



إتحاد المستشفيات العربية
ARAB HOSPITALS FEDERATION

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28/ Sheraton Grand
Doha Hotel
AL MAJLIS HALL

EXCLUSIVE
PLATFORM

MH26

MedHealth Doha

LEADERS & CEOS
SUMMIT

The 26th Edition

LEADERS IN ACTION

STRENGTHENING FOUNDATIONS
IN THE ERA OF CHANGE

01	FOREWORD
02	INTRODUCTION
03	WHY DOHA
04	EVENT HIGHLIGHTS
05	THE THEME
06	THE CIRCLES
07	THE AGENDA
08	WHO CONVENES
09	WHY PARTICIPATE
10	PARTNERSHIP OPPORTUNITIES

FOREWORD

The Arab Hospitals Federation does not convene meetings. It moves healthcare systems.

Having marked its 25th anniversary, AHF stands today as the backbone of healthcare leadership across the Arab world, spanning 22 countries and united by a single conviction: that excellence in healthcare is not a privilege of geography or resources, but a standard that every Arab health system can and must achieve. That conviction has driven every partnership we have built, every standard we have advanced, and every platform we have created to bring the region's most consequential healthcare leaders into the same room. **MedHealth 26 is that room.**

We are living through the most consequential transformation healthcare has ever faced. Artificial intelligence is redefining how care is delivered and governed. The shift from volume to value is restructuring how systems are financed and measured. The pressure to design hospitals that are simultaneously intelligent, sustainable, and financially viable has never been greater. Care models are being rebuilt from the ground up. And at the center of this transformation stands the healthcare leader carrying the weight of institutional survival, workforce fragility, digital risk, and strategic reinvention, often all at once.

This is not a manageable evolution. It is a structural rupture. And it demands more than good intentions or incremental reform. It demands leaders willing to strengthen the foundations of their systems while the ground beneath them is shifting, leaders who govern with clarity, invest with discipline, and make decisions that cannot be delegated.

That is precisely what MedHealth 26 is designed for.



01.

We are proud as federation to announce the theme of this Forum :

“Leaders in Action : Strengthening Foundations in the Era of Change” that is a call to action.

It recognizes that transformation without strong foundations does not produce resilience; it produces fragility. And it positions the leaders in this room not as passengers in a global disruption, but as architects of a regional response.

Across six Leadership Circles, MedHealth 26 creates space for the conversations that matter most on AI governance, value-based care, intelligent hospital design, integrated care models, the lived realities of hospital leadership, and global competitiveness. These are not panel discussions. They are peer-level, closed-door dialogues among those who carry real accountability for real systems.

To every minister, every health authority chair, every hospital CEO reading these words: this is your gathering. Not because your title grants you a seat, but because the challenges you face each day are precisely what this Forum is built around. The peers you will engage with in Doha understand your pressures in ways few outside this community can. The conversations you will have will not be theoretical. They will shape how you lead when you return.

You cannot afford to miss this moment. Not because MedHealth 26 is a prestigious event but because the transformation reshaping our sector will not wait, and the leaders shaping it must be in this room.

The future of Arab healthcare will be built by the people in this Forum.

AHF exists to ensure they never have to build it alone.



Fadi Alame
President



Alice Boueiz
Chief Executive Officer

INTRODUCTION



A Platform Built for Those Who Lead

MedHealth Doha 2026 is the 26th edition of the Arab Hospitals Federation's flagship forum – an invitation-only assembly of the Arab world's foremost healthcare decision-makers.

It convenes Ministers of Health, chairs of health authorities and organizations, hospital CEOs, policymakers, and strategic leaders responsible for steering healthcare systems across the region and beyond.

This is not a general conference. It is a high-level policy table designed to ensure depth of dialogue, quality of exchange, and strategic weight in every conversation held within the room.

It is a platform where those who lead healthcare systems and institutions engage on the structural decisions that will define the next decade of healthcare.

THE MOMENT WE ARE IN

Healthcare systems are entering a decisive decade. Aging populations, the rising burden of chronic disease, workforce fragility, escalating costs, and the rapid advance of artificial intelligence are reshaping the health landscape faster than many systems can adapt.

