



LEBANESE UNIVERSITY FACULTY OF MEDICAL SCIENCES STRATEGIC PLAN 2023-2028

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DEAN'S MESSAGE

MOHAMAD A. MOUSSA, MD, FEBU

DECEMBER 2023

ON JAN 5, 2023, ON A PATH OF EXCELLENCE

The Faculty of Medical Sciences is actively pursuing excellence in medical education, clinical training, and healthcare services through collaborations with local and international institutions. Since its inception, it has consistently produced top-tier physicians with advanced skills and ethical training. The Faculty of Medical Sciences is committed to obtaining full academic accreditation, aligning with international standards, and is diligently working on curriculum evaluation and development. The faculty is also fostering scientific research among students, introducing new master's research programs, and expanding specializations to align with global advancements. Efforts extend to implementing a residency program, strengthening ties with hospitals, forming agreements with international institutions, and engaging with alumni. Administrative empowerment and IT infrastructure development are underway, along with the establishment of academic advisory committees. These committees aim to uphold high academic standards and foster a collaborative and supportive educational environment. These committees are likely composed of experienced faculty members and experts who provide guidance on curriculum development, program evaluation, and other academic matters. The involvement of such committees reflects a dedication to continuous improvement and adherence to best practices in medical education. The Faculty is integral to an ongoing renaissance movement, enhancing medical education and empowering students and graduates for a promising future.

MISSION

Our mission is to educate students to become knowledgeable, skilled, and caring physicians dedicated to lead in medical practice and research, to provide the best, most ethical and compassionate patient care, and to promote health and wellness among people and communities in Lebanon and the region. The faculty is committed to provide an excellent environment in education and research, fostering innovation and advancement in the medical and clinical sciences.

VISION

To be a recognized national and international medical school for excellence in:

- ➔ **Medical education**
- ➔ **Research**
- ➔ **Patient care**
- ➔ **Community & Global impact**
- ➔ **Diversity, Equity & Inclusion: Sociodemographic, Religious & Regional backgrounds**

OUR CORE VALUES

➤ Excellence in Medical and Biomedical Education

TheStrive for continuous improvement and evolution in curriculum design and educational strategies to deliver a robust medical education.

➤ Research and Innovation

Establish an impactful research environment, emphasizing innovation in biomedical sciences, medical education, and healthcare.

➤ Clinical Competence

Provide outstanding clinical training, ensuring students acquire the skills and competencies essential for patient-centered care.

➤ Diversity and Inclusion

Cultivate a rich and supportive learning environment that fosters inclusivity among students, faculty, and staff.

➤ Integrity in Medicine

Shape students into proficient health educators and coordinators of care, emphasizing the paramount importance of integrity in medical practice.

➤ Professional Ethics

Instill in students a profound understanding of medical ethics and bioethics, emphasizing their application in medical practice.

2023 - 2028

STRATEGIC GOALS

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MEDICAL EDUCATION

Improve the educational program through a phased integration strategy, creating a coherent, dynamic, and forward-thinking learning environment that is in line with changing healthcare needs and raises the program's overall quality

RESEARCH

Cultivate a collaborative research culture, advance research through education programs, innovate and enhance research infrastructure, establish a unified and transparent research evaluation system, promote attractive scientific careers, secure necessary funds, increase research visibility, and implement a systematic evaluation of research productivity.

PATIENT CARE

Foster a culture of ethical conduct, integrate quality management and patient safety into education, emphasize medical ethics principles, and establish a multidisciplinary ethics committee in order to ensure compliance, improve clinical outcomes, and balance patient autonomy with beneficence and justice with nonmaleficence in medical care decisions. Additionally, enhance the overall quality of healthcare delivery.

2023 - 2028

STRATEGIC GOALS

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COMMUNITY & GLOBAL IMPACT

Elevate LU-FMS internal and external communications in a manner that promotes transparency, collaboration, and mission-connectedness, along with establishing alumni chapters for mutual benefits and enhancing educational and research initiatives through alumni contributions.

