



الشركة الوطنية لمشاريع التكنولوجيا
National Technology Enterprises Company



الكويتية للعلوم الحياتية
Kuwait Life Sciences

Kuwait 2015 Health Mega-Projects Report

INTRODUCTION

The purpose of this report is to highlight the upcoming mega-projects in the Kuwaiti healthcare sector. We define a mega-project as having a value of 100mn KD or ~350 m USD or above. There are currently nine entities developing 21 large scale mega healthcare projects in Kuwait. The total value of these projects is approximately over **3.5 bn KD or 12 bn US dollars** and will add almost **11,200 beds**.

The following entities are involved in the aforementioned projects:

- 1) **Ministry of Health** – is adding approximately **4,600 beds, 150 operating rooms** and **500 outpatient clinics** across eight different hospital projects (four general and four specialized) have been planned by the MoH at with an estimated total budget of approximately **1.25 bn KD or 4.27 bn USD**. The Ministry of Health is also in the process of procuring private medical insurance for all Kuwaiti male retirees with an estimated budget of **100mn KD** for the 105,000 patriarchs registered.
- 2) **Ministry of Public Works** – plans to add two new hospitals (~1,500 beds) one specialized in Maternity and the other specialized in Pediatrics, in addition to Jaber Hospital (~1,200 beds)
- 3) **Amiri Diwan** – plans to tender the New Al Jahra Hospital (~1,200 beds)
- 4) **Kuwait Health Assurance Company (KHAC)** – is a Public Private Partnership (PPP) between the Ministry of Health (MoH), Ministry of Finance (MoF), the Kuwait Investment Authority (KIA) and the private sector to establish a health maintenance organization, with three 250 bed hospitals, 10 clinics and one single day surgery center.
- 5) **Kuwait University (KU)** – New KU Academic Medical Center (~600 beds). Kuwait’s only medical school has operated without its own academic medical center since its inception in 1973 and has relied on the neighboring Mubarak General Hospital (MGH). It is understood that the Ministry of Health will transfer the ownership of Mubarak General Hospital to KU once the Jaber Hospital Project is complete. It is also understood that KU will look to build its own facility at the **Sabah Al Salem University City**.
- 6) **Public Institute for Social Security (PIFSS)** – Medical City for Retirees (~500 beds). Proposed by private company, **Al-Razzi for Health Investments**, this project has recently been reduced to a single medical city, whereas at one point in time there were plans to build three individual medical cities, of 500 beds each.
- 7) **Ministry of Interior** – New Specialized Police Hospital (~500 beds). Initially planned for 300 beds, this new facility has completed the design phase in 2014.

- 8) **Kuwait Oil Company (KOC)** – New KOC Hospital (~350 beds) is currently being constructed on the Kuwait Oil Company campus in Ahmadi. The project was plagued by an unfortunate delay due to a fire outbreak on the 26th of June, 2014. Thankfully there were no serious injuries or deaths related to the incident.
- 9) **Ministry of Defense** – a 1.7 billion USD sale of services agreement contract requested by the Government of Kuwait for a possible sale for the design, construction, procurement of medical, non-medical, and information technology equipment, and operation and maintenance for the Kuwait Armed Forces Hospital. The US Army Corps of Engineers would oversee the effort and provide project management, engineering, planning, design, acquisition, contract administration, construction management and other technical services for construction of facilities and infrastructure for the hospital. The project also includes a new utilities plant, access roads to the new complex to the existing Armed Forces Hospital.

1. The Ministry of Health

The Ministry of Health (MoH) is the sole regulator and largest provider of healthcare services in Kuwait. It is estimated that the MoH accounts for over 80% of the healthcare services in the country. While the MoH maintains a solid end state vision of the healthcare system the establishment of KHAC and the Private Health Insurance Initiative (see below) for Kuwaiti Retirees are seen as strong contributors to the diversification of health system finance in Kuwait. The 2011-12 Kuwait Government budget was the first time the Ministry of Health spends over **1 bn KD (3.3 bn USD)** on the expenditure on the public healthcare system. The budget forecast for 2015-16 is expected to be close to **2bn KD**, meaning that the budget of the Ministry of Health will most likely double within the past five years.

Furthermore, the percentage of healthcare spending by the MoH as a percentage of overall government expenditure has stayed relatively stable at around 7%. However, these figures do not take into account the amount spent by the other 8 government related entities such as the Ministries of Defense and Interior of the Kuwait Oil Company, that make up between 10 to 20% of the healthcare sector in Kuwait.

