

جذور للإنماء الصحي والاجتماعي

Juzoor for Health & Social Development



Annual Report



2017

Juzoor for Health & Social Development is a Palestinian non-governmental organization working at the national level, dedicated to improving and promoting health as a basic human right. Juzoor (“roots” in Arabic) was established in 1996 by a group of Palestinian experts and pioneers in various fields, particularly the field of community health.

Juzoor has become a resource for Palestinian institutions through developing creative model programs in the health and social fields that can be adopted and replicated at the community and national levels.

Juzoor believes that in order to make a sustainable and lasting impact on the health of Palestinians it must contribute to the national level policy dialogue, and help affect positive change on the macro level. Juzoor seeks to stimulate policy dialogue among stakeholders by:

- Building alliances with several national bodies that influence the formation and implementation of health and social policies
- Networking with national and regional organizations and institutions as part of numerous consortia, forums and groups that work toward common goals
- Participating as co-founders of the Palestinian Health Policy Forum and Middle East and North Africa Health Policy Forum

Juzoor has 3 main strategies:

1. Continuous Professional Development

(CPD) is an important strategy for quality improvement in the health and social sectors. Juzoor’s CPD Unit contributes to improving the performance of health and social service providers.

2. Community Development

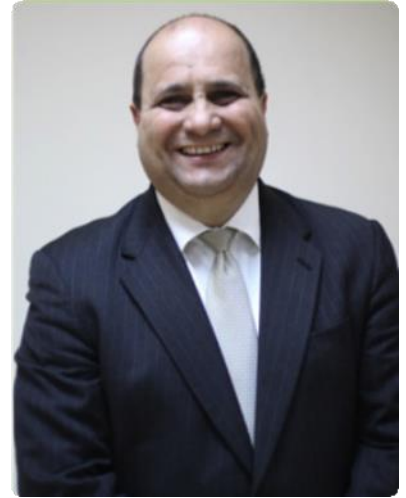
Juzoor tackles critical emerging public health issues through the **Community Development Program**. This program seeks to empower individuals and groups with the skills needed to effect change within their communities. It encompasses prevention as well as intervention from the individual to community level by addressing the social determinants of health, including poverty, gender equity, political dependence, socio-economic equality and education.

3. POLICY and ADVOCACY

- Advocacy for Policy Development is Juzoor’s program that aims to influence and contribute to the development of health and social policies, in line with the needs of the Palestinian community.

Message from the Chair of the Board

It is with great pleasure that I present to you Juzoor's 2017 Annual Report. Founded in 1996, Juzoor remains at the forefront of efforts to improve the lives of all Palestinians and continues to make progress towards health and social development. Two key elements have helped us implement a successful health and social development strategy. The first is our active integration of core values into program initiatives; by ensuring that each initiative reflects our vision and mission, Juzoor remains unique in its holistic, rights-based approach to health. The second is our effective engagement with a range of stakeholders, from community health workers and health providers to Ministry of Health officials and national legislators. The breadth and depth of our work allows us to ensure that national policies reflect the needs of communities.



We have demonstrated time and again that the most successful health and social development efforts are those that actively prioritize, promote, and protect rights and empower people to make informed choices. Our three core programmatic pillars of Community Empowerment, Continuous Professional Development, and Policy Dialogue and Advocacy address health rights, empowerment, and equity through innovative, community-focused, and collaborative approaches. In all our endeavors, we strive to pave the way for health system strengthening and community empowerment, setting the pace for others rather than accepting the status quo.

We are deeply grateful for the support of our funders and partners, whose partnerships are vital to our ability to maintain high quality programs. Finally, our accomplishments were also made possible by the invaluable input and hard work of our dedicated staff and remarkable Board of Directors.

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Saro Nakashian Chair of the Board

Letter from the Executive Director

It is with utmost pride that I present to you Juzoor's annual activities report for 2017. In the midst of political, social, and economic uncertainty, Juzoor continues to spearhead community health and social development initiatives that make a real difference in the lives of Palestinians. As this report demonstrates, Juzoor's health workforce strengthening and community empowerment programs provide much-needed access to healthcare and social development. Our organization is renowned for its unwavering dedication to the well-being of Palestinians, collaborative team dynamics, and high standards of integrity. As a consequence of these attributes, Juzoor remains a leading actor in addressing today's health and social challenges, most notably by offering technical support to other agencies involved in the provision of health services across Palestine.



Throughout 2017, Juzoor remained at the forefront of national and local health sector reform, providing technical support to the emerging health workforce and empowering communities to advocate for their right to health. Through its Community Empowerment program, Juzoor has bolstered women's awareness of their rights to reproductive health and protection from gender-based violence. Similarly, Juzoor has provided youth in vulnerable communities with a platform to voice their perception of Palestinian identity and to participate freely with one another in national dialogue. Juzoor's flagship Continuous Professional Development program continues to provide a number of internationally accredited training programs to improve the professional level of health staff and providers

I am confident that with continuous and steadfast support from our staff, affiliates and partners, we at Juzoor will continue to drive social and health development in Palestine.

Dr. Salwa Najjab Executive Director

Juzoor at a Glance

Welcome to Juzoor's 2017 Annual Report. The following pages aim to highlight our programmatic achievements in the past year as well as to communicate to international partners and supporters our approach to improving the physical and emotional well-being of Palestinians.

Founded in 1996, Juzoor is a Palestinian non-governmental organization dedicated to improving the health and well-being of Palestinian individuals, families, and communities. The name Juzoor ('roots' in Arabic) is evidence of our commitment to addressing the underlying socioeconomic determinants of health and wellness. Our holistic approach to health promotion and disease prevention reflects our belief that health (physical, emotional, mental, and social) is a basic human right for all people.

Juzoor works on multiple levels with community-based organizations, service providers, governmental bodies, international organizations, and the community at large (particularly women, children and youth). We operate in East Jerusalem, the West Bank, and Gaza.

VISION

“A Palestinian society where all individuals enjoy well-being and health”

MISSION

“To promote well-being and health as a right for all members of the Palestinian society by influencing health and social policies and creating innovative, sustainable development models”

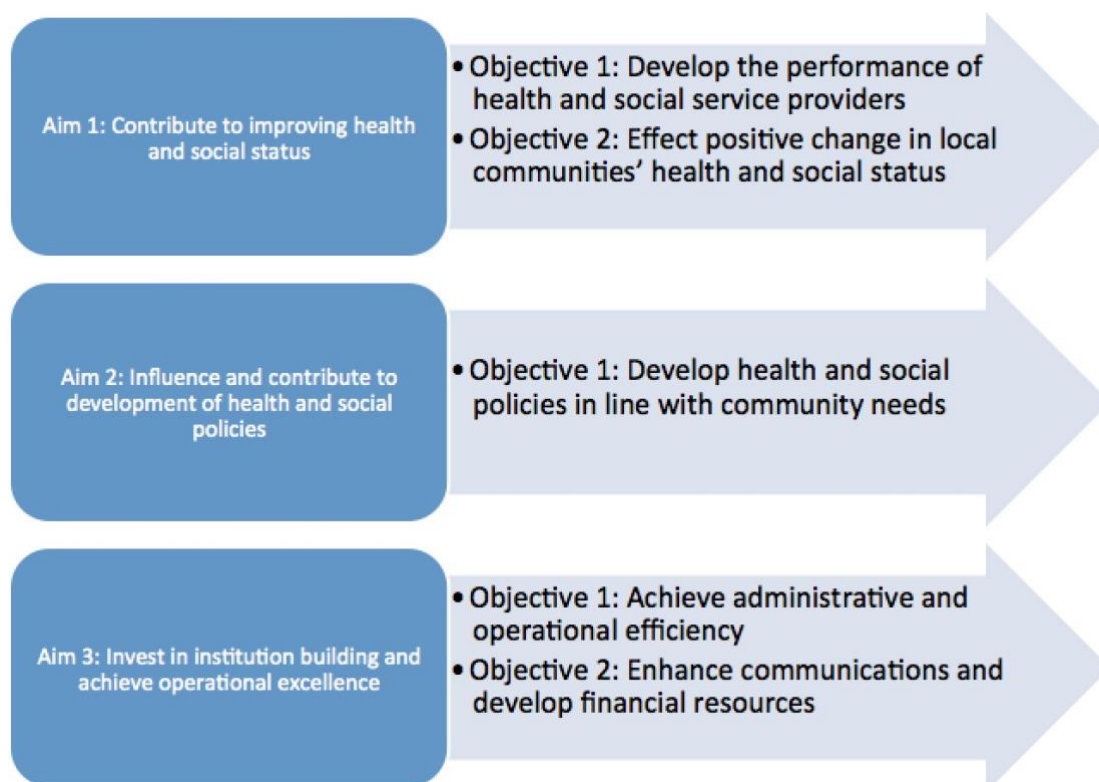
VALUES

In pursuit of its mission, Juzoor endorses a set of institutional values as follows:

