric Empowerment.
4. We Speak Your Language: A Nurse-Led PDSA Programme to Reduce Language and Culture-Related Communication Barriers in Geriatric and Long-Term Care Facilities, Qatar.
5. From Rigid Boards to Real-Time Insight: Digitizing Unit Dashboards to Reclaim Time for Care — A Cost-Effectiveness Quality Improvement Initiative.
6. Investing in Nurse Well-Being Pays Off: Cost-Effective Back-Pain Prevention Enhances Care Quality and Workforce Satisfaction in a Long-Term Care Facility, Doha, Qatar.
7. From Traditional Well-Being to Flourishing: A Frontline-Driven Framework that Rekindles Connection, Meaning, and Builds Better Care in Nursing Practice.
8. EMR Innovations for Death Notification in Elderly Patients.
9. From Risk to Resilience: Implementing a No-CAUTI Culture in Clinical Practice.
10. Implementing a Non-Pharmacological Bowel Regimen to Improve Bowel Function and Reduce Invasive Interventions in Long-Term Care: A Nursing-Led Patient Safety Initiative.