DIVERSITY, EQUITY & INCLUSION

Prioritize diversity, equity, and inclusion (DEI) by integrating inclusive policies and processes, implementing DEI education, developing mentorship programs, reviewing admissions procedures, and instituting annual assessments.

RESOURCE ALLOCATION

Evaluate the efficiency of the medical education program, reassess policies and procedures, and address budget concerns through fair resource allocation. Align talent, facilities, and technology management for sustained improvement in LU-FMS.



MEDICAL EDUCATION

In order to pursue a continuous improvement of the quality of the LU-FMS educational program, the following goals have been delineated:

Short-Term Plans:

- General review and adjustment of existing courses in order to ensure that the curriculum is delivered adequately.
- Changes in curriculum design to provide overarching perspectives for a better understanding and integration of elements within education programs to impact student's preparation for practice.
- (Starting the clinical clerkship at the 4th or 5th year instead of the 6th year is crucial for the earlier development of clinical competence of the student).
- Integration to the existing curriculum courses such as Disaster Medicine with standardized guidelines and methodology including the use of virtual reality simulations and drills.
- Creation for students of an online access to international medical journals (PubMed), giving the opportunity for online educational resources for learning and to keep pace with recent medical and research scientific developments.
- Creating awareness among students, faculty, and stakeholders about the value and benefits of simulation-based training.
- Expanding the scope of education beyond standard coursework by offering a variety of on-site and online degrees → can be done before MD degree, in addition to that, we may integrate online diplomas to go more in-depth ex: diplomas in ultrasound machines, simulation, quality management, and patient safety. Many more.
- Implement mentorship programs, pairing junior medical students with senior students or residents to facilitate discussions on students' objectives and strategies to achieve their goals.
- Enhance the diversity and duration of medical training within hospitals. Introduce OSCEs to assess students' clinical skills.
- Provide ongoing professional development for faculty through workshops and seminars. Focus on effective evaluation methods for students and the art of constructing meaningful MCQs.
- The KPI's related to education that are reflected in the Program Evaluation Committee PEC reports such as Docimology and Student/ staff assessments etc.
- Enhance the performance of the continuous Professional development committee CPD and the curriculum committee CC and the Student Assessment Committee SAC with the PEC are sharing their reports and discussing current and future plans.

Mid-Term Plans:

- Integration of interdisciplinary projects by organizing case studies (case scenarios) with the collaboration of different specialists (medical and surgery) treating specific pathologies such as chest pain, abdominal pain, dyspnea, fever, ... These special learning activities will be designed to achieve all the learning objectives and competencies.
- Integrate training modules in other healthcare disciplines, such as nursing skills.
- Integrate volunteering into the student curriculum such as primary health care and encourage participation in community-related activities.
- Electronic simulations
- Implementation of a training of medical students in health promotion and community health in collaboration with the Medical Center of the Lebanese University (Primary Health Care Center).
- Introduction to the curriculum program a clerkship rotation in the Primary Health Care Center of the University (Lebanese University Medical Center)
- Collaborative initiatives between departments.
- Develop training and educational tools such as the use of gamification to improve decision making (mixed-method study). Additionally, establish a good e-learning form support.
- Validate and standardize the trainings/ teaching materials that the interns are getting in the different hospitals.
- Set training sessions for the Problem Based Learning PBL teaching method in order to apply it in our clinical clerkship.
- Check the possibility of providing our students with BLS, ILS or ALS (Basic life support, immediate life support and or Advanced life support) since it is needed in their future career.

Long-Term Plans:

- Substantial changes to the curriculum structure: Structure the curriculum as organ/system-based in specific years.
- Introduction of Module system in different courses
- Introduction of elective courses
- Improvement of Quality control to assure the quality of its assessments and to improve the performance of academic staff, courses, and the institution.
- The utilization of simulation in our university, notably with the advanced obstetric patient simulator, Victoria, is an integral part of our training strategy for students.
- Integration of simulation within our program by incorporating the 7Ps: people, place, provisions, equipment, process, publicity.