- Objectivity and non-bias in serving the community
- Respect for dignity and human rights
- Commitment to, and honoring of Palestinian development priorities
- Excellence and creativity
- Adoption of evidence-based, results-based methodologies
- Implementation of international standards for training and leadership
- Fostering a culture of respect and acceptance
- Belief in partnership at the community and institutional levels
- Independence, progressive ideology, and social justice

Strategic Goals

Juzoor strategic objectives are outlined in the figure below:



PROGRAMS

1. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

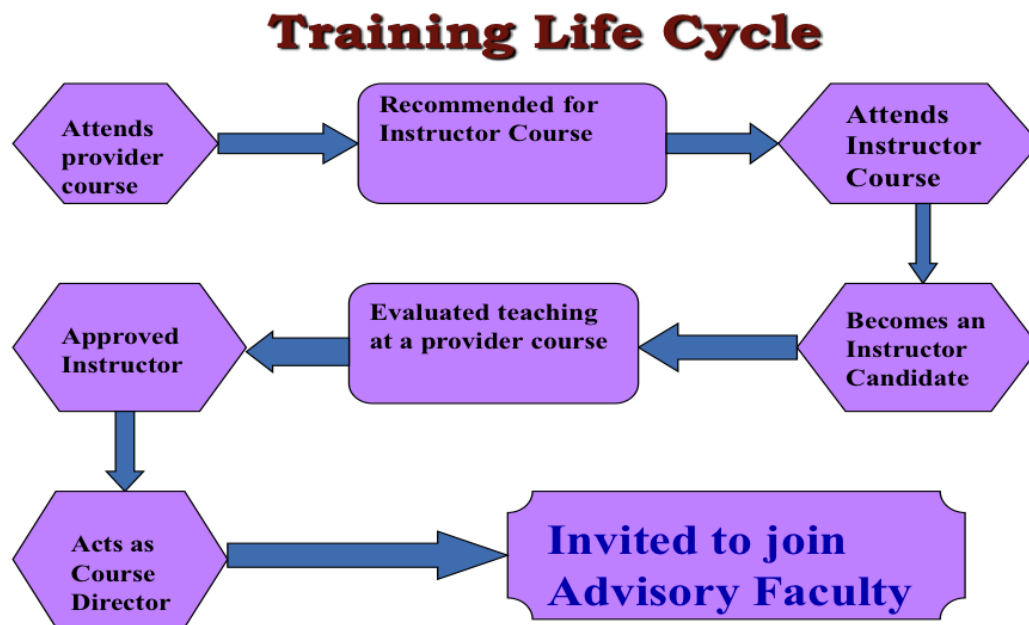
OVERVIEW

A cadre of health professionals trained in the latest evidence-based methods and practices is a key component of a well- functioning health system, one that is adaptable to meet the needs of the population. In line with Juzoor's belief that an effective health system is one that can adapt to meet the needs of the population, the Continuous Professional Development (CPD) Unit was established in 2003 as a strategic instrument to improve health and social services in Palestine. The CPD contributes to performance improvement of health providers through standardizing skills according to evidence-based guidelines and practices, improving access to high quality care, and facilitating interactions and dialogue between Palestinian health providers. Over the last decade, Juzoor has focused on implementing a number of activities in the CPD to upgrade the knowledge base and to improve the technical skills and performance of providers in various service settings throughout Palestine. Juzoor's philosophy is that human resource development is a crucial element in not only developing skills, knowledge, and attitudes, but also in helping to create an enabling environment whereby organizations can perform effectively, efficiently, and in a sustainable manner.

Our programs are based on the latest evidence-based information, delivered with the highest quality, incorporate innovative and dynamic methodologies, and follow a specific lifecycle (see below). All of our courses draw upon adult learning principles and emphasize: practical knowledge, skills-based simulations and drills, group learning exercises, and self-study and preparation (including some online course work).

The Continuous Professional Development (CPD) Program addresses Juzoor's strategic goal of "contributing to supporting and upgrading the health and social status of the Palestinians." Thus, the aim of the CPD Program is to develop the performance of health and social service providers. Specific objectives of the program include the following:

Enhance the capacity of health and social service providers in their respective fields develop curricula, manuals, job aids, and endorsed protocols for training in various health and social subject



Main Aim of Continuous Professional Development at Juzoor:

Develop the performance of health and social service providers by :

- Enhancing capacity of health and social service providers in their respective fields through offering evidence-based programs that standardize skills and knowledge
- Developing curricula, manuals, job aids and endorsed protocols for training in various health and social subjects
- Developing strategic coalitions and relations with relevant individuals and institutions
- Introducing and sustaining internationally accredited training programs. In 2012, Juzoor became the first American Heart Association accredited training center in Palestine
- Juzoor also provides the American Academy of Family Physicians' Advanced Life Support in Obstetrics (ALSO) training.

Through the implementation of a number of professional development activities, Juzoor aims to upgrade the knowledge base and improve the technical skills and performance of health care and service providers in various settings both in Palestine and the region. The organization's philosophy is founded on the principle that a cadre of health professionals who are trained in the latest evidence-based methods and practices are a key component to a well-functioning health system that is adaptable to meet the needs of the population. Given this, continuous professional development is an important strategic instrument for improving health and social services. CPD contributes to performance improvement of health providers through standardizing skills according to evidence-based guidelines and practices. It also facilitates access to high quality care, improves the quality of interactions between providers, and facilitates dialogue.

Human resource development is considered a crucial element in the development of skills, knowledge and attitudes. It also helps to create an enabling environment whereby organizations can perform effectively, efficiently and in a sustainable manner. As such, since 2003 Juzoor has focused on bringing evidence-based, internationally accredited training programs to the country including: the American Heart Association (AHA) emergency life support courses, the Advanced Life Support in Obstetrics (ALSO) training from the American Academy of Family Physicians, and the Child Health Diploma from the UK's Royal College of Pediatrics and Child Health.

Juzoor develops and invests in national teams of trainers in various specialties to deliver training programs according to the latest scientific updates and best practices. Juzoor-affiliated instructors come from diverse backgrounds, representing major stakeholders in the health sector (Ministry, UNRWA, NGOs and private practice), health and teaching institutions (universities, medical schools, nursing colleges and hospitals implementing residency training programs) from all across the West Bank and Gaza Strip. In addition, Juzoor forms strategic alliances on a national basis with bodies such as the Palestinian OB/GYN and Pediatric Societies, the Medical Syndicate and the Palestinian Medical Students' Union, to ensure the sustainability of CPD activities. Finally, we maintain contact with our instructors, and current and former trainees through a database which allows us to organize periodic follow-up activities and distribute updates and new evidence-based information as it becomes available.

In all CPD activities, Juzoor targets providers from various sectors including Ministry of Health, UNRWA, NGOs and private practitioners.