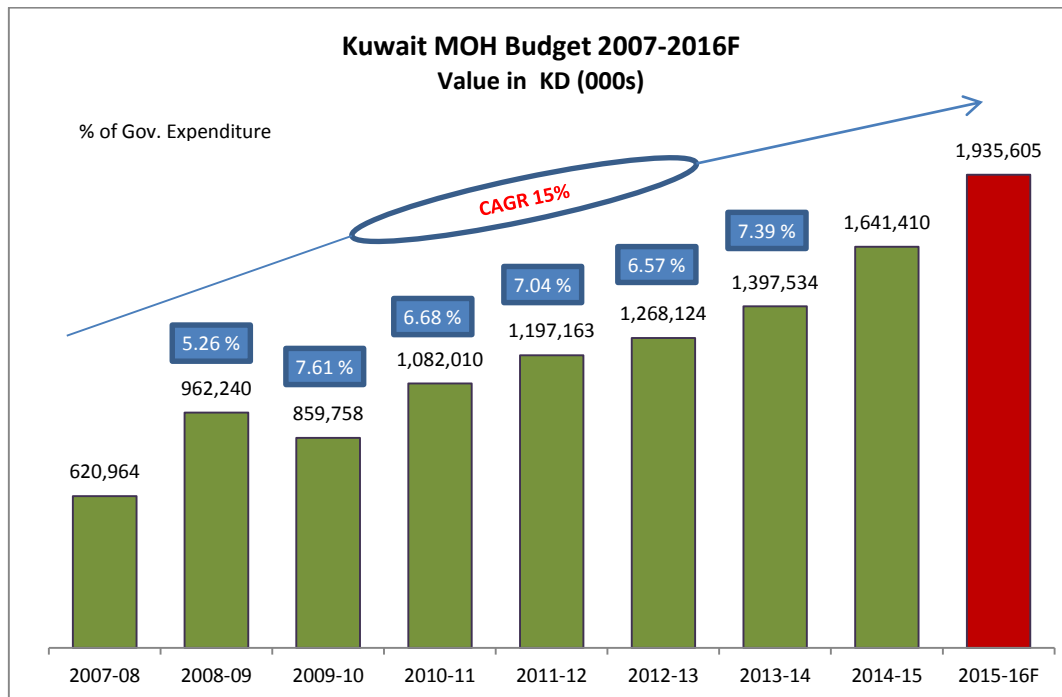


Chart 1: Ministry of Health Budget 2007 to 2016

A) New Medical Towers Projects

Originally referred to as the ‘Nine New Medical Towers Project,’ the Ministry of Health will focus its expansion projects on the following eight hospitals:

- 1) Kuwait Cancer Center
- 2) Amiri General Hospital
- 3) Al Razi Orthopedic Hospital
- 4) Sabah General Hospital
- 5) Farwaniya General Hospital
- 6) Infectious Disease Hospital
- 7) Al Adan General Hospital
- 8) Ibn Sina Specialized Hospital

Out of the 8 planned facilities, only two projects have started construction at the date of writing this report, these include the 446 bed Amiri Hospital expansion, which recently broke ground in Q4 of 2014 and is estimated to be completed within 44 months time.

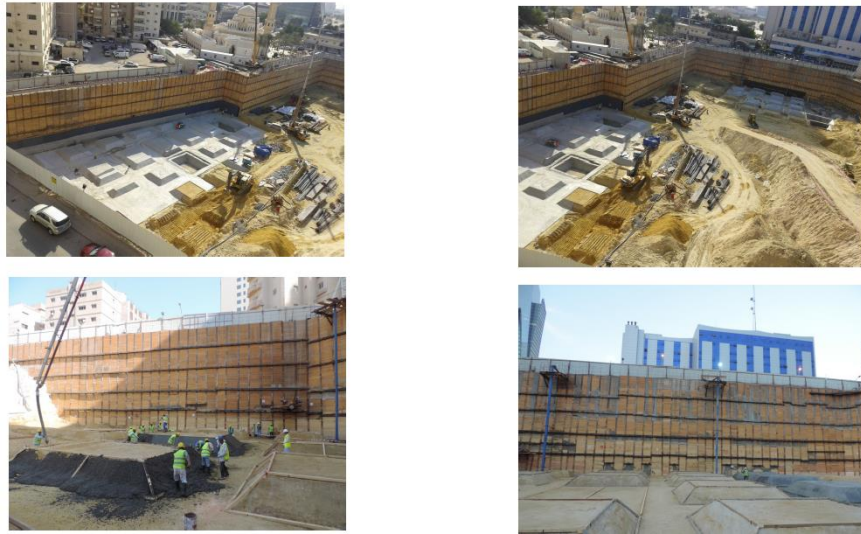


Figure 1: Progress on Amiri Expansion (December 2014)
The project just recently broke ground

The Al Razi Hospital expansion, which broke ground on the 17th of January, 2013, has since been reduced from the original 540 bed expansion to 240 beds in a 13 storey medical tower spanning an area of 28,000 sq meters. It is projected that Al Razzi will be the first of these expansions to be unveiled, with an estimated completion date that should fall within Q3 of 2015, a six month delay on the original estimated timeline of 2 years.