The defining challenge is no longer whether transformation is necessary, it is whether the foundations being built today are strong enough, intelligent enough, and governed well enough to carry the systems of tomorrow.

Reactive, fragmented, volume-driven care is no longer viable. What is required is a deliberate shift toward resilient, data-driven, financially sustainable, and people-centred health systems.

That shift demands sound governance, disciplined investment, executive judgment, and leadership capable of making difficult structural decisions under sustained pressure.

MedHealth Doha 2026 is the platform where that leadership convenes.

25

EDITIONS

10452

ATTENDEES,
PARTNERS &
SUPPORTERS

1250

VISIONARY
SPEAKERS

30

PARTICIPATING
COUNTRIES

+250

MINISTERS
& LEADERS





03.

WHY DOHA

Qatar is not simply a host. It is a demonstration of what this forum stands for.

Qatar has also been a longstanding pillar of the Arab Hospitals Federation's journey, a consistent partner whose support has contributed significantly to the Federation's sustainability, expansion, and regional impact across the Arab world.

Guided by the Qatar National Vision 2030, the country is building a world-class health system anchored in quality, prevention, digital innovation, and long-term sustainability. Through Hamad Medical Corporation and a rapidly expanding private sector, Qatar has established itself as a regional benchmark for clinical excellence, integrated care, and patient safety.

Sustained investment in digital health, data integration, workforce development, public health preparedness, and smart infrastructure makes Doha a natural setting for a forum focused on strengthening the foundations of future-ready health systems.

Its diplomatic standing and world-class infrastructure make it an accessible, neutral, and credible convening ground for regional and international leaders.

The conversation taking place at MedHealth 26 could not be more at home anywhere else.



MedHealth forum organized by the Arab Hospitals Federation brings together healthcare visionaries and decision-makers from across the globe underscoring the industry's dynamic transformation and collective commitment to elevating healthcare standards.

Dr. Joe Hazel
Group CEO - Apex Health



WHY QATAR HEALTHCARE IS A STRATEGIC MARKET?

USD 6 Billion+ government investment in healthcare (10.5% of the national budget) signals strong national prioritization of the sector.

USD 2.85 Billion (by 2029) projected healthcare market revenue highlights a growing landscape for devices, services, and innovation.

5,385+ hospital beds and expanding facilities present significant opportunities in infrastructure and healthcare technology.

USD 4.2 Billion (2025) pharmaceutical market size, projected to grow to USD 10.6 Billion by 2034, reflects strong long-term sector expansion.

53,900+ Healthcare professionals are driving increasing demand for training, advanced solutions, and strategic partnerships.

#1 in the Arab region & **18th** globally
Qatar's healthcare quality ranking positions the country as an attractive platform for global brands and sponsors.

Qatar represents a strategic hub due to:

- Strong government backing, robust infrastructure, and centralized healthcare system.
- Rapidly expanding market for medical devices, digital solutions, and pharmaceuticals.
- A regional leader in healthcare quality, innovation, and patient-centered services, an ideal platform for exhibitors and sponsors.



EVENT HIGHLIGHTS

A Dedicated Leaders & CEOs Platform

Designed exclusively for ministers, health authority leaders, and hospital CEOs shaping the future of healthcare in the region.

Closed Executive Circles

Strategic roundtable discussions of 10–15 senior decision-makers engaging directly with their peers on high-impact, future-defining topics.

Policy-to-Execution Dialogue

Each Circle bridges sovereign policy, institutional leadership, and system-level implementation.

Peer-to-Peer Exchange at the Highest Level

No generic panels focused executive conversations among those responsible for real decisions.

Strategic Topics, Not Trends

AI governance, value-based performance, intelligent hospital design, workforce transformation, cross-border competitiveness, and leadership accountability.

Regional Influence, Global Perspective

Bringing together decision-makers from across the Arab world with international institutional partners.

The Premier Networking Space for Senior Healthcare Leaders

A rare environment where ministers, authorities, CEOs, and global organizations connect directly and meaningfully.