The CPD Unit organizes two main types of training programs: **Emergency and Non-Emergency.**

Main Achievements January – December 2017:

- **Trained 572 individuals in American Heart Association Courses (AHA)** under our license as an accredited American Heart Association International Training Center
- **Trained 24 doctors and nurses** in Helping Babies Breathe (HBB)
- **Trained 20 surgeons in Basic Surgical Skills** in cooperation with the Royal College of Surgeons, Edinburgh
- **Trained 1039 community** on Hands Only CPR
- **Trained 2 trainers** in Advanced Life Support in Obstetrics (ALSO)
- **Trained 24 doctor and midwives** in Advanced Life Support in Obstetrics (ALSO)
- **Trained 1039 people** on Hands Only CPR
- **Trained 24 nurses** on Nursing Empowerment in-service training

2017 unit Programs:

Emergency Programs:

- American Heart Association Courses (BLS, ACLS, PALS, PEARS, HeartSaver, CPR)
- Basic Surgical Skills Course
- Helping Babies Breathe
- Hands Only CPR
- Advanced Life Support in Obstetrics

Non-emergency Programs:

- Palestinian Child Health Diploma
- Infection prevention and control
- Nursing Empowerment in-service training
- Reducing Maternal Morbidity and Improving Quality of Maternity Services

Emergency Courses

A. American Heart Association (AHA)

In December 2017, during the MENA region annual AHA meeting Juzoor participated for the second year in the steering committee. Juzoor`s faculty were also endorsed for the second year as territory faculty for BLS and ACLS in Palestine for the MENA region. Enabling Juzoor to endorse and monitor new sites and centers.

AHA training courses offered by Juzoor:

AHA emergency courses are evidence-based courses with a standardized skills-based approach that focuses on essential life-saving measures. These courses are integrated into Continuing Professional Development (CPD) systems in countries around the world as important continuing education tools for health providers. All AHA courses are hands-on trainings and involve practical skills training on mannequins.

Heartsaver First Aid CPR (HSFA): Heartsaver First Aid CPR is a comprehensive first aid training course that provides hands-on practice in managing medical emergencies and injuries as well as environmental emergencies for lay people. CPR skills, safe use of AED, and management of choking are demonstrated and practiced in skills stations.

Basic Life Support (BLS): The Basic Life Support training of the American Heart Association (AHA) has been offered by Juzoor as an integral part of hospital and pre-hospital based emergency trainings for health staff. It is designed to enhance the knowledge and skills of a wide variety of healthcare professionals in recognizing several life-threatening emergencies. It provides training in CPR, correct usage of an AED, and how to respond to choking in a safe, timely and effective manner. BLS is a hands-on course which utilizes mannequins and DVD teaching methodology.

Advanced Cardiovascular Life Support (ACLS): ACLS focuses on advanced life support techniques for adult victims of cardiac or other cardiopulmonary emergencies. This course is offered for doctors and nurses working in emergency rooms as well as ICUS and CCUs.

Pediatric Advanced Life Support (PALS): The PALS Course is for healthcare providers who respond to emergencies in infants and children. Participants include personnel in emergency response, emergency medicine, intensive care and critical care units such as physicians, nurses, paramedics. Juzoor believes this course is important to improve children's access to life-saving, specialized emergency care, a need particularly relevant in Palestine given the population demographic.

Pediatric Emergency Assessment Recognition and Stabilization (PEARS): The PEARS Course aims to improve outcomes for pediatric patients by teaching students to assess, recognize, and manage respiratory emergencies, shock, and cardiopulmonary arrest until the child or infant is transferred to an advanced life support provider.

Hands-Only CPR Awareness: Almost 70% of cardiac arrests occur at home and only 45% of cardiac arrest victims receive CPR from bystanders. The AHA offers a variety of programs that Instructors can offer communities and schools to teach them about the importance of learning CPR and acting quickly in an emergency.

From January to December 2017, Juzoor was approached by several organizations to organize AHA courses for the following target groups:

Employees, Medical Students, Nurses and Doctors

In total, 572 people were trained in AHA courses during 2017.

Of the participants, 525 were healthcare providers, and 47 non-healthcare providers. Courses were held at the Palestinian Medical Complex, Caritas Baby Hospital, Al Najah University, MOH Hospitals, Augusta Victoria Hospital, Al Makassed Hospital, Islamic University Gaza. Non- health care providers included community members from different areas in Middle, South, & North Districts, and Gaza Strip as well.

AHA courses for healthcare & non healthcare providers

Name of Courses	Number of Courses Conducted Jan – Dec 2017	Number of Healthcare Providers Trained
Heartsaver	4	47
BLS	24	344
ACLS	10	99
PALS	4	52
PEARS	3	30
BLS Instructor Courses	2	3
ACLS Instructor Course	1	5
Hand Only CPR Awareness Sessions	28	1039

B. dvanced Life Support in Obstetrics (ALSO) Course



ALSO is an evidence-based educational program designed to assist healthcare professionals in developing and maintaining the knowledge and procedural skills needed to manage emergencies that can arise in obstetrical care. The ALSO training curriculum address issues such as: complications of pregnancy, labor and delivery, postpartum hemorrhage, safety in maternity care, and maternal resuscitation. In 2004 Juzoor obtained an exclusive license from the American Academy of Family Physicians (AAFP) to offer this course in the West Bank and Gaza, making Palestine the second country in the Arab world to implement ALSO trainings.

Palestinian International Institute (PII) & IMC projects, held 2 ALSO courses in Ramallah, and Gaza Strip for a total of 24 health-care providers.

C. Basic Surgical Skills Course (BSSC)



The Basic Surgical Skills (BSS) Course is designed to introduce surgical trainees to safe surgical practices utilizing demonstrations and hands-on skills-stations that emphasize proper surgical techniques. It sets the standard for safe, basic surgical techniques common to all forms of surgery including safe abdominal incision and excision of lesions, the suturing of skin, bowel and blood vessels, and tying of knots, handling sutures and surgical instruments. The practical stations involve the use of surgical instruments on animal tissue models

D. Helping Babies Breathe (HBB) Course



HBB is an evidence-based educational program for neonatal resuscitation in resource-limited settings. HBB is an initiative of the American Academy of Pediatrics (AAP) in collaboration with the United States Agency for International Development (USAID), Saving Newborn Lives, the National Institute of Child Health and Development, and the Laerdal Foundation.

A key concept of HBB is The Golden Minute: within one minute of birth, a baby should be breathing well or should be ventilated with a bag and mask. The Golden Minute identifies the steps that a birth attendant must take immediately to evaluate the newborn and stimulate breathing. Participants in this course become proficient in skills for handling newborn resuscitation and learn to integrate resuscitation into a wider plan of essential care for all newborns.

Juzoor, in cooperation with the Palestinian Pediatric Society, sponsored by LDS Charities through the BYU Jerusalem Center, and under Palestinian International Institute (PII) & IMC projects, held 2 HBB courses in Ramallah, and Gaza Strip for a total of 24 health-care providers.

E. Nursing Empowerment in-service training



Palestine Education for Employment (PEFE) trained in cooperation with Juzoor 24 unemployed underprivileged nurses from Jerusalem and improved their soft and technical skills and became more employable. Juzoor delivered training on English for nursing, Ethics, Infection Prevention, Safety and Quality, and technical training on Basic Life Support (BLS), and Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS) with certification from the American Heart Association.

The Palestinian Health Capacity Project

The Palestinian Health Capacity Project (PHCP) is a five -year, USAID funded project implemented by IntraHealth International in partnership with Juzoor for Health and Social Development. The focus of the project is to (1) strengthen human resources for health (HRH) systems to improve the quality of health care in West Bank and (2) reduce the cost of tertiary medical referrals to facilities outside the Palestinian MOH without compromising quality of care for patients. PHCP Aims to make significant contribution to building national capacity in HRH planning and management and working to align the training, deployment, and utilization of health workers with national health priorities. Juzoor is IntraHealth's partner and leads the continuous professional development component of the project relating to pre-service and in-service education; accreditation of educational programs; and licensing and certification of health workers.

PHCP's six objectives include:

1. Strengthen MOH governance capacity to refine and manage effective systems to control referrals from secondary to tertiary care
2. Strengthen the capacity of the PMOH to use data for improving health workforce planning and management of patient referrals within and outside the country
3. Improve the governance structures and operating procedures within the PMOH Service Purchase Department (SPD) and throughout the whole referral system
4. Improve pre-service (PSE) and in-service education (ISE)
5. Develop and implement a mechanism for licensing and certification of health workers.
6. Strengthen the capacity of the MOH to collect, organize, maintain and use electronic data to support the provision of quality health services.