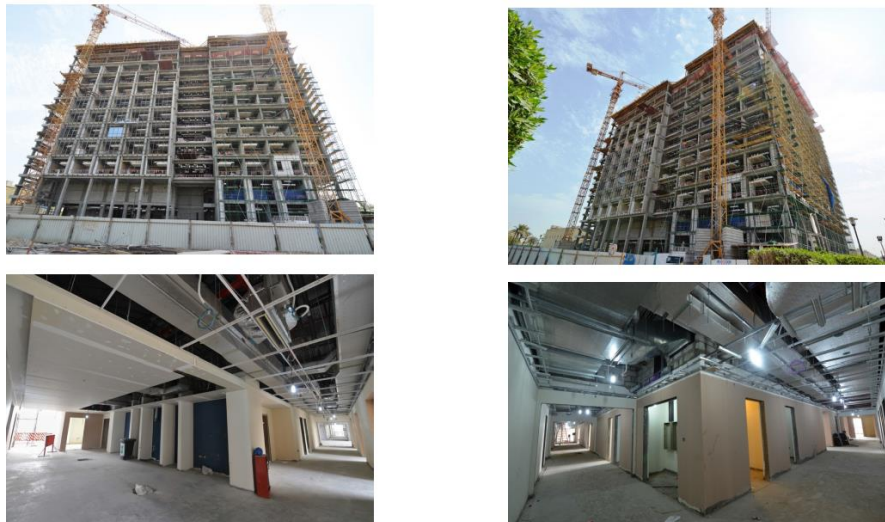


Figure 2: Progress on Al Razi Expansion (December 2014)
The project is estimated to be 65% complete

Table 1: Summary of Ministry of Health Hospital Expansion Projects

Hospital	Number of Beds	Build up Area (sqm)	Budget (KD mn)	Main Contractor	Project Status	Completion
Amiri	446	101,056	98	ASCO/Al Essa/Pizarotti	Construction	Broken Ground
Razi	240	28,215	32	Al Ghanim National	Construction	65% Complete
Kuwait Cancer Center	754	206,321	173	Al Ghanim National	Initial	Concept Design
Sabah	771	207,282	179	Shapourgi Balonji	Initial	Concept Design
Farwaniya	938	340,447	265	Behbehani	Initial	Concept Design
Al Adan	793	257,000	232	Behbehani	State Audit Bureau	Concept Design
Infectious Diseases	255	61,464	54	Bayan/Ozgi/Limac	Initial	Concept Design
Ibn Sina	427	145,000	120	Not Awarded	Initial	Concept Design

B) Private Medical Insurance Initiative for Retirees

Just as KHAC is endeavouring to primarily diversify the financing of expat healthcare expenditure, a new initiative sponsored by His Excellency the Minister of Health, **Dr. Ali Al Obaidi**, will develop a private health insurance scheme aimed at the 105,000 retirees recognized as family patriarchs of Kuwaiti nationality (usually male and above the age of 55). This Private Health Insurance initiative for Kuwaiti Retirees has been budgeted at around 100 mn KD or 342 mn USD.

This is radically different from previous efforts by the Government of Kuwait to introduce private health insurance within its population. In August, 2011, the Council of Minister's of Kuwait highlights the government's intention to corporatize the healthcare insurance for Kuwaiti nationals by creating a Kuwait domiciled company that will be 50% owned by the public (with the shares most probably set to be equally distributed among the (at the time) **1.15 million Kuwaiti citizens** as was done for Kuwaiti Islamic Bank – **Warba Bank** (formerly known as **Bank Jaber**) with the remaining **50% offered to a private sector consortium** with a strong preference for a consortium that includes an international technical partner with a proven track record in delivery health insurance products and solutions both regionally and internationally.

An important trend to mention when it comes to private health insurance adoption in Kuwait is that many public entities are already procuring private health insurance on behalf of their employees. This is exemplified by the Kuwaiti Fire Departments two year, 2.97 mn KD or ~10 mn USD contract to cover the 3,900 Kuwait Fire Department employees (with an option to extend coverage to their families and dependents) with Ta'azur Takaful Insurance company.



Figure 3: Press Conference Announcing Enrolment of Kuwait Fire Department with Ta'azur Takaful Company (June 1st, 2014)

2. The Ministry of Public Works

The Ministry of Public Works (MoPW) is approaching the completion of Kuwait's largest single hospital building to date – the 1,168 bed **Jaber Hospital** (Kuwait's largest hospital to date) project located in the South Surra area of Kuwait. The previous most likely date for the soft opening of the facility was supposed to be in Q4 2014 according to **Eng. Ali Nadoom**, the Project Manager of Jaber Hospital, whereby 50% of the dental unit and 20% of the medical units will be online. However, the project is still under construction and the most likely estimated completion date should fall within December of 2015.



**Figure 4: Schematic of Jaber Hospital Design (left)
State of Jaber Hospital (right) in Q4 2014**

On the 14th of December, 2014, the Ministry of Public Works issued a press release stating that it is still waiting for the approval of the Central Tenders Committee (CTC) on its proposed new Maternity Hospital project, which is estimated to cost around **190 mn KD or 650 mn USD**.

