EXCLUSIVE PLATFORM

MH26

MedHealth Doha

22 / 23 NOV 2026

SHERATON GRAND DOHA HOTEL

25 YEARS OF EXCELLENCE

إتحاد المستشفيات العربية

ARAB HOSPITALS FEDERATION

STRATEGIC PARTNER

Apex Health

The 26th Edition

LEADERS & CEOs SUMMIT

LEADERS IN ACTION

STRENGTHENING FOUNDATIONS IN THE ERA OF CHANGE

Content

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 TRACKS

07 AHF Leaders Select 2026

08 THE AGENDA

09 WHO CONVENES

10 WHY PARTICIPATE

11 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 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 is designed for.

We are proud as federation to announce the theme of this Summit :
"**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 various Leadership Circles, MedHealth creates space for the conversations that matter most on AI governance, human capital, 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 Summit 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 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 Summit.

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 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.

02.

THE MOMENT WE ARE IN

26
EDITIONS

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 is the platform where that leadership convenes.

10452
ATTENDEES, PARTNERS & SUPPORTERS

1250
VISIONARY SPEAKERS

30
PARTICIPATING COUNTRIES

+250
MINISTERS & LEADERS

> In a world where healthcare challenges are becoming increasingly complex, the Arab Hospitals Federation's collaborative spirit has enabled an automated approach to tackling these issues.

HE. Prof Khaled Abdel Ghaffar
Minister of Population and Health – Egypt

03. WHY DOHA

Qatar is not simply a host. It is a demonstration of what this Summit 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.

> **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.**
>
> **Mr. Joe Hazel**
> **Group CEO - Apex Health**

Sustained investment in digital health, data integration, workforce development, public health preparedness, and smart infrastructure makes Doha a natural setting for a Summit 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 could not be more at home anywhere else.

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

04.

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.

AHF Leaders Select | 2026

AHF Leaders Select celebrates the executive leaders who are redefining hospital leadership and transforming healthcare across the Arab world.

Strategic Topics, Not Trends

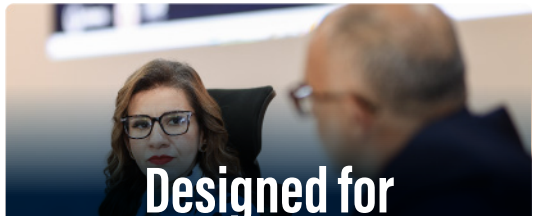
AI governance, human capital, intelligent hospital design, workforce transformation, cross-border competitiveness, and leadership accountability.

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

LEADERS IN ACTION

STRENGTHENING FOUNDATIONS IN THE ERA OF CHANGE

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.
Healthcare across the Arab world is being reshaped by artificial intelligence, financial pressures, workforce challenges, sustainability demands, and rapidly evolving patient expectations. In this era of change, strengthening foundations is not a technical task—it is a leadership responsibility.

Governance, innovation, resilience, quality, and sustainable transformation begin with those who make the decisions.

That is why MedHealth Doha brings together ministers, health authority leaders, hospital chairmen, and chief executive officers in an invitation-only Summit where strategic dialogue leads to collective action.

Leaders in Action: Strengthening Foundations in the Era of Change
reflects our belief that the future of healthcare will be shaped by leaders who act together, not institutions that work alone.

MedHealth Doha 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 TRACKS

06.

SIX TRACKS ONE DIRECTION

1. **From Cure to Care:** A Whole-of-System Agenda for Prevention, Access, and Universal Health
2. **HUMAN CAPITAL IN THE AGE OF INTELLIGENT HEALTH SYSTEMS:** Building Workforces That Keep Care Human
3. **THE CHALLENGES OF HOSPITAL LEADERSHIP**
4. **RUNNING THE FUTURE SUSTAINABLE, INTELLIGENT HOSPITAL**
5. **COMPETING FOR GLOBAL PATIENTS:** Strategy And System Readiness
6. **FIELD VISIT - FROM THE BOARDROOM TO THE BEDSIDE**

AHF Leaders Select | 2026

07.

AHF LEADERS SELECT | 2026

Named by Merit. Defined by Impact. Remembered for Leadership.

Not Everyone Leads. Few Leave a Mark.

Description

Every year, hospitals transform lives. Behind every successful hospital stands a leader whose vision, courage, and decisions shape the future of healthcare.

AHF Leaders Select is the Arab Hospitals Federation's exclusive selection of hospital executive leaders whose achievements have created measurable impact, inspired innovation, and transformed their institutions.

This is not an award. It is not a popularity contest. It is not a commercial ranking. It is a distinguished selection reserved for executive leaders whose leadership has become a benchmark for excellence across the Arab healthcare sector.

Being named to AHF Leaders Select | 2026 signifies more than professional success, it reflects a legacy of leadership recognized by one of the region's most respected healthcare organizations.

Every name selected tells a story. A story of vision. Of resilience. Of transformation. Of impact.

The Selection

Selection to the AHF Leaders Select is conducted through a rigorous and independent evaluation process led by the Arab Hospitals Federation.

An independent jury composed of respected healthcare leaders, governance experts, and internationally recognized professionals reviews each candidate against a comprehensive set of leadership and institutional performance criteria.

The evaluation goes beyond titles and reputation. It recognizes executive leaders who have demonstrated measurable achievements, strategic vision, organizational transformation, innovation, governance excellence, financial sustainability, workforce development, quality improvement, patient-centered care, and a lasting contribution to advancing healthcare in the Arab world.

Only those whose leadership reflects these standards are named to the AHF Leaders Select.

The Unveiling

The AHF Leaders Select is officially unveiled each year during the Arab Hospitals Federation Annual Forum, in the presence of ministers of health, hospital owners, chairmen, chief executive officers, policymakers, and international healthcare leaders from across the region and beyond.

Being named to the AHF Leaders Select is more than an individual distinction, it is recognition that a leader's vision, achievements, and institutional impact have helped shape the future of healthcare in the Arab world.

> I commend the unwavering dedication of the Arab Hospitals Federation in advancing health and humanitarian initiatives and its long-standing commitment to enhancing health care across our Region.
>
> **Dr. Hanan Balkhy**
> Regional Director- WHO / EMRO

THE AGENDA 08.

WHO CONVENES

09.

MedHealth Doha 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 Summit 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 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 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.

WHY PARTICIPATE

MedHealth Doha 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 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 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 Summit 's agenda and to the long-term strengthening of health systems.

11.

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

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