Activities: Improving pre-service and in-service education

Under this objective the following key activities have focused on targeting sustainable change in health care practices that impact high-cost and high-volume referral areas. Juzoor supported AQAC, the Palestinian Ministry of Higher Education (PMOHE), and Education in Health (EiH) Department at the PMOH in disseminating and rolling-out the revised Critical Care Nursing (CCN) curriculum package for undergraduate nurses at the Bachelor of Science in Nursing (BSN) level.

Focusing on ISE, a Critical Care Nursing (CCN) orientation/education program was developed and piloted at the four major hospitals (the Palestine Medical Complex in Ramallah, Rafidia Hospital in Nablus, Al-Makassed Hospital in Jerusalem, and Hebron Governmental Hospital in Hebron), targeted Intensive Care Unit (ICU) and Coronary Care Unit nurses. A pre and post orientation competency assessment for the newly employed nurses in Intensive Care Units was conducted. The received feedback and results emphasized on the necessity of introducing an orientation program that focuses on Quality and Safety Education Competencies for Nurses (QSEN) to motivate the existing employees to increase their productivity and improved overall staff morale. Ultimately this evidence-based training will reduce staff turnover and improve the quality of care received by patients.

Furthermore, twenty-one internal medicine, anesthesia senior residents, and senior critical care nurses from PMOH and Palestinian non-PMOH hospitals completed A Basic Assessment and Support in Intensive Care (BASIC) course that aimed to improve the quality of support for critically-ill patients and is accredited by the International Pan Arab Critical Care Medicine Society (IPACCMS) .

Juzoor also monitored and facilitated the use of three online resource centers (ORCs) at three PMOH hospitals supported by PHCP. These ORCs include access to a wealth of important information, including 31 evidence-based courses on the Moodle. +2000 health care workers, including general surgery and pediatric residents at PMOH and Palestinian non-PMOH training hospitals, accessed the three established ORCs (Palestine Medical Complex, Beit Jala, and Jenin Hospitals). The ORCs were used for multiple purposes including online courses and other learning and teaching activities. The Avicenna Health Information System (HIS) was made available on ORC computers to enhance the use of health information data and for conducting surveys and studies.

Finally, Juzoor, in coordination with the EiH Department at the PMOH continued to support the CPD national taskforce team to review and approve national guidelines for CPD accreditation standards and the national CPD strategy. The final draft of the CPD guidelines was shared with the CPD taskforce team and all health profession syndicates including medical, dental, nursing, pharmaceutical, and allied professions with positive and valuable feedback received. All syndicates showed high interest in endorsing and implementing the guidelines to improve the quality of health care services in Palestine. CPD tracking system requirements are being established to guide the development of an RFP to select a contractor to develop the system

Developing and implementing a mechanism for licensing and certification of health workers

Under this objective Juzoor promoted consultative stakeholder-led processes to scale-up, improve, and update post graduate specialty curricula and strengthen specialist licensing processes. These approaches contribute to stronger medical education programs, ultimately improving the quality of care within the PMOH and reducing the need for outside referral services. By strengthening the health worker licensing and certification systems, the PMOH is better equipped to provide the population with access to well-trained health care workers. In order to ensure competent specialists are licensed to practice, there is a need to update and improve the content and processes of these programs.

In 2017, Juzoor engaged the PMOH, Palestine Medical Council, and other key stakeholders to scale up the implementation of the revised General Surgery Curriculum at the national level, and the revised Pediatric Medicine Curriculum was approved, endorsed by the PMOH and PMC, the revised curriculum was piloted in four hospitals by using the Quality Improvement Collaborative (QIC) approach which achieves improvements through shared learning and intentional spread methods and training sites follow up visits.

Focusing on board exam enhancement, a manual for the examiners and applicants was developed. General Surgery and Pediatric scientific Committees and examiners at the PMC were oriented to introduce the new modality of exam methodology on Objective Structured Clinical Examination (OSCE).

Also, based on the success of the revised general surgery and pediatric curricula, Juzoor has finalized the process of revising and updating the Internal Medicine specialty; the final draft of the revised curriculum was approved by the internal medicine scientific and higher scientific committees at the PMC and ready to sign by the Minister of Health. Once the curriculum signed; a rolling out process will be initiated.

Four pre-requisite courses for the Palestinian board exam in surgery and pediatrics (Basic Surgical Skills Course, two courses of Basic Life Support, Pediatric Advanced Life Support and non-clinical training courses (communication and ethics) were provided to 78 participants.



Training abroad program:

In 2012 Juzoor established relationships with institutions in Jordan, Germany and the United Kingdom (UK). Arrangements were made for the short and long-term placement of Palestinian health professionals at institutions in these countries.

- **Sub-Specialty Training program for Palestinian Doctors:**

Juzoor for Health and Social Development (Juzoor), funded by the Arab Fund for Economic and Social Development through Taawon is facilitating the Medical Subspecialty and Nursing Training for Palestinian Doctors and Nurses scholarship program in various countries including the UK, Lebanon, Jordan and Canada through the joint program between Juzoor and the Foundation for Al Quds University Medical School (FQMS), the American University of Beirut (AUB), and the Palestinian International Institute (PII). The program offers opportunities for training in vital shortage subspecialties not currently available locally aiming to support the development of human resources in the health sector in Palestine and ensure the availability of trained, qualified medical specialists in Palestinian health institutions.

Training in the UK is in partnership with Al-Quds Foundation for Medical Schools in Palestine (FQMS). The program follows the framework of the Royal Colleges Medical Training initiative (MTI) for international medical graduates. The MTI scheme allows for training in the UK in many (but not all) subspecialties for a maximum period of 2 years, whereby the Colleges provide a certificate of sponsorships for approved candidates. This facilitates obtaining a 2-year tier 5 visa and General Medical Council (GMC) registration with exemption from the Professional and Linguistic Assessments Board (PLAB) examination.

Training in Lebanon will follow the framework of the American University of Beirut (AUB). The AUB scheme allows for training in Lebanon in many (but not all) subspecialties for a period depending on the specialty and it also facilitates obtaining an entry visa for candidates.

Training in Jordan will follow the framework of the Palestine International Institute (PII). The PII scheme allows for training in Jordan in many (but not all) specialties for a period depending on the specialty in addition to short-term training (3-9 months).

Sub-specialties identified thus far include, but are not limited to:

- Adult oncological subspecialty
- Pediatric Hematology
- Nephrology (pediatric and adult)

- Interventional radiology
- Intensive care, both pediatric and adult
- Gastroenterology
- Laparoscopic surgery (in various subspecialties GYN, general surgical)
- Endoscopic surgery (particularly in urology)
- Pediatric cardiology & cardiac surgery
- Pediatric Oncology
- Child Psychiatry
- Academic general practice
- Genetics & Metabolic diseases (clinical genetics)
- Immunology
- Plastic surgery

Successes

UK Scholarships: Juzoor has supported 3 doctors obtain sub-specialty training in orthopedic surgery, laparoscopic abdominal surgery and pediatric cardiology at UK hospitals including King's College Hospital and Southampton General Hospital. Three doctors are still currently abroad finishing their sub-specialty training in hematopathology and gynecology/oncology, and 2 doctors have been granted scholarships and are pending placement.

Jordan Scholarships: Juzoor has supported 8 doctors and 4 nurses obtain short-term (1-2 months) specialty training and 9 doctors obtain long-term (1-4 years) specialty training at Jordan hospitals. Four doctors are currently finishing their specialty training, 3 doctors and 1 nurse have been granted scholarships and are pending placement at Jordan hospitals and 2 doctors have been granted scholarships to train at the Nazareth English Hospital in Nazareth.

Lebanon Scholarships: Juzoor has supported 1 doctor obtain a five-year scholarship to the American University of Beirut to specialize in diagnostic radiology.

Other Activities

Juzoor plans to conduct pre-requisite, preparatory courses for doctors and nurses including emergency training courses such as Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS). In addition, courses will be provided to help prepare doctors pass the IELTS test, which is a requirement for training scholarships in the UK, Canada and Lebanon.