3. The Amiri Diwan

The Amiri Diwan in recent years has developed reputation as a supporter of key fast tracked projects. A great example of this fast track in healthcare is the beautifully kidney-shaped, 80 bed, Sabah Al Ahmed Specialty Urology (SAUC) Hospital, was built in a record 9 months on a fast-track scheme financed by the Amiri Diwan at a cost of ~14.24 mn KD or ~50 mn USD.



Figure 5: The Sabah Al Ahmed Urology Center (SAUC): An Example of a Fast-Track Healthcare Project in Kuwait. Inaugurated in Feb 2013

New Al Jahra Hospital

In lieu of the success of the Sabah Al Ahmed Specialty Urology Center (SAUC), the Amiri Diwan announced that it would issue a tender for a new ~1,200 hospital in the Al Qasr area of the Jahra governorate, directly adjacent to the current Jahra General Hospital (JGH). The initial estimated budget for the project was set at 275 mn KD or 940mn USD.

The design called for the construction of seven individual buildings including:

- Main Hospital building with a built up area of 426,000 square meters (sqm) spanning B+G+14 (basement + ground + 14 floors) with a total capacity of 1,171 beds
- Dental Center building with a built up area of 20,000 sqm spanning B+G+2 with a total capacity of 104 clinics
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- New Jahra Health District Administrative Headquarters with a built up area of 5,200 sqm spanning B+G+1
- Central services building with a built up area of 19,300 sqm spanning B+G+1

- Patient parking structure with a built up area of 105,000 sqm spanning B+G+5 and a capacity for 2,900 cars
- Employee parking structure with a built up area of 61,300 sqm spanning B+G+5 and a capacity for 1,600 cars
- Electricity plant with a built of area of 1,800 sqm to be handed over to the Ministry of Water and Electricity



Figure 6: His Highness the Amir of Kuwait, Sheikh Sabah Al Ahmad Al Jaber Al Sabah views a model of the new Al Jahra Hospital

On the 28th of April, 2013, the Amiri diwan awarded the tender to **Burhan International**, who won the lowest bid tender by placing a 392 mn KD or 1.34 bn USD outbidding **Bayan National**, **Hani Construction** and **Kharafi National** who bid 394 mn, KD 395 mn KD or 1.35 bn USD and 499 mn KD or 1.71bn USD respectively. However, Burhan International was unable to produce the 10% bid bond during the allocated time frame, thereby resulting in a retendering of the project.

The results of the retender were announced on the 26th of January 2014, whereby Kharafi National won the tender by bidding 364 mn KD or 1.24 bn USD to outbid both **Bayan National** and the **Combined Group** who bid 376 mn KD or 1.29 bn USD and 412 mn KD or 1.41 bn USD respectively. Kharafi National later revised its initial bid to 380 mn KD or 1.30 bn USD but was unable to pay the intial 10% bid bond of 38 mn KD or 130 mn USD before the due date of the 20th of November 2014. This resulting in the withdrawal of the tender's award to Kharafi National on the 15th of December, 2014. Up until the writing of this report, it is not clear when the next retender will occur or what the new process would entail.

4. Kuwait Health Assurance Company (KHAC)

The Kuwaiti government has been pursuing different mechanisms of financing its healthcare system since the 1980s. It is often confused that the Kuwaiti constitution guarantees its citizens free health care (Article 15 of the 1962 Kuwaiti Constitution states that “the State cares for public health and for means of prevention and treatment of diseases and epidemics”), however, with regards to the Privatization Law of 2010, the Kuwaiti Parliament decreed that the sectors of healthcare and education **not** be **fully** privatized. The privatization law dictates that any government entity/asset/corporation must be ‘privatized’ according to the following framework:

- 50% will be offered to the public by means of a public joint stock holding company listed on the Kuwait Stock Exchange (KSE)
- 26% (**golden operating share**) will be offered to a private (technical/financial) partner/consortium. Strong preference is given to Kuwaiti companies, particularly those already publically listed. The consortium is also encouraged to involve international technical partners and investors with exemplary track records
- 24% is retained by the State of Kuwait through the state owned investment vehicle, the Kuwait Investment Authority (KIA) which will own 19% and the Public Institute for Social Security (PIFSS) which will own 5%

The idea behind the KHAC project was initially championed by **Dr. Ibrahim Al AbdelHadi**, the Kuwaiti Undersecretary of Health in November of 2009. A Request for Proposal (RFP) was issued in on the 23rd of December of 2009 for the Strategic Analysis and Feasibility of the Project. The RFP was well received from the local and regional consulting community. A local consultancy worked on the feasibility for KHAC from January of 2010 until September of 2010 and the results were received with mixed reactions from multiple private sector investors.

The KIA makes the distinction between health maintenance and health insurance, whereby KHAC will be incentivized to management the health (and prevention) of its patient population rather than the treatment.