1. Place: create a clinical simulation center where all specialties benefit from it for technical and nontechnical skills, in addition to assessment of medical students (OSCE): objective structured clinical examination.
 2. People: assigned simulation coordinators for scheduling and administrative work of the simulation center and select people who are experts in giving simulation sessions in different specialties.
 3. Provision: ensuring the simulation scenarios, equipment, and processes are appropriately organized and presented to maximize learning outcomes: equipment, materials, and budgeting should be part of the strategic plan of the LU- FMS, some simulators are present like VICTORIA (120k \$) should be used more efficiently.
 4. Process: simulation should be incorporated into the curriculum, not as an additional structure related to the course. For example: finishing a certain topic and then allocating time in the upcoming sessions or a certain session to expose the students to the simulation concerning it. This can reinforce the learning objectives and practical application of the material covered.
 5. Publicity: simulation should be one of the backbones that should be marketed and branded on the website.
- The attainment of a clinical simulation diploma to recognize and accredit the mastery of skills acquired through these simulated experiences.
 - Product: OSCE, OSAT, tabletop exercise (discussion-based sessions where team members meet in an informal, classroom setting to discuss their roles during an emergency and their responses to a particular emergency situation), clinical simulation, diploma, and other certificates related to all specialties.

RESEARCH

The law grants universities real autonomy, and the ability to better fulfill the missions assigned to the public service of higher education, which are quality training, initial and continuous, high-level research, guidance and professional integration of students, dissemination of scientific culture, and national and international cooperation. This applies to the Lebanese University, the only public university in Lebanon.

Three pillars are known for research:

- P1. Balanced development of all research: fundamental research for the production of knowledge and knowledge, and research for societal purposes, aimed at meeting the expectations of our fellow citizens.
- P2. The development of interfaces and cooperation between research actors, by a dynamic of bringing together research actors at the national level, and by the development of partnership research between academic research and that of private companies.
- P3. A development based on a global and long-term strategy, aimed at strengthening trust between the company and its research, with renewed governance.

The strategic goals of LU-FMS Medical School for research are as follows:

GOAL 1: Create a collaborative culture for research

This goal will serve to bring together energies and facilitate cooperation between research actors. This can be done with teachers, students and employees.

1. Provide and develop an environment of cooperation and partnership. This is done mainly through multidisciplinary research teams, when possible.
2. Explore new areas of research through leading interdisciplinary research initiatives involving national and international collaborations.
3. Encourage teachers active in research to offer training / seminars of generic nature, such as good research practices, research methods, how to write a thesis, the principles of a literature review, research ethics, the organization of authors on publications, good research and publication practices...
4. Launch scientific days by encouraging collaborative coordination and take profit of the quality of research and its relations with the socioeconomic world.
5. Support the development of research in the fields of human medical sciences (with social, economic and educational aspects), while emphasizing multidisciplinary and interdisciplinary research topics.
6. Support the integration of new researchers, support mobility within and outside the country:

- The mobility of undergraduate, master's and doctoral students to European and American research laboratories is desirable.
 - The mobility of teachers is encouraged, whether for the improvement of research or for preparation for the diploma of habilitation to direct research (HDR)
 - Multi-university projects are encouraged.
7. Establish close links between public and private research. A collaboration at the level of teaching for research (Research Masters) and through research (students' projects) would be good venues for starting collaborations.
 8. It is also very important to establish collaborations, aiming to have multidisciplinary projects that can be published in journals with better impact:
 - Between researchers from different departments/ faculties/ universities/ institutions
 - Between researchers and external donors, locally or internationally

GOAL 2: Promote research through education programs and projects with national and international support.

1. Broaden the opportunities for students / professionals to participate in research projects under the mentorship of professors, which helps them to get involved in research.
2. Develop and implement postgraduate training and professional development programs. University degrees related to research could be added, if necessary.
3. The system could better cover certain fields and certain aspects of the research, with pairing of various methods in particular.

GOAL 3: Evaluate and improve the research infrastructure on the basis of innovative programs and best practice models.