Ethical Dimensions in Medical and Health Practice Workshop

Juzoor held a workshop of “Ethics Rounds” covering ethical dimensions in medical and health practice for the Pediatrics Residency Program. The workshop was conducted by Dr. Douglas Brown, the ethics educator at the Department of Surgery at the Washington University in St. Louis School of Medicine and chairman of the ethics committee at the university hospital. Residents from Ahli Hospital and Red Crescent Hospital in Hebron, Rafidia Hospital in Nablus and Makassed Hospital in Jerusalem participated in this workshop.

Objectives of the workshop

- Clarify the meaning and significance of key ethical concepts
- Outline important types of ethical theory, and their relevance to medical ethics.
- Offer a conceptual framework useful for ethical analysis of medico-moral problems in a variety of professional contexts.
- Give opportunities to participants - under supportive conditions - to articulate their current medico- moral attitudes, and explore reasoned arguments that challenge their existing assumptions and ethical stances.

Gaza 2020: Health Matters:

Health Matters project is designed to improve emergency preparedness and response (EPR), and to improve access and availability of quality primary and secondary health care by building the capacity of NGOs and community-based organizations (CBO) in Gaza. Funded by USAID and Led by International Medical Corps (IMC), Juzoor along with consortium partners CARE and Mercy Corps, is responsible for implementing key project elements, including technical training for emergency response, community learning as part of community engagement and implementing a quality collaborative approach to improving Infection Prevention and Control (IPC) and safe surgery measures for project partners.

Results of the Project are:

- Increased emergency preparedness and response for health-related partners

- Expanded access to targeted, quality primary care services in targeted health service providers
- Increased availability of targeted hospital services in targeted health service providers

Technical Capacity Development for Improved Emergency Response

Juzoor has implemented various training packages for PHC and SHC partners. Trainings include Basic Life Support (BLS), First Aid (FA), Advanced Cardiac Life Support (ACLS), Pediatric Assessment Emergency Stabilization and Recognition (PEARS), Helping Babies Breathe (HBB) and Advanced Life Support in Obstetrics (ALSO) as well as Hands-Only CPR awareness activities in clinics and hospitals across Gaza.

Gaza Community Learning

Juzoor supports community learning as part of community engagement in the Gaza Strip, in order to ensure active involvement of community actors including health graduates of academic institutions, health facilities, and community-based organizations.

Basic Life Support and Advanced Cardiac Life Support training courses for fresh medical graduates from Gaza

Heartsaver First Aid CPR AED training courses for community members in Gaza

infection Prevention and Control (IPC) and Safe Surgery

Juzoor works to ensure Infection Prevention and Control (IPC) and safe surgery needs and gaps are addressed through a collaborative approach by introducing IPC and safe surgery concepts, WHO resources for hand-hygiene and safe surgery.

IPC Activities

Meetings and Site Visits to Partner Organizations: Juzoor regularly conducts meetings and site visits to project partner organizations in Gaza to introduce the concept of addressing infection prevention needs and gaps through a collaborative approach, and follow up on IPC practices including hand hygiene compliance.

Success Story: IPC partners are successfully implementing IPC practices including training their staff on hand hygiene practices, increasing environmental cleaning, and setting aims and plan forward to further implement IPC practices and compliance. St. John's Eye Hospital in Gaza expressed that "when you take something in theory you feel it is difficult to apply, but once you start seeing how to apply you feel it is simple even when we do not have resources".

Exchange Visit for IPC Coaches: Juzoor conducted an exchange visit for the IPC coaches from among consortium partners to Augusta Victoria Hospital (AVH) in Jerusalem, where Juzoor has contributed to the buildup of the IPC program through a quality improvement collaborative approach. The visit provided the coaches with hands on experience of effective coaching and supporting within a holistic system of infection prevention at AVH.

Safe Surgery Activities

Meetings and Site Visits to Partner Organizations: Juzoor regularly conducts meetings with safe surgery partner hospitals in Gaza to introduce safe surgery principles addressed by WHO as part of the patient safety initiative worldwide. Juzoor's technical team also conducts site visits to the partner hospitals to discuss the safe surgery principles with staff and model application of the WHO surgical safety checklist with the OR team and coaches as well as address infection prevention matters related to the operating rooms standards, instrument processing and sterilization departments, and follow up on safe surgery practices.

ALSO International Conference: Juzoor's arranged for two ALSO instructors from the West Bank to attend the ALSO International conference in Seattle, USA to receive the updates on the ALSO curriculum and maintain the international faculty licenses. Juzoor's Director and ALSO Advisory Faculty, Dr. Salwa Najjab as well as ALSO instructor Dr. Ahmed Alsarahna attended the conference.

Enhancing Perioperative Care in Palestine

Juzoor is implementing a 30 month project with funds from MAP UK to address safe surgery within the ministry of health starting with the implementation of the surgical safety checklist and providing technical training on the standards required for the integration of the surgical safety checklist.

This project is being implemented in partnership with the hospital directorate and the directorate of quality to ensure sustainability through monitoring and measuring indicators.

The project utilized an audit tool developed by the UK Association for Perioperative Practice (AfPP) to perform a baseline audit before implementation to identify the needs. It aims to provide capacity building to the team members that work within the operating rooms to ensure safe surgery and aims at supporting the MoH in the implementation and embedding of the surgical safety checklist in the operating rooms through a quality improvement collaborative approach requiring on site follow up and coaching as well as workshops to share experiences, indicators, and address topics that need further training or attention. The project also aims to advocate for safe surgery as an integrated principle of practice within the operating rooms thus including managers and various stake holders including surgical residents and nursing students in order to support the integration of the surgical safety checklist into their educational programs.

The project in cooperation with the general directorate of education in health is providing an opportunity of training for all operating room nurses in the ministry of health as well as nurses from tertiary Nongovernmental hospitals (Maqassed , Augusta Victoria , Ahli and Najah). The course includes two components; an online course developed by Juzoor followed by face to face of 5 days training using evidence based materials and audiovisual aids. The course will allow nurses completing it to pass an online test and receive certificate accredited by the Directorate of education in health.

The project has also contributed to the development of policies needed for the application of safe surgery including competency checklists for each policy in order to provide managers and quality auditors with tools to monitor staff competencies in applying the learning they obtain as well as the application of the standards within the policies that had been drafted around surgical safety.

Strengthening Emergency Care in Palestine

The Health, Nutrition, and Population Global Practice at the World Bank Group is leading a new activity aimed at developing and applying a module to improve Emergency care outcomes in Palestine and to contributing to the knowledge base, which will allow this work to be replicated across relevant FCV settings.

Juzoor's main accomplishments under the World Bank Project include:

Completing **Phase 1: instrument design & pilot**: An instrument was designed to two hospitals in the West Bank to identify areas for intervention in Palestinian Emergency departments. The instrument was collected from hospital administrative data and patient data from medical records and patient observation. The pilot was completed and data was uploaded and sent to partner organizations to analyze and report on the findings. In the next phase of the project, the baseline study will be conducted on a larger number of emergency departments to identify the modules for intervention and improvement for the emergency departments in the West Bank.

COMMUNITY EMPOWERMENT



OVERVIEW

Juzoor's Community Empowerment Program responds to the strategic aim of "contributing to supporting and upgrading the health and social status of the Palestinian people" through working on the following:

- Promoting healthy lifestyles to enhance quality of life and prevent non-communicable diseases
- Enhancing family protection by focusing on violence prevention, care and referral
- Empowering Palestinian society, especially youth to advocate for health and social rights

The Community Empowerment Program stresses the importance of youth and women's empowerment, supports marginalized communities, and protects families against gender-based violence through the promotion of sexual and reproductive health rights. Juzoor works directly with community members to develop solid community –based models that empower women, engage youth, and promote healthy nutrition.

• Protecting Adolescents from Gender based Violence Through the Promotion of Their Sexual and Reproductive Health Rights

Increase responsiveness and willingness of duty-bearers to enforce provisions of laws in relation to corporal punishment /physical and sexual abuse and Child Protection

The project addresses the systemic nature of violence (corporal punishment/physical and humiliating behaviors, physical and sexual abuse) against children by using the tools available within the country to engender change in parental, caregiver, teacher, and decision makers' acceptance of such violations, ensuring that such violations are reported, documented, and addressed, and violators are held accountable, and by supporting positive discipline approaches within society.