Designed for Decision-Makers, Not Observers

Participation structured to foster influence, alignment, and long-term collaboration.



THE THEME

STRENGTHENING FOUNDATIONS
IN THE ERA OF CHANGE

LEADERS IN ACTION



05.

Why This Theme

Leaders in Action: Strengthening Foundations in the Era of Change was chosen because this moment demands more than analysis, it demands collective executive responsibility.

Across the Arab world, healthcare systems are undergoing structural transformation. Artificial intelligence is redefining clinical and administrative decision-making. Financial pressures are forcing a shift from volume to value. Workforce fragility is testing institutional resilience. Sustainability is no longer optional. And patient expectations are rising faster than traditional systems can respond.

In this context, strengthening foundations is not a technical exercise. It is a leadership obligation.

Foundations are not built in isolation. Governance frameworks, digital readiness, workforce strategy, institutional discipline, quality standards, and financial sustainability are decisions shaped at the highest level by ministers, by health authority chairs, by hospital CEOs. When these leaders act independently, progress is fragmented. When they align in the same room, systems move.

This is precisely why MedHealth Doha 2026 is structured as an invitation-only assembly of decision-makers.

Strengthening foundations requires honest, peer-level dialogue among those who carry real accountability. It requires ministers discussing regulatory architecture with CEOs implementing it. It requires hospital leaders confronting workforce realities together. It requires policymakers and institutional executives aligning on what resilience truly means under financial and technological pressure.

The theme begins with **Leaders in Action** because foundations are not strengthened by policy papers alone they are strengthened by decisions taken by those with authority.

And it continues with **Strengthening Foundations in the Era of Change** because the era we are living in will not wait for fragmented reform. The conversations that determine long-term system stability must happen at the level where real authority sits.

MedHealth Doha 2026 creates that room.

A room where leaders do not speak in theory, but in responsibility.

A room where challenges are shared, pressures are understood, and structural decisions are examined collectively.

A room where strengthening foundations becomes a coordinated regional act not an isolated institutional effort.

This theme reflects a simple conviction: transformation without leadership alignment produces instability. Transformation guided by leaders, in action together, produces resilience.

And that is what this Summit is built to deliver.

THE CIRCLES

06.



SIX
CIRCLES
ONE
DIRECTION

1 **From Cure to Care:**
A Whole-of-System Agenda for Prevention,
Access, and Universal Health

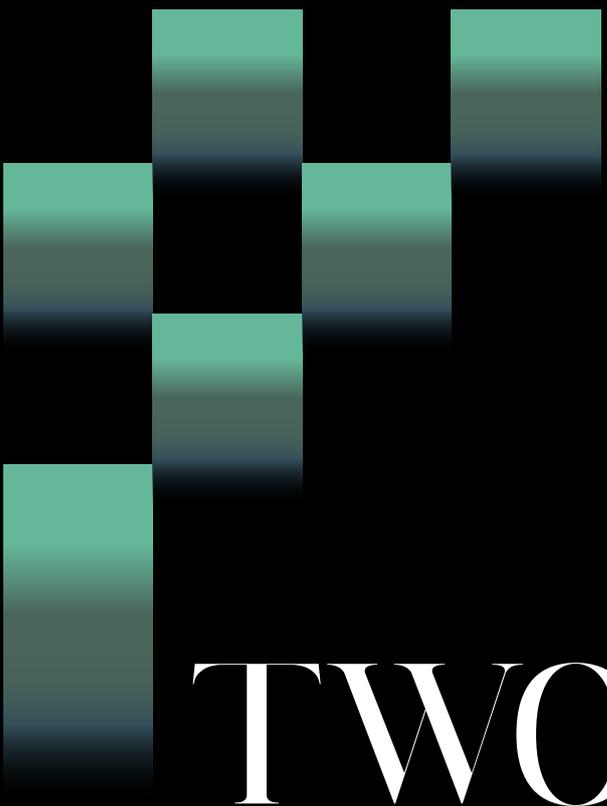
2 **Value Is the New Mandate:**
From Investment to Impact
*A Shared Accountability for Health
Outcomes*