1. Intensify the innovation dynamic, develop and implement clear policies and procedures to improve innovation.
2. Build recognized national centers of excellence for research in certain fields, after reassessing the resources and structure of the teams to support innovation and quality (consider accreditation of research structures).
3. Develop clear procedures for internal requests for grants and materials.
4. Structure, activate, and improve the functioning of research laboratories: The regrouping of research teams in laboratories after the implementation of a reference framework for the creation of new laboratories.
5. Develop an effective budgeting system to support research activities. The establishment of the inventory of research platforms and the maintenance of heavy and semi-heavy equipment and analysis devices will be very useful (if available).

GOAL 4. Build a unified, coherent and transparent research evaluation system.

The main performance indicators will be the quality and volume of its knowledge production, its visibility and its value. We must therefore pursue a policy of scientific production: whatever the themes and phases of research, it is important to develop a harmonized policy for scientific production, based on publication and promotion. This objective must take into account the current rules which prevail worldwide for the evaluation of the quality of scientific production, as well as their biases.

- Basic, preclinical, clinical or health research can have a global impact; they must be the subject of publication in international journals with high impact.
- For some research, the applications are much more direct and closely linked to the local context. It may be beneficial to publish it in local or regional journals of as good quality as possible, for better local visibility and usefulness.

GOAL 5. Offer attractive and progressive scientific careers.

The valuation of research at the school/department levels depends on its valuation at the university level. However, it is possible to consider several points when allocating courses for teacher-researchers:

- Evaluate research productivity regularly, at the level of teams and teachers.
- Apply a clear promotion and recruitment policy. These policies would need to be regularly revised and better applied, based mainly on innovation.
- A rating system or scale will be granted to each evaluated file: this should be done during recruitment, regularly, and for promotion. The evaluation principles must be clearly explained in a special document.
- Taking into account the average number and the impact of articles published annually (for example, an annual prize for the best researcher of the faculty, which could be awarded during an annual scientific day)
- Taking into account the number of doctoral theses, research master's theses and science theses that are directed, if any.

GOAL 6 – Collect necessary funds for research

Expand the resources related to doctoral programs by securing external funding from different sources and agencies, to create vital and sustainable research teams and programs, to increase national recognition and competitiveness, and prioritize programs of research.

- a. Grants/scholarships to students
- b. Research funded by university funds
- c. Research financed by government funds, ministries, and other public authorities
- d. Research financed by private funds / WHO, grants from firms and private companies (without restriction), and international donors (Bill Gates foundation, Bloomberg initiative, IDRC, etc.).

GOAL 7. Improve the visibility of research in the institution

1. Broaden the communication of research results to inform and influence the scientific community, professionals, the general public and decision-makers; via newsletter publication, "Open Day", inter-school/department days, calendar of research activities, publication on the website...
2. Encourage the publication of results in recognized journals and sites. Help should be given to researchers for this purpose. Research activities are also archived and monitored on international platforms (ResearchGate and Google Scholar for example); this monitoring would serve to improve policies for researchers.

GOAL 8. Establish a system for the regular evaluation of research productivity.

Document research activities, results, budget, resources to improve transparency, impact and results. This should be done according to a clear scientific watch plan. This system would also help to promote the institution globally, regionally and nationally, and improve its ranking relative to other universities.

Others:

1. Possibility of offering master degree in Public Health as the rest of the Medical Schools
2. Possibility for the medical students to join medical research with Wet Lab component

PATIENT CARE

The strategic goal of LU-FMS Medical School for patient care encompasses both short-term and long-term objectives, with a focus on quality management, patient safety, and medical ethics.

Short-Term Plans:

- Introduce diplomas or master's programs addressing patient safety to enhance clinical outcomes and overall healthcare performance.
- Form a dedicated Ethics Committee to ensure compliance with medical ethics and professional conduct among faculty members (already formed, it is at the Storming Phase of TUCKMAN'S TEAM Phase). This committee's role is to uphold professional standards, including honesty, dignity, competence, and scientific integrity.
- Emphasis on Medical Ethics Principles:
 - o Nonmaleficence: Oblige healthcare professionals to refrain from causing harm intentionally or unintentionally.
 - o Justice: Advocate for fair and impartial treatment of patients based on consistent standards.
 - o LU-FMS Ethics Committee: A multidisciplinary committee addressing ethical issues, providing recommendations, and educating healthcare providers, patients, and families.
 - o Beneficence: Encourage acts of mercy and kindness to benefit patients' health.
 - o Respect for Autonomy: Acknowledge the values and decision-making rights of autonomous individuals, balancing autonomy and beneficence in medical care decisions.
- Apply evidence-based practices, continuous improvement, and a commitment to providing the best possible care to patients.