Juzoor focused on training and building the capacity of children, teachers, and members of the child protection referral and network systems to properly identify, treat and prevent sexual violence and other forms of violence against children.

During 2017, Juzoor was able to conduct training and build the capacities of 18 counselors, 20 teachers and 103 parents were enhanced on Sexual Reproductive health and rights and Positive Discipline for Everyday parenting and teaching. The targeted schools have created 60 peers with exceptional energy and belief in the project and are working towards improving the Sexual and reproductive health in the areas reaching approximately 1500 students. This project has once

more proven its success in the Palestinian communities and has provided the beneficiaries with information that will be beneficial to support the growth of the community.

Palestine National Diabetes Program



Three year project launched in September 2017 with a main goal of implementing national community based approach to diabetes care and prevention, adopting a holistic approach to building communities' capacity to address NCDs specially Diabetes. The project is funded by the World Diabetes Foundation, implemented by the Dan Church Aid, the Palestinian Ministry of Health, the UNRWA, the Augusta Victoria Hospital and Juzoor for Health and Social Development.

The main objectives of the project are:

1. Upgrade 3 models within the West Bank to act as referral centers and 6 intermediate clinics and Implementing the Gestational Diabetes protocol
2. Strengthening the national committee of NCDs to become active and operational
3. Capacity building of health care providers to implement national protocols to strengthen diabetes care and prevention
4. Provide diabetes care, management and screening for complications
5. Raise awareness of preventive measures for diabetes and NCDs within the community

The target group will be mainly diabetic patients treated within the models and clinics, screening of people with high risk of developing diabetes, especially women and overweight/ obese, screening campaigns in schools, universities and for gestational diabetics and pregnant women.

Improving Food and Nutrition Security through Innovative School Canteen Model in Marginalized Rural Communities in the West Bank

Improving Food and Nutrition Security through Innovative School Canteen Model in Marginalized Rural Communities in the West Bank is a 3 year project funded by the Netherlands aiming at empowering marginalized sect of the Palestinian community in neglected areas of the West Bank.

The project aims in empowering five women organizations with the technical skills, financial, managerial, and organizational means, as well as in food production, processing, hygiene and food preparation.

20 schools in Area C and marginalized areas of selected locations (Halhoul, Biet Fajar, Bidia, Toubas and Jeftlek) of both sexes will be targeted in the upgrading and marinating their school canteens and waiting areas benefiting a total of around 10,000 school children.

Several activities have been done for the women in the organizations selected, students and the teachers. Women received training in marketing, accounting and costing principles, as well as they received training in nutrition, healthy cooking, hygiene and economic empowerment.

School activities with school children are of continuous activities, focusing on the **breakfast meal, fruits and vegetables, drinking water, physical activity and overweight and obese children.**

Activities, pamphlets and printouts have been distributed to all school children and teachers.

This project falls under: Promoting Healthy Lifestyle: Preventing Non-Communicable Diseases NCDs Campaigns, Strengthening Environmental Activities for Better Environmental Governance.



Success Story: Women at the organizations are becoming more empowered and independent and are running their businesses more smoothly

- ***Parents of children at targeted schools are engaged more in the awareness activities with their children and are asking for more lectures and sessions about nutrition, health and awareness***

- ***Overweight and obese children are becoming more engaged in the physical activity classes and at home***
- ***Healthy foods are substituting ready foods at school canteens and children are benefiting from it***

Palestine Prevention Diabetes Program

Palestine Prevention Diabetes Program is a 1 year project that focus on lifestyle modification. This project funded by Portland Trust which targets Palestinian pre-diabetic refugee women located in Al-Jalazoon refugee camp in Ramallah District. The intervention is composed of nutrition, physical education and yoga sessions, with an intention of losing 5-7% of the women's body weight aiming in prevention of diabetes.

The Diabetes Prevention Program DPP is a research study funded by the National Institutes of Health NIH and supported by the Centers for Disease Control and Prevention CDC. The results of the study elaborated that specific lifestyle modification and changes and continuing them over time can prevent type 2 diabetes in people who are at risk.

The project in Palestine is developed after the US Diabetes Prevention Program in 2002 and the Finnish Diabetes Prevention study in 2003.

Based on the success stories and lifestyle modification of the participants in the PPD program, the project was extended to another three years with different locations within the West Bank for the years 2018 – 2021.

The project will include 300 pre-diabetic refugee women in Al-Amary, Qalandia, Qadoura, Jalazoon and Shufat refugee camps within the Ramallah district.

The project's aim to support and empower participants to take an active role in changing their own health outcomes by promoting lifestyle changes in the areas of nutrition and physical exercise, with the specific goal of reducing the onset of type 2-diabetes among program participants according to the Diabetes Prevention Program DPP.

This project's intervention and implementation with the selected pre diabetic women helped women to learn the fact about healthy eating and being active; learn what makes it hard for a person or the challenges for eating healthy and becoming more active; to learn how to change one's habits to healthier habits; and maintain long term support to stick with the changes adopted. The program's goals are to lose weight of about 5-7% of total body weight and be more physically active.

Weight, BMI have decreased for a total of 100% of participants. HbA1c was reduced in a percentage of 67%, and none of the participants reached the diabetic stage.

Success story

- *"I have cut back on sugar in beverages: tea, coffee, juice and Cola. I have changed a lot in my life, but especially cola and bread. My family is also making change, not just me."*
- *"The workshop really helped me understand what to eat and what quantities we should eat of these foods. The workshops helped us relax. I learned a lot about breathing."*
- *"This Program changed our daily routine and has provided a meaning to us as individuals. We made friends, and we gained our health back."*
- *" I was a physical education trainer, and since my son died during the Israeli clashes, I stopped. I gained a lot of weight... With this project, I regained my self-confidence and became comfortable with myself. I can now look at the mirror. Now, I am back to training individual on physical education."*
- *"I have learned that its important to give time for me and only me. This course has allowed me not only to reduce my weight and prevent diabetes, but also I stress less and act calmer, thanks to the nutrition and Yoga classes..."*
- *"Most of my Body aches are gone..."*
- *"I took control of emotions and no longer eat when I feel stressed. I have found that practicing Yoga or walking can relief that stress... so I enjoy it and don't gain weight at the same time."*

Promoting integrated and multi-sectoral approach to provide services to women and girls victims of Gender Based Violence (GBV)

GBV is widely recognized as a violation of human rights by threatening the rights, statuses, and well-being of women and girls. Juzoor for Health and Social Development is a leading Palestinian organization in the fight against GBV. Together with partners from civil society and public sectors, Juzoor has successfully initiated a national referral system that has been endorsed by the Council of Ministers through this 12-month project funded by the 'Fund for Local Cooperation' (FLC) of the Representative Office of Finland to the Palestinian Territory. The project is titled "Promoting

integrated and multi-sectoral approach to provide services to women and girls victims of Gender Based Violence” and the impact of the project is to contribute to better a protecting system and promoting the status and rights of women in the occupied Palestinian territory (oPt)

The project had been guided by the 2030 Agenda for sustainable Development and in particular sustainable development goal 5 on gender equality and empowerment and it is corresponding to the Finland’s priorities on women and girls’ rights. The successful implementation of the project had contributed to enhancing the rights of women in the occupied Palestinian territory (oPt) through improving the implementation of the referral protocols and building the capacity of the services provider to be more responsive to the GBV victims’ needs and referrals. Also, it helped strengthen the capacity of the community through empowering local CBOs to deliver effective GBV prevention and referral services to women and girls who are victims or at risk of GBV. In addition, it activated the national referral networks at the district level and shared the lessons learned to advance the performance of the national referral protocols.