3 **Running a Sustainable,
Intelligent Hospital Design**

4 **Human Capital in the Age
of Intelligent Health Systems**

5 **The Challenges of
Hospital Leadership**

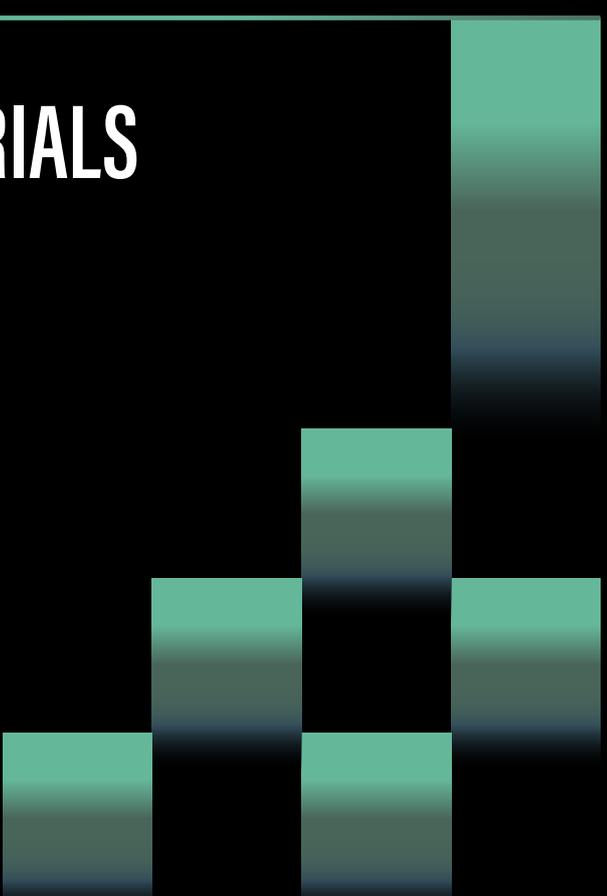
6 **Competing for
Global Patients:
Strategy & System
Readiness**



TWO WORKSHOPS FOR CEO'S & PHYSICIANS

1 HEALTH TOURISM

2 CLINICAL TRIALS



THE AGENDA



07.

DAY ONE: MONDAY 27 APRIL 2026

REGISTRATION & COFFEE

7.30- 8.45

OPENING CEREMONY

8.45 - 9.30

1 CIRCLE ONE

9.30 - 10.30

2 CIRCLE TWO

10.30 - 11.30

COFFEE BREAK & PRAYER

11.30 - 12.00

3 CIRCLE THREE

12.00 - 13.00

4 CIRCLE FOUR

13.00 - 14.00

LUNCH BREAK & PRAYER

14.00 - 15.30

5 CIRCLE FIVE

15.30 - 18.30

6 CIRCLE SIX | Panel & Workshop 1

16.30 - 18.30

7 PARALLEL Workshop 2

15.30 - 18.30

DAY TWO: TUESDAY 28 APRIL 2026 | FIELD VISIT

09.00 - 12.00



08.

WHO CONVENES



MedHealth Doha 2026 convenes a carefully curated community of 100 to 150 senior leaders representing the highest levels of decision-making across the Arab health economy. This is not an open gathering. Every participant is selected for the weight of their role and the relevance of their perspective to the challenges on the table.

The Forum brings together Ministers of Health, deputy ministers, and senior government strategists shaping national reform agendas. CEOs, presidents, and C-suite leaders from across the healthcare ecosystem driving institutional transformation. Leaders from life sciences, medical technology, and health innovation redefining how care is delivered and advanced. Academics, AI and digital health visionaries, and ecosystem architects defining the frameworks of next-generation health systems. Representatives from international organizations and regional public health agencies whose mandates span borders and systems.

Together, they represent the full spectrum of leadership required to advance healthcare across the Arab region, those who set the policy, lead the institutions, generate the knowledge, and build the partnerships that move systems forward.

MedHealth 26 gives this community a space to engage at the level their roles demand on what is coming, what must be built, and what only this calibre of leadership can decide.