Long-Term Plans:

- Incorporate quality management and patient safety into the curriculum to train medical students at the undergraduate and postgraduate levels. The emphasis is on improving clinical outcomes, performance, and patient-centered care.
- Establish a program, progressing from general certificates to diplomas and master's programs, by outsourcing qualified experts in quality management and patient safety. This approach aims to offer comprehensive training experience.

COMMUNITY & GLOBAL IMPACT

The strategic goal of LU-FMS Medical School for Community & Global Impact encompasses both short-term and long-term initiatives to foster a positive culture, community engagement, and global outreach.

Short-Term Plans:

- Strive to create an inclusive and welcoming culture within LU-FMS, ensuring everyone feels valued and supported.
- Enhancing health and health impact is at the core of our work. As such, the symbiotic relationship among the LU-FMS and university medical centers is a key part of delivering on this promise, not just for our patients, but also for the faculty, staff and students who train and do research with us. While these entities are each separate and distinct, our efforts to drive health care, innovation, education and achievement are interdependent. To successfully execute this goal, we will need to work in strong partnership with them.
- Elevate the school's internal and external communications in a manner that promotes transparency, collaboration, and mission-connectedness.
- Increase visibility in the community through open-campus events, and active participation in community service and experiential education.

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Here are notable events featured on the LU website:

Event 1: National General Assembly (NGA) of Lebanese Medical Students International Committee (LeMSIC)

LeMSIC is currently participating with the MOPH in all of its health awareness programs with a combined LOGO of LeMSIC with the MOPH on the official page of MOPH on Instagram.

The Lebanese Medical Students International Committee (LeMSIC) held its National General Assembly (NGA) in the Lebanese University Faculty of Medical Sciences, with over 300 medical students from all 8 Lebanese medical schools, namely LU, AUB, USJ, LAU, BAU, UoB, USEK, and SGUB. This NGA encompassed 50 sessions conducted by proficient LeMSIC certified trainers, from LU-FMS and the other medical schools, in addition to interactive booths and a panel discussion, graced by distinguished experts from WHO, MoPH, and the ICRC, alongside the esteemed Dean of LU-FMS, Professor Mohamad Moussa. This assembly provided an invaluable platform for engaging discourse, fostering insightful learning, and networking among aspiring medical students all over Lebanon.

The event was a full-day educational and recreational experience for medical students to get to know LeMSIC and meet their peers from all over the country. If it was a success, it was due to the amazing collaborative efforts of the organizers and the faculty who were ready to

help all throughout. The article is published on UL Website:
<https://www.ul.edu.lb/common/news.aspx?newsId=5233>

Event 2: Blood Drive event scheduled on November 28th, 2023, at the Faculty of Medical Sciences

🩸 Join us on Tuesday, November 28th, for a lifesaving Blood Drive with DSC Club-LU and Al Zahraa Hospital at The Faculty of Medical Sciences, Hadath, from 10 am to 2 pm. Let's make a difference together! 🤝

For more info, check the website: <https://damlb.com/en/#BloodDrive#DonateLife>

The announcement is published on UL Website:

<https://www.ul.edu.lb/media/announcements/default.aspx?facultyId=0&announcementId=10569>

Event 3: National Blood Drive on November 29.

🩸 LeMSIC Blood Donation Campaign - Save Lives with Us! 🩸 LeMSIC is proud to host a crucial Blood Donation Campaign as part of our disaster management campaign in collaboration with the Lebanese Red Cross and the Ministry of Public Health. Your participation can make a significant impact on lives.