As a result of the project activities, the following contributed to the women’s rights and statuses in Palestinian communities within targeted localities:

- 25 organizations from the governmental and non-governmental sectors are implementing the referral procedures in the two targeted districts of Toubas and Jenin.
- 55 Services providers were trained and they are more aware on the GBV prevention enabling them to protect and respond to women and girls whom are victims of GBV. This added to the project outcome as well as the FLC.
- Brochures of organizations providing services to women and girl victims of violence were made and distributed to the local communities.
- 4 District level stakeholder meetings in the two districts were held and it aimed to enhance cooperation and integration among governmental and non- governmental organizations.
- Preparing and distributing emergency kits (clothes for women and first aids kits) for the family protection units at the police station.
- Build the capacity of 6 local CBOs in the two districts on GBV prevention and response.
- 6 communities’ initiatives had carried out by the CBOs with local population (targeting women, men, girls, and boys) to increase their awareness and help women who are victims or at risk of GBV to access quality care. This involved boys and men in community-level GBV prevention efforts which reached 4915 direct beneficiaries.

Sharing the lessons learned with the national stakeholder in order to improve the GBV quality services and response to cases of GBV.

Empowering Women in Marginalized East Jerusalem Communities



The project is a two year project funded by the **US Consulate** with the goal of empowering marginalized women to participate and develop leadership in the economic, social, and community life of East Jerusalem. This project intends to bring about long-lasting changes by using a mixture of well-tested and innovative activities to promote women's empowerment.

Project Objectives:

- Objective 1: Enable 120 women to gain skills, confidence, and means to become strong leaders in their communities.



- Objective 2: Strengthen the capacity of 6 community based organizations (CBOs), including women's associations, to foster women's leadership.

The 24-month project will thus foster the emergence of strong women role models and leaders who can play more active roles in their communities, challenging gender stereotypes and advocating for political, economic, and social changes. The proposed project is fully in line with the goal and purpose of the U.S. Consulate General in Jerusalem's new program, Promoting Palestinian Women's Full Participation in East Jerusalem Community Leadership, and in line with

the program vision, promoting partnership, learning, and exchanges with US-organizations and agencies working on gender equality will be an underlying approach. A baseline study was carried out to inform future interventions to empower women in marginalized communities to help them develop leadership in the economic, social, and community life of East Jerusalem.

Juzoor proposes a unique set of inter-related activities that were designed together with local stakeholders to achieve the desired objectives.

1. A baseline assessment that will shed light on women's social situation in representative sample of Jerusalem communities as well as their knowledge, attitudes, beliefs and behaviors on gender equality will be conducted. Assessment tools may include quantitative survey; in-depth interviews with CBO and community leaders on their understanding of empowerment; and focus group discussions to gauge women's self-perceived capacity building needs and their hopes for their future roles.
2. Establishment of Local Project Steering Committees in each of the 6 targeted locations to support project implementation, monitoring, and evaluation.

The final beneficiaries are marginalized women in six localities in East Jerusalem. In total, during the project duration, **at least 120** women will become leaders in their communities, **6 CBOs** will be capacitated, and **1,500** community members will benefit from women-led initiatives that address women's priorities.

The Women Leaders and CBOs will be both beneficiaries and implementers in this project, first benefitting from capacity building to enhance their own knowledge, skills, and attitudes towards gender and women's rights, and empowering them to play a more active role in their communities. We will also open up the opportunity to 30 men (5 men from each location), in recognition of the fact that advocacy for gender equality is an issue that concerns both men and women. The wider community in the target locations will benefit from the initiatives to be implemented by the Women Leaders and the overall transformation in attitudes, perceptions and behaviors regarding gender issues. It is estimated that 1,500 community members will directly participate or benefit from the initiatives, and that a total of 10,000 community members will benefit from the direct and indirect actions of this project.

Results:

- Select and train 120 Women Leaders.
- Support to 6 community-level women's empowerment initiatives

- Support 6 CBOs to use digital community communication resources to promote women
- Deliver 3 days technical centralized training to 12 CBOs on women leadership, 2 participants from each CBO

Children with Disability in Palestine

The project is a one year period working with local organizations that work mainly with children with disabilities especially those who have speech and hearing problems and with those children with special needs. 5 organizations were selected according to assessment needs and field visits, taking into consideration the administrative, technical and infrastructure needs. The project took place in the north and the center of the West Bank.

The project was divided into two phases, one that focused on the technical and administration training and the second was on the infrastructure renovation for the organizations. The training part has a goal of empowering the administration and technical team and staff in six subjects:

- Sign language
- Audiology therapy
- Special education
- Electronic archive
- Strategic planning
- Care pathways

The overall objective of the project, is to strengthen and maintain the infrastructure and skills for the organizations' team to be able to better provide services to children with disabilities in Palestine. A renovation process for the CBOs was conducted to renovate, upgrade and provide better infrastructure for the organizations and to meet their needs in order to better provide services to children with disabilities.

Success Stories

- *Better connection and networking between the organizations in the same location, which exchanged ideas, challenges and successes and provided up-scaled services to targeted people*

- *The training on sign language made it easier for communication and ice breaking between people with hearing disabilities*
- *The renovation and maintenance part of the organizations, made it a more welcoming and warm environment for the team as well as for the beneficiaries*



POLICY DIALOGUE AND ADVOCACY



Advocacy for Policy Development is Juzoor's program that aims to influence and contribute to the development of health and social policies, in line with the needs of the Palestinian community.

As a national development organization, Juzoor works consistently and closely with the relevant institutions in Palestine (primarily the Ministry of Health, which leads the national strategy for development in the Palestinian health sector). Over the past several years, Juzoor has also worked closely with UNRWA health program, the main provider of health and social services to a large segment of the Palestinian society in refugee camps and other areas where Palestinian refugees live. Juzoor prioritizes health and social policies and advocates policy development in these sectors via:

- Development of white papers on specific policies
- Participation in regional and international conferences and advocacy campaigns
- Preparation of research and development of reliable sources of information
- Involvement in policy dialogue

ACTIVITIES

National and Regional Networking

Juzoor partners with a wide network of national and regional organizations and institutions and is a part of numerous consortiums, forums and groups that work toward common goals. Juzoor helped establish a national health policy forum to engage in focused discussions on critical health policies and challenges facing the Palestinian health system. In addition, Juzoor has served as an advisor to the Ministry of Planning, helped lead the Population Forum, and is part of the Health NGOs consortium for ESCOW, Middle East Health Policy Forum (MENA HPF), Arab Social Forum, and part of the Jerusalem NGO coalition. Juzoor enjoys a strong working relationship with the Ministry of Health and its different departments. It has implemented several projects with the Ministry, including: capacity building and training, development of guidelines, organizing joint workshops and conferences, supporting the midwifery program, and implementing a psychosocial program. As part of its involvement in national and regional networks, Juzoor has participated in numerous conferences and workshops held by organizations such as the American Public Health Association, ALSO International, the World Health Organization, UNRWA, the Palestinian Ministry of Health, Birzeit University, Bethlehem University, Al-Quds University, USAID, and a number of local NGOs. The organization contributes to conferences (which are held on a variety of topics) through writing position papers, providing expert opinion, and conducting presentations. Apart from attending conferences organized by other groups, Juzoor also organizes conferences and workshops in cooperation with local and international groups on various subjects including: nutrition in emergency situations, pediatric emergencies, breastfeeding and natural childbirth, among others. These workshops and conferences give health providers and the wider public the opportunity to be kept abreast of the latest updates on health issues, meet other professionals and laypeople who share an interest in the subject, and network with international consultants and guests.

Health Policy Forums

Juzoor is a member, co-founder and hosting organization of two national and regional health forums:

- **Palestinian Health Policy Forum**



Juzoor helped create the Palestinian Health Policy Forum and has been hosting the Forum since its inception in 2005. Juzoor believes that Health is a basic human right, and not only a biological state focusing on disease and patients, but a social, economic, and political issue that is directly connected to national development and affected by multiple factors, it is a crucial indicator of national prosperity and the degree to which a society is participating in public discourse, and the commitment of national and civil society institutions to human rights. On that basis, a group of health and development stakeholders established the Palestinian Health Policy Forum. The purpose of the forum is to strengthen and support national health policy in a manner consistent with human rights, social justice, so as to influence decision makers to adopt policies and strategies suitable for the Palestinian development context and respond to the needs and aspirations of people ensuring universal access to quality health care.