Once the KIA and MoH reviewed the results of the consulting study, preparations were made to establish a company by law through a decree by the Council of Ministers. The company was decreed during the meeting of the Council of Ministers on Monday 3rd of January, 2011, thereby establishing it as the first of the Development Plan companies. On February 28th 2011 at a press release by the KIA, it was announced in that the Project would be valued at **318 million KD (~1 bn USD)** thereby making it the largest private public partnership in the history of Kuwait. The paid up capital was subsequently decreased to **218 mn KD (~750 mn USD)** after a retendering of the KIA tender during the beginning of 2013. The final paid up capital was announced at 230mn KD on the 1st of December 2014.

The governance of KHAC exemplifies its pioneering role as one of the leading Public-Private-Partnership (PPP) projects in Kuwait, whereby 4 board seats will be retained by

the private sector consortium, and one board seat will be allocated to each of the Ministry of Health, the Kuwait Investment Authority and the Public Institute for Social Security.

In mid-September 2013, the 26% (golden) operating share that will guarantee the management of the three hospitals as well as provide Health Maintenance Organization (HMO) type plans for users, was awarded to a consortium led by **Arabi Group**, who outbid the **KIPCO Group** and the previous winner **Agility**, via a 62% premium on the base price.

The government of Kuwait will provide Al Arabi with ~140,000 sqm of land (at a minimal lease price) divided in three equal parcels in the growing governorates of Ahmadi, Jahra and Farwaniya. It will be the responsibility of the winning consortium to deliver at least three, 250 bed, hospitals and 10 primary care clinics (at least one clinic in each of the six governorates of Kuwait) in 36 months and one single day surgery center. The Government of Kuwait has also guaranteed the following benefits specifically for KHAC:

- Unique Designation of a Health System (only license in Kuwait) for 10 years
- Grace period for licensing and implementation
- Immediate patient flow (1.2 to 1.7 million) of expats
- Sharing of existing MoH medical records
- Staff designation before entry into Kuwait
- Free transfer of clinical staff within the system
- Use of generic prescriptions
- Unit Dose System
- Option for Group purchasing with the MoH
- Preapproved assurance plan premiums with inflation considerations
- Preapproved co-payments for primary care and emergency visits
- Heavily subsidized tertiary care for 5% of pre-approved government premium

The target market for KHAC is the growing expatriate population of Kuwait. It is yet unclear whether it would be mandatory for expatriates to enroll in KHAC. It is believed that enrolment would remain optional. Kuwaiti citizens will also be able to enroll, however it is not clear whether or not the Kuwaiti government would subsidize/take full ownership of the fees. It is believed that Kuwaiti citizens would have to pay-out-of-pocket since the Ministry of Health would still operate 5-7 government general hospitals (Mubarak General Hospital is set to be transferred to Kuwait University to be operated as an Academic Medical Center and Jaber General Hospital is set to be completed by late 2015).

Furthermore, it is yet unclear what exactly will be covered by the proposed **130KD assurance premium** outlined in the KIA study, which is a **260% increase** when compared to the current 50KD government assurance plan which must be covered for every expatriate living in Kuwait. It is also unclear whether the aforementioned assurance premium will cover an individual's health care expenses alone, or that of his/her entire family. Furthermore, it is yet unclear whether or not private companies domiciled in

Kuwait will be forced to pay the assurance premium on behalf of their employees. This could be an issue for large Kuwaiti conglomerates who employ thousands of expatriate workers, many of whom work on monthly salaries that even lower than the monthly assurance premium.

On the 31st of December, 2014, **1.15 million shares** were issued representing 50% of the **230mn KD or ~785 mn USD** paid up capital. These shares were equally divided amongst all Kuwaiti citizens born before the 31st of December, 2014 and were distributed through the **Kuwait Clearing Company**. The government of Kuwait had covered all of the subscription fees on behalf of the citizens.

Finally, 19 different licenses were issued to the KHAC including the establishment, owning and management of hospitals, clinics, pharmacies, laboratories, home care and the provision of healthcare insurance.

It is estimated that the company will be established during the start of Q2 of 2015, approximate 18 months since the awarding of the bid and over 66 months (five and a half years) since the concept was first introduced by the former undersecretary of Health Dr. Ibrahim Al AbdelHadi in Q4 of 2009.