Date: Wednesday, 29 November

Time: 12-2 pm

Location: Faculty of Medical Sciences - LU

The announcement is published on UL Website:

<https://www.ul.edu.lb/media/announcements/default.aspx?facultyId=0&announcementId=10570>

Event 4: Outstanding Achievements at Seventh Annual Urology Research Forum, AUB – December 2nd, 2023

The Seventh Annual Urology Research Forum, hosted by the American University of Beirut Medical Center (AUBMC) on December 2nd, 2023, showcased remarkable contributions from the Lebanese University Urology Department, with a particular standout performance from one of its residents.

The Lebanese University Urology Department proudly participated in the forum, presenting a total of four abstracts that demonstrated cutting-edge research in the field. Among the standout contributors was Linda Chamma, a resident (R2) at Al Zahraa Hospital UMC, whose exceptional work earned her the prestigious Best Abstract Prize.

The forum showcased a commitment to advancing urological research and healthcare practices, reinforcing Lebanon's dedication to pushing the boundaries of knowledge in the field. The success of this forum was attributed to the efforts of Dr. Albert Hajj, who played a pivotal role in organizing and overseeing the proceedings.

<https://www.facebook.com/100055815513295/posts/pfbid02PkJbNF7UMmcWvruhCmf28pYoQNrKsxbyge5YJHb17UZykXWKhtJrd3PwuEnYEAeBl/>

Long-Term Plans:

- Continually improve our culture – One that is inclusive, safe, respectful and supports the well-being and professional development of learners, staff and faculty. This goal will be fulfilled through a combination of actions focused on continuous improvement and accountability. We will work to continually improve our environment and culture to be more supportive, fair and accountable. In doing so, we work toward a better culture that engages with, cares for and includes everyone who works for, is educated by and advances discovery at the LU-FMS.
- Health Systems Science – Develop future healthcare professionals and scientists well-versed in humanities, biomedical sciences, and health systems sciences, to enhance health and community impact. This goal will improve health by addressing major health challenges and enhancing community impact through continuous quality improvement. This will enhance our understanding of how care is delivered, how researchers, educators and health professionals work together and how the health system will improve health and health care delivery. We will transform health care and the health of society by incorporating these learning objectives into the curriculum of our learners and their subsequent application to patients and society going forward.
- Alumni – Creating alumni chapters in different countries will have a bi-directional win-win opportunity for the university and its graduates, their input will help in giving online sessions as part of online diplomas in different topics mentioned above, in addition to improving high-quality publications, research...

DIVERSITY, EQUITY & INCLUSION

The strategic goal of LU-FMS Medical School for Diversity, Equity & Inclusion is focused on implementing comprehensive initiatives in the short to foster a more diverse, equitable, and inclusive environment. Key components include:

Short-Term Plans:

- Integrate diversity, equity, and inclusion culture into the organization, ensuring that DEI is a priority and develop and implement inclusive policies and processes across the medical school.
- Include elective courses in the curriculum to raise students' understanding of issues related to racism and bias in medicine as well as the effects of systemic racism in the healthcare system.
- Increase DEI education, engagement and capacity-building through professional development, community building, and educational opportunities.
- Enhance our mentorship and leadership training programs in a manner that promotes EDI (equity, diversity, and inclusion) and provides growth opportunities for all LU-FMS employees.
- Assess and adapt student admissions and selection procedures to align with DEI objectives. Ensure that the processes are designed to enhance diversity and inclusivity among the student body.

Mid-Term Plans:

- Establish annual review processes for evaluation and assessment of ongoing DEI initiatives and programs.

RESOURCE ALLOCATION

The strategic goal of LU-FMS Medical School for Resource Allocation involves both short-term and long-term measures to ensure effective and efficient use of resources.

Short-Term Plans:

- Set up a Program Evaluation Committee to assess aspects of efficiency and effectiveness of medical education program at LU-FMS medical school.
- Reassessing all policies and procedures from various perspectives – including the operational Impact, the efficiency and effectiveness in achieving intended learning outcomes, the students, staff and faculty well-being and satisfaction, the needs and expectations of patients, and the flexibility to accommodate evolving needs and technologies.
- Allocate human resources to assist with administrative responsibilities within the faculty, and to support curriculum development, educational technology, and research initiatives. Ensure that staffing aligns with the identified needs and goals for continuous improvement.
- Develop KPI's for each of the goals in order to have objective feedback.