The vision of the ***PHPF is to contribute to the creation a Palestinian health system that is able to respond to the health needs of the Palestinian people and to the challenges of the current context in an equitable manner.*** Further, to focus on the importance of public participation in planning, implementation, and evaluation of strategies; to adopt an evidence based approach to choosing interventions and health programs, including the provision of quality health care in a manner that is sustainable and contributes to the improvement of the health situation of the Palestinian community in coordination with other development sectors.

Despite extensive initiatives, programs, and the good intentions invested in improving the Palestinian health system, the current system remains below developmental expectations. It has not improved in a manner commensurate with the size of interventions and investment in spending. Health services continue to be of low quality with variation between geographical areas. There has been an increase in spending on curative and secondary health care at the expense of strengthening preventive and primary care. The system suffers from the lack of internal coordination between key stakeholders, and external coordination with stakeholders from other sectors. Health programming is heavily influenced by donor priorities and lacks financing policies; the system also lacks reliable health information and research to support decision making. As well, there is fragmentation and chaos in the private and non-governmental sectors; a decline in the performance of the public sector and a shortage of qualified human resources. All of the above factors continue to be a burden on the health sector and to threaten its future.

The founders of the PHPF have found an opportunity to contribute to the reform of the health sector and to revitalize public debate related to health policies and programs in a way that is consistent with Palestinian national interest.

The formulation of health policies must be based on research, data, evidence, and public debate. Achieving health for all requires a tremendous effort: public participation, a high degree of transparency, and cross-sectoral strategies. Keeping in mind that change takes time, and requires public awareness and the formation of coalitions among stakeholders to advocate and influence the health sector, the PHPF seeks to build an extensive and dynamic network of decision makers, stakeholders, and community leaders from the public sector, the Ministry of health (MOH), and legislative council, CSOs, international and national NGOs, media, youth, and others. The goal is to create a meaningful and effective public debate that contributes to affecting and creating health policy and improving the Palestinian health system.

The Ministry of Health will be involved in various stages of the policy dialogue, however, the intent of the forum is to mobilize and activate civil society organizations and citizens to engage in debate in order to inform public policy and to advocate for health reform and system improvement with the MOH. The PHPF is an independent body that seeks to support the MOH in developing health policies that better serve the Palestinian people; involving MOH will be crucial and will be handled delicately in order to avoid a conflict of interest.

- Middle East and North Africa Health Policy Forum



Dr. Salwa Najjab, the Executive Director of Juzoor, is a Board member of the MENA Health Policy Forum (MENA HPF) which was established in 2008 as an independent, non-profit organization, with membership drawn from health policy researchers and experts from the MENA countries. Its mission is to contribute to the development of effective, efficient, equitable and sustainable policies that improve health and that mitigate adverse consequences of ill health, particularly for those who are most disadvantaged. The Forum is currently the only independent non-governmental health policy network in existence in the MENA region.

HPF is now in its 10th year of formal operation. Over the last year ,the Forum has doubled its membership to over 100 health policy experts and researchers ,These experts/researchers come from a range of relevant disciplines, from both middle and lower income countries in the region, as well as from actual and potential sponsors.

Central to MENA HPF's mandate is to serve as a knowledge broker on health policy research, reform, and systems. Under this objective, MENA continues monitoring and identifying existing

research and research gaps to inform health policy options. This year, MENA HPF focused on the following activities:

Developing Health System Governance Assessment: country report (Egypt)

Following up with the WB to develop a standardized framework to act as a regional monitoring tool, to be followed by capacity building workshops on the utilization of the tool.

Analytical and comparative studies

The studies involved a number of output that addressed emerging and important topics in the region:

- Given the regional threat of the Ebola virus, a working paper was written that addressed risk assessment and directives for preparedness.
- In 2012, MENA HPF held a symposium addressing health system governance in the region. Following the meeting, specific recommendations for different countries were identified to strengthen governance. As a follow-up and to gain a better understanding of future directions, the Forum conducted 2 studies to assess efforts to strengthen governance and the role of stakeholders and challenges they face in some countries 1- A glance at Governance in MENA Region; 2- Case studies from Egypt.
- The MENA HPF has developed two scoping studies addressing the political economy of primary and preventative healthcare in the MENA region. As a follow-up, two policy notes were developed. March 2015.
- A study assessing and identifying research gaps in health systems and policy research was undertaken.
- A discussion paper is written on harmonizing youth reproductive health services in the region.
- A mapping study for SRH policies was done compiling results from 11 Arab States in collaboration with UNFPA ASRO. Where Juzoor conducted the Mapping for Palestine.

• World Bank - Civil Society Consultative Group on Health, Nutrition and Population

As part of Juzoor's policy work, Dr. Salwa is a member of a global group under the World Bank management called Civil Society Consultative Group on Health, Nutrition and Population The joint WBG-Civil Society Consultative Group on Health, Nutrition and Population (the Group) was formed in 2011 in response to the call from CSOs for a more structured mechanism for Bank-CSO engagement at the global and national level.

Representatives are selected jointly by a civil society-Bank selection committee, from applications received from a global call for nominations. The civil society representatives are based in different parts of the globe, selected on the basis of their expertise and their capacity to network with different civil society constituencies in the HNP sector. The Group is not intended to represent global civil society as a whole. Members serve for three years, in a voluntary capacity, with recruitment of new members staggered at approximately 18-month intervals to ensure some continuity. Currently, the Group consists of 14 civil society experts on issues related to HNP in different regions, from both national and international organizations.

The Group design their interventions by a monthly call discussing different policy papers and global issues such as Universal Health Coverage. They meet twice a year for a face to face meeting in Washington DC, in the United States. Dr. Salwa participated for the third year in a row.

ALSO International Conference:



As part of Juzoor's outreach and advocacy, Juzoor's arranged for two ALSO instructors from the West Bank to attend the ALSO International conference in Seattle, USA to receive the updates on the ALSO curriculum and maintain the international faculty licenses. Juzoor's Director and ALSO Advisory Faculty, Dr. Salwa Najjab as well as ALSO instructor Dr. Ahmed Alsarahna attended the conference.

Lifestyle Modification and Prevention of Diabetes campaign:



Juzoor became partner with Bank of Palestine in 2017 for a long-term partnership aiming to increase the awareness within the Palestinian society about lifestyle modification, diabetes and NCDs, in one of a kind partnership between the private sector and NGOs.

A launching event took place on November 2017 with the presence of Juzoor staff, board members and the general director of BoP, the employees and national figures within the Palestinian community from both the private sector, governmental and the local communities.

The campaign took place over a week in the different locations in the West Bank (Nablus, Hebron and Ramallah) and Gaza Strip. Several bill boards were put around the country raising awareness about lifestyle modification from nutrition to physical activity to prevent diabetes.

Nutrition students from Birzet university department of nutrition volunteered along with Juzoor staff in the awareness raising campaign and people were randomly screened for their risk of developing diabetes and educational materials and pamphlets were distributed to people.

Juzoor –AHA

Juzoor faculty and instructors attended the annual regional network forum and Emergency cardiovascular care updates workshop in Dubai in December 2017.



Juzoor's status for territory faculty was renewed.

Juzoor and Danish house organizing visits for health students:

Juzoor receives every year a 3- 4 study tours visit from health students from Denmark , where the Danish house in Ramallah arrange for their visit to have a close look about health in Palestine, Juzoor is one of the organization that each group pay a visit to understand the health situation in Palestine.



A delegation from Juzoor have participated in the International Conference on Refugees and diabetes that held in the Dead Sea, Jordan. This conference was organized by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) jointly with the World Diabetes Foundation (WDF).



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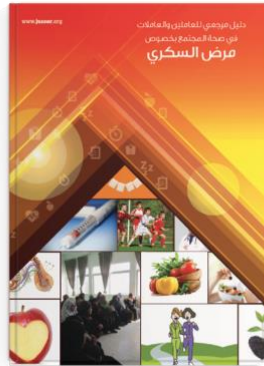
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