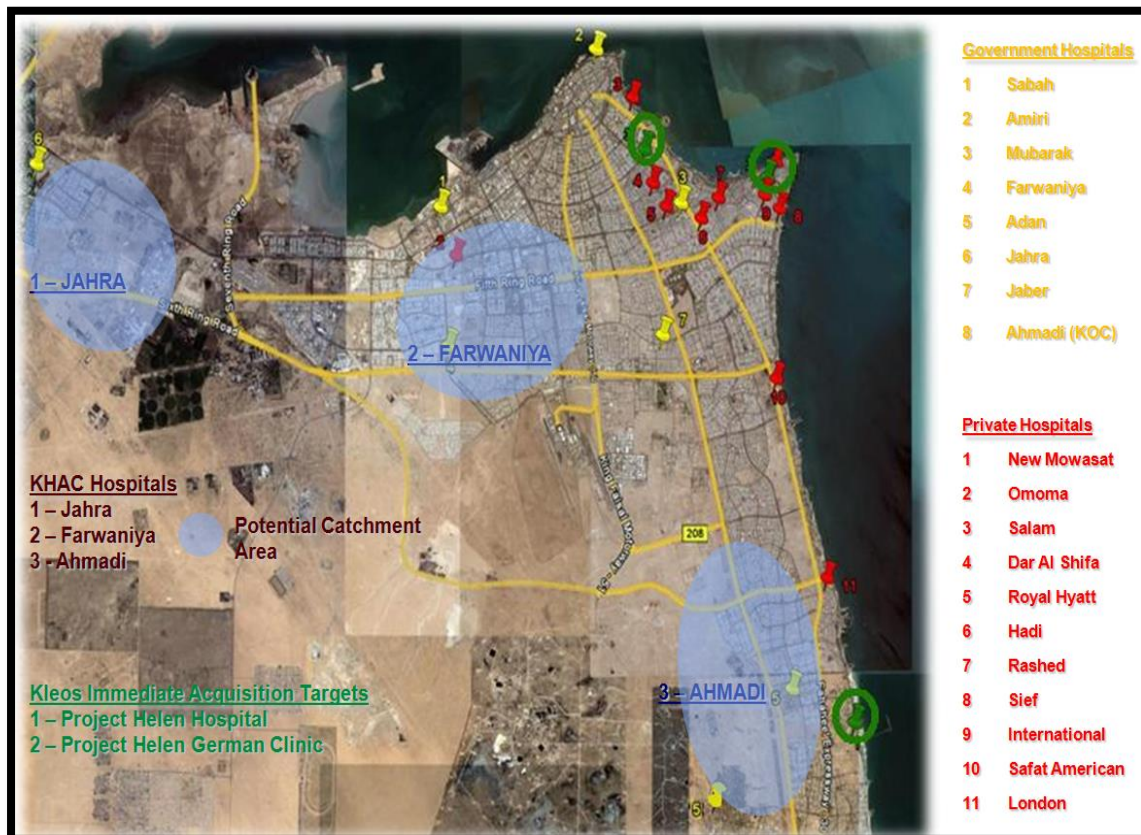


Figure 7: Kuwait Health Assurance Company Planned Hospitals

5. Kuwait University (KU)

The new KU Academic Medical Center (~600 beds). Kuwait's only medical school has operated without its own academic medical center since its inception in 1973 and has relied on the neighboring Mubarak General Hospital (MGH). It is understood that the Ministry of Health will transfer the ownership of Mubarak General Hospital to KU once the Jaber Hospital Project is complete. It is also understood that KU will look to build its own facility as part of the **Sabah Al-Salem University City** is located to the south-west of Kuwait City, where a **six million sqm** parcel has been allocated to the University City.

The new University City will be constructed based on the requirements of the segregation policy with two adjacent campuses, one for male students and one for female students. The male campus on the north and female campus on the south will accommodate approximately 39,000 students, integrating all colleges for arts, humanities, sciences, engineering and medical specialties. The current capacity of Kuwait's only state university, Kuwait University, is 6,000 students per year, which was recently increased to 9,000 students per year to accommodate the increasing number of high school graduates.

The medical campus, as part of the University City, will include five medical colleges including the College of Medicine, College of Pharmacy, College of Dentistry, College of Allied Health Sciences and College of Public Health, in addition to a research centre and 600-bed university teaching hospital.

6. Public Institute for Social Security (PIFSS)

The **Public Institute for Social Security (PIFSS)** had initially planned to build three medical cities with a capacity of 500 beds each back in Q4 of 2010 as proposed by private company, **Al-Razzi Holdings KSCC** as the brainchild of Al-Razzi CEO, **Dr. Anwar Al Mudhaf**, according to local experts in Kuwait. This project has recently been reduced to a single medical city of 500 beds. The main target patient population of this project are the 100,000 or so retirees as per the statistics of the PIFSS. It is unclear on whether or not other members of the population, including the family members of the retirees would be able to use the planned facilities.

On the 15th of April, 2013, the Municipal Council of Kuwait awarded a 1 mn sqm plot of land to the PIFSS in Al Shadadiya to build its medical city for retirees. This land was later rejected due to its close proximity to a military base. A smaller plot of land, 860,000 sqm was then awarded by the Municipality on the 28th of April, 2014. However, as per a recent press release by Member of Parliament (MP) **Kamil Al Awadhi** on the 27th of December, 2014, the PIFSS has not received any official indication that they have been awarded a parcel of land by the Municipality, putting into question the exact timeline and overall viability of this project.