Long-Term Plans:

- Assess the operational aspects and budget allocation within the faculty, acknowledging partial government funding.
- Engage in discussions to evaluate the appropriateness and adequacy of current resource distribution, focusing on fair and sufficient allocation for education by conducting needs assessments involving various stakeholders.
- Create a comprehensive renewal plan aligned with the institution's mission, accreditation standards, and evolving healthcare demands. This plan should include budgeting for faculty development, infrastructure upgrades, technology acquisition, and research projects.
- Enable essential strategies, from talent management to facilities management to technology management, to sustain the LU-FMS vision and the strategic goals of 2028 for the future.

LU-FMS MEDICAL SCHOOL LEADERSHIP

FACULTY COUNCIL HEAD OF DEPARTMENTS

Mohamad Moussa, MD, FEBU
Dean of the Faculty of Medical Sciences
Head of Surgery Department
Lebanese University

Maroun Ghabash, MD
Head of Anaesthesia and Intensive Care
Department

Fadi Abou Mrad, MD, PhD
Head of Forensic Medicine Department

Claude Sader Ghorra, MD
Head of Histopathology Department

Majdi Hamadeh, MD
Head of Internal Medicine Department

Jihad Al-Hassan, MD
Head of Obstetric Gynecology
Department

Saada Alame, MD
Head of Paediatrics Department

Mirna N. Chahine, PhD
Head of Basic Sciences Department
President of the International Relations
Clinical Program

STRATEGIC PLAN ADVISORY BOARD

Assaad Mohanna, MD
Professor of Radiology
Head of the Strategic Plan Advisory Board
Committee

Alain Kortobawi, MD
Head of Emergency Medicine Department

Bassam Mansour, MD
Head of Pulmonary Division

Doumit Semaan, MD
Head of Orthopaedic Division

Georges Yared, MD
Professor of Obstetrics and Gynecology

Hayat Hariti, PhD
Head of the Neuroscience Research Center,
LU

Joseph Al-Khalil, MD
Head of Anatomy Division

Majdi Hamadeh, MD
Head of Internal Medicine Department

Maroun Ghabash, MD
Head of Anaesthesia and Intensive Care
Department

Antoine Kachi, MD
Head of General Surgery Division

Ziad Mansour, MD
Head of Cardio-Thoracic Surgery
Division

STRATEGIC PLAN 2023-2028 COMMITTEE HEADS:

- **Medical Education:** Antoine Abou Rached, MD, Head of Curriculum Committee; Saada Alame, MD, Head of Student Assessment Committee
- **Research:** Pascale Salameh, PharmD, MPH, PhD, HDR, Head of Research Committee; Wafaa Takash, PhD, Head of Thesis Committee
- **Patient Care:** Fadi Abou Mrad, MD, PhD, Head of Ethical Committee Regulations
- **Community & Global Impact:** Youssef Hazimeh, MD, Head of Student Counselling Committee; Walid Alameh, MD, Head of Continuing Professional Development Committee
- **Diversity, Equity & Inclusion:** Assaad Mohanna, MD, Head of Strategic Plan Advisory Board
- **Resource Allocation:** Mona Al Buaini, MD, Head of Quality Assurance Committee; Khalil Charafeddine, MD, Head of Program Evaluation Committee

Moving forward, a key strategy for effective execution involves each committee developing a comprehensive implementation plan. This plan will meticulously outline the activities required, specify responsible parties or stakeholders, establish a realistic timeline, and define Key Performance Indicators (KPIs) for monitoring progress. By detailing the specific actions to be taken, assigning clear ownership to individuals or teams, setting achievable timelines, and identifying measurable indicators of success, these plans will not only provide a roadmap for implementation but also ensure accountability and enable regular assessment of progress. This approach will foster a structured and systematic way to achieve goals, facilitating transparency, efficient resource allocation, and the ability to adapt strategies as needed to meet objectives effectively.



LEBANESE UNIVERSITY
FACULTY OF MEDICAL SCIENCES
2023 - 2024

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