MedHealth Doha 2026 is an invitation-only gathering limited to 100–150 senior leaders, selected for the weight of their role and their capacity to contribute to the highest level of healthcare dialogue in the Arab region.

Ministers & Government Leaders

Shaping national health policy, AI governance frameworks, and value-based reform agendas.

Hospital & Health System CEOs

Leading the region's most complex institutions with direct accountability for sustainability, performance, and transformation.

Health Authority & Regulatory Leaders

Defining the standards and oversight structures that govern care across the region.

AI, Digital Health & Innovation Leaders

Building the intelligent, data-driven health systems of the next decade.

Care Model & Integration Architects

Driving the redesign of care pathways and stakeholder convergence across the continuum of care.

Life Sciences & Health Technology Leaders

Advancing the quality, efficiency, and reach of care across the Arab world.

Medical Tourism & Global Competitiveness Leaders

Positioning Arab institutions within an increasingly competitive global healthcare landscape.

Academics & Knowledge Leaders

Shaping the evidence base and intellectual direction of healthcare transformation.

International and Regional Organizations

Representing global health bodies whose mandates span systems, borders, and sectors.



09 WHY PARTICIPATE



MedHealth Doha 2026 is not a conference you attend for content you can find elsewhere. It is a gathering you cannot afford to miss because of what happens when this specific community is in the same room.

Engage at the level your role demands A peer-only environment where ministers, CEOs, and visionaries exchange at the depth that their accountability requires.

Shape direction, not just discuss it Six closed-door Leadership Circles designed to move beyond dialogue toward decisions that travel back into systems and institutions.

Access the region's most consequential network 25 years of AHF relationships in one room. The partnerships built here define strategies for years ahead.

Stay ahead of the transformation Be at the center of how the Arab region responds to AI, value-based care, intelligent design, and global competitiveness not behind it.

Learn from those facing the same challenges Candid, peer-level exchange on the pressures no strategy document fully captures from leaders who carry the same weight.

Leave with more than insight Strategic clarity, stronger regional relationships, and direct exposure to the ideas shaping the future of Arab healthcare.

PARTNERSHIP OPPORTUNITIES

MedHealth Doha 2026 offers a rare opportunity for organizations whose mission aligns with advancing healthcare transformation across the Arab region and globally.

Partners engage directly not as exhibitors, but as strategic participants, alongside ministers, health authority leaders, hospital CEOs, and international decision-makers.

Partnership is selective, reserved for organizations that bring genuine contribution to the forum's agenda and to the long-term strengthening of health systems.

10



** For partnership inquiries, please contact the Arab Hospitals Federation.*

HOW TO REGISTER

Personal Details

Full Name:	
Job Title:	
Place of Work:	
Mobile:	
Country:	State:
City:	Tel (work)
Email:	Fax:

Registration Fees

Please select the category that is relevant to your specialty.

REGISTRATION CATEGORY	EARLY BIRD	LATE REGISTRATION After 1 APRIL
Category A	FREE \$	
Category B	700 \$	1000 \$

A confirmation email will be sent upon receipt of your registration form. Please note that full payment must be received prior to the event. Payment can be made via CASH or Bank Transfer.

Registration Categories

Category A:

MOH, Healthcare Authorities, AHF Members

Prices include access to the Conference, Exhibition Area, Coffee Breaks and Lunch, Workshop, AHF Certificate and Field Trip.

Category B:

AHF Non Members + Companies

Seats are limited only for in-person / physical registration.

Payments

Please choose one of the following mode of payment

By Cash By Bank Transfer

All payments details will be sent in the Invoice

Cancellation / Substitution Policy

Registration once confirmed is non - refundable. If you are unable to attend, a substitute delegate will be very welcome in your place. We would require an email to be sent 2 weeks prior to the event dates to accommodate a substitute request.

Bank Transfer Details

BANK NAME : PROCONNECT MANAGEMENT SERVICES - FZCO
IBAN: AE11086000009412078943
BIC/SWIFT: WIOBAEADXXX
ACCOUNT NUMBER: 9412078943

EXCLUSIVE
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SUMMIT

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