7. Ministry of Interior (MoI)

The Ministry of Interior has embarked upon building a Specialized Police Hospital with a total bed capacity of 500 beds. Initially planned for 300 beds, this new facility has completed the design phase in 2014 and was allocated a 90,000 sqm plot of land in the Al Sabah Health District. The total budget for this project was estimated at 50 mn KD as per the 2013-2014 budget of the Ministry of Public Works. The project will be managed by Projacs Company for Project Management under the auspices of the Ministry of Health and will be eventually staffed by approximately 2,780 employees from the Ministry of Interior comprising all administrative and clinical functions.

The hospital is envisioned to be a multi-specialty facility that would treat all current and retired Ministry of Interior employees and their dependents (families).



Figure 8: His Excellency the Minister of Interior, Sheikh Mohammad Al Khaled Al Sabah receiving an update on the progress of the new MoI Hospital

8. Kuwait Oil Company (KOC)

The Kuwait Oil Company (KOC) is planning to build a New KOC Hospital (~300 beds expandable to 400 beds) in addition to the existing 300 bed KOC Ahmadi Hospital. The new facility is currently being constructed on the Kuwait Oil Company campus in Ahmadi. The duration of construction is estimated to be 40 months.



**Figure 9: Schematic of New KOC Hospital
Currently Under construction by Syed Hamid Behbehani & Sons**

According to the Director of the 'Mega Projects 3' group at Kuwait Oil Company (KOC) **Yaqoub Dashti** on the 14th of January, 2014, the new Ahmadi Hospital was scheduled to be ready to receive patients by the end of 2014 at a cost of **86.4 mn dinars KD or 295 mn USD**.

According to Mr. Dashti approximately 64% of the project had been completed at the start of 2014, adding that the hospital would eventually serve about 120,000 patients registered in the oil sector, their families and retirees. The projects built up area is nearly 380,000 sqm, while medical and non-medical buildings stand at 80,000 sqm including a four-story main building, in addition to a parking site that can accommodate nearly 1,000 vehicles, a helicopter landing area and residential buildings for medical staff with a capacity of 254 units.



**Figure 10: Progress on New KOC Hospital
(14th January, 2014)**

As per the writing of this report, the project was plagued by an unfortunate delay due to a fire outbreak on the 26th of June, 2014. Thankfully there were no serious injuries or deaths related to the incident. The exact opening date of the facility is not currently known.



**Figure 11: Outbreak of Fire at New KOC Hospital
(26th June, 2014)**

9. Ministry of Defence (MoD)

On the 30th of June, 2014, the **US State Department** made a determination approving a possible Foreign Military Sale to Kuwait for facilities and infrastructure construction support services and associated equipment, parts, training and logistical support for an estimated cost of **\$1.7 billion or 500 mn KD**. The **Defense Security Cooperation Agency** delivered the required certification notifying Congress of this possible sale on Jun 30, 2014.

The Government of Kuwait requested a possible sale for the design, construction, procurement of medical, non-medical, and information technology equipment, and operation and maintenance for the **Kuwait Armed Forces Hospital**. The **U.S. Army Corps of Engineers (USACE)** will provide project management, engineering, planning, design, acquisition, contract administration, construction management, and other technical services for construction of facilities and infrastructure for the hospital. The overall project will also include a new central utilities plant, site utilities, site improvements, covered parking, parking access and roads, and an enclosed pedestrian circulation connector for the new complex to the existing Armed Forces Hospital.

The facility scope of work is similar to other facilities built in the past by the U.S. Army Corps of Engineers in other Middle Eastern countries. This facility will provide healthcare services for members of the Kuwait uniformed services, including the Kuwaiti Ministry of Defence and **Kuwaiti National Guard** employees and their dependents and other eligible beneficiaries. Services will include ambulatory and inpatient services for tertiary level care, emergency medicine with Level I Trauma certification capability, and clinical support activities.

The USACE is the principal organization that will direct and manage this program. The USACE will provide services through both in-house personnel and contract services. There are no known offset agreements proposed in connection with this potential sale.



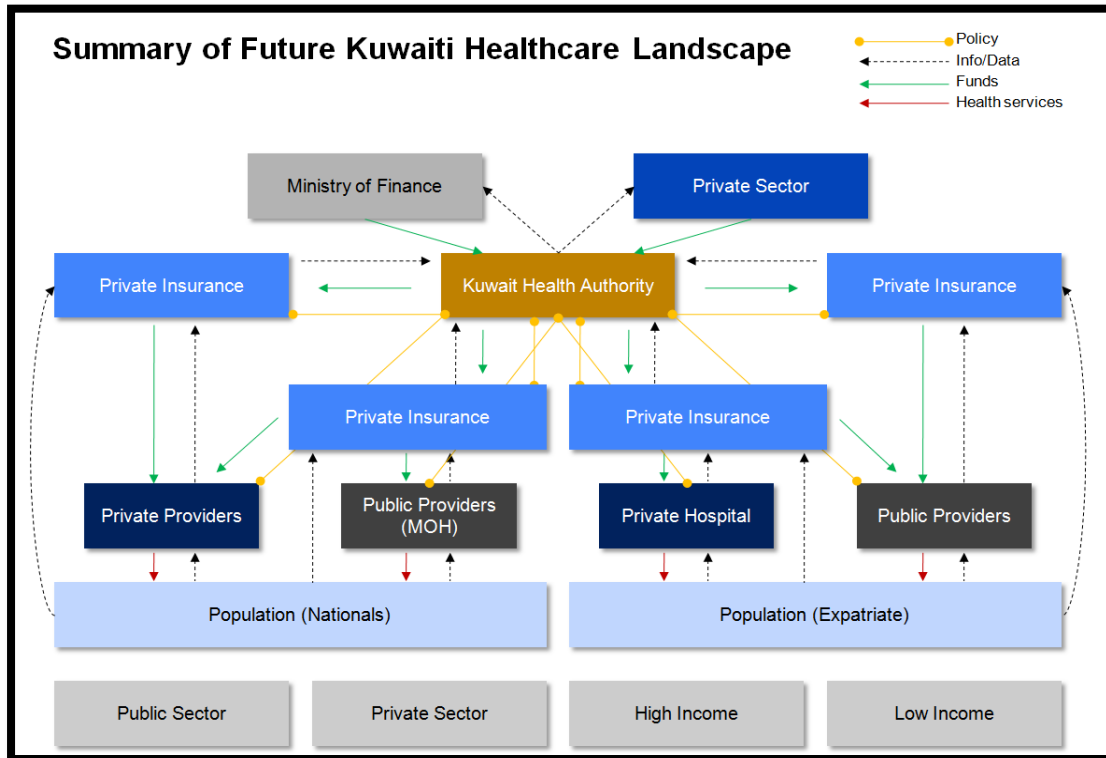
Figure 12: Current Kuwait Armed Forces Hospital Complex

Future Regulatory Landscape of the Kuwaiti Healthcare System

The healthcare landscape of Kuwait is as dynamic as the political landscape. The Ministry of Health is (at the time of the writing of this report) led by His Excellency **Dr. Ali Al Obaidi** and is supported by his Undersecretary, **Dr. Khalid Al Sahlawi**.

There remains strong momentum within the government of Kuwait to create an independent healthcare regulatory, which this report will refer to as the **Kuwait Health Authority** that will lead the policy development, licensing, quality assurance and the overseas healthcare functions in Kuwait.

It is hoped that the establishment of a new Kuwait Health Authority will help guide the Kuwaiti healthcare system away from segregation of care as currently there are seven government entities involved in building/contracting and operating hospitals in Kuwait including the Kuwait Oil Company, the Ministries of Interior, Defence, Public Works, Health, the Public Institute for Social Security and the Amiri Diwan.



It is the hope of all stakeholders in the Kuwaiti healthcare system that this new Health Authority will contribute to the stability and structure of the overall healthcare system in Kuwait which will in turn increased the private sectors investment in Kuwaiti healthcare thereby improving the overall quality of healthcare services in Kuwait to benefit the most important stakeholder of the Kuwaiti healthcare system – our benevolent population.

About Kuwait Life Sciences Company (KLSC):

KLSC focuses on innovative healthcare concepts and services which have a clear and unmet need in the Middle East and North Africa (MENA) region. KLSC has been designed as an integrated healthcare company building unique projects and is considered one of the pioneer venture capitalist and private equity companies in the Middle East that invests globally and operates regionally seeking to advance healthcare services and systems within the region. KLSC supports both public and private sector stakeholders to access emerging technologies, establish unique projects and adapt best practices prevailing in today's healthcare field. KLSC operates in healthcare investment, life sciences training, medical technology and pharmaceutical distribution.

Kuwait Life Sciences (KLSC) was established in 2010, with a paid up capital of 15 million Kuwait Dinars (KD) which is equivalent to approximately \$53 million US Dollars. KLSC is fully owned by National Technology Enterprises Company. National Technology Enterprises Company (NTEC) was incorporated in November of 2002, by the Kuwait Council of Ministers as a fully owned company by the Kuwait Investment Authority (KIA), the sovereign wealth fund of the State of Kuwait. Capitalized at 100 million Kuwait Dinars (KD) which is equivalent to approximately \$350 million US Dollars, NTEC aims to play a vital role in servicing major stakeholders in Kuwait and the Middle East region with their technology requirements.

About the Author:

Dr. Razouki is the current Chief Business Development Officer of Kuwait Life Sciences Company (KLSC) where he is responsible for identifying new business opportunities for all KLSC subsidiary companies as well as sourcing investments opportunities for KLSC. An Oral and Maxillofacial surgeon by training, Dr. Razouki has completed clinical rotations at the world's top hospitals including New York Presbyterian Hospital of Columbia University Medical Center, Harlem Hospital, Cleveland University Hospital of Case Western Reserve University and Mass General Hospital of Harvard University. A graduate of Columbia Business School, Dr. Razouki is the first ever Arab national to receive an MBA with a focus on Healthcare Management and Finance.