A comprehensive guide on health investment in Dubai with a listing of investment needs and opportunities for health services

Towards a healthier & happier community
“The new Law\(^1\) will facilitate a new growth phase in the healthcare sector and help cement Dubai’s position as a global hub for medical tourism. We want to offer the best healthcare facilities and services and attract top healthcare establishments, the best medical personnel and the most advanced technologies.”

1. Law No. (8) of 2018 on the Dubai Health Authority (DHA)
Dubai has achieved a number of qualitative accomplishments in the development of its health care system due to the availability of infrastructure resources, the human resources potential, and the ambitious plans to improve the health care sector in the Emirate. Our aim is to attract investments that benefit the emirate and the community via an investment strategy in the health sector in line with the emirate’s aspirations to provide a healthy global model that also meets with the objectives of the Dubai Plan 2021.

Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum
Deputy Ruler of Dubai

“The expectations of UAE Nationals and residents about Dubai’s health sector are higher than any other nation.”

His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of the Dubai Executive Council

“We aspire to achieve a significant leap in the health sector in Dubai and we believe this will further establish Dubai as an international medical hub. We are working towards our goals and we hope to achieve them.”

His Highness Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai, UAE Minister of Finance, President of the Dubai Health Authority

“Dubai has achieved a number of qualitative accomplishments in the development of its health care system due to the availability of infrastructure resources, the human resources potential, and the ambitious plans to improve the health care sector in the Emirate. Our aim is to attract investments that benefit the emirate and the community via an investment strategy in the health sector in line with the emirate’s aspirations to provide a healthy global model that also meets with the objectives of the Dubai Plan 2021.”

Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum
Deputy Ruler of Dubai
Dubai remains one of the fastest growing cities in the world, it is a land of opportunity and a destination for those seeking a safe and stable haven to grow their investments and businesses.

This is in line with the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. It is also within the directives of His Highness Sheikh Hamdan bin Mohammad bin Rashid Al Maktoum, Crown Prince of Dubai and Chairmen of the Executive Council.

Increase in demand for quality health services due to Dubai’s rapid urban development, population growth and influx of medical tourists is one of biggest challenges facing the Dubai Health Authority.

Many of world's largest hospitals and specialized centres have invested in Dubai’s healthcare sector after realizing the city’s unique investment climate, which provides a number of investment incentives in the healthcare sector.

In this guide, the Dubai Health Authority, under the leadership of His Highness Sheikh Hamdan bin Rashid Al Maktoum, Deputy Ruler of Dubai, Minister of finance and President of the Dubai Health Authority, we made sure to highlight the city’s attractive healthcare investment opportunities.

The guide especially highlights specialties in the health sector that require more investment due to their high demand. It also pinpoints the locations most in need for medical services and the types of health services required.

The guide, which also identifies the city’s legislations, procedures and available investment incentives. It has been developed based on studies that took into account the growing demand for health services in Dubai to provide realistic guideline on how to invest in Dubai’s healthcare sector.

His Excellency Humaid Mohammed Obaid Al Qutami
Director General, Dubai Health Authority
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The Dubai Advantage

Dubai’s appeal is the result of visionary leadership and of carefully considered policies designed to create a thriving economic environment and an attractive lifestyle. The city at the heart of the emirate of the same name is firmly anchored as a favourite destination for expatriates and visitors, as their ever-growing numbers attest. Sustained by an active population and state of the art infrastructure, Dubai is continuously improving and developing as a city, as a hub and as a gateway.

Dubai the CITY

Dubai is home to a young and fast growing population

- Growth of Dubai’s population of +8% p.a. over 2004 - 2016
- A population expected to reach 4.2 million inhabitants in 2025
- 83% of Dubai’s population is between 15 and 64 y.o.

Dubai is an alluring destination for tourists and visitors from all around the world

- Increase of +8% p.a. of Dubai’s tourists between 2011 and 2017
- Highest ratio worldwide of visitors per resident
- Dubai’s top attractions such as world tallest building and largest shopping mall

Dubai is already diversified, the healthcare sector accounting for only 3.6% of its GDP

- Wholesale, transport, real estate and manufacturing account for around 65% of Dubai’s GDP
- 8% of Dubai’s GDP is from non-financial corporations

Dubai the GATEWAY

Dubai’s economy is open and benefits from a strategic location between Europe, Africa & Asia

- 3rd most open economy in the world, in terms of total foreign trade as a percentage of GDP, which increased of +9.2% p.a. between 2005 and 2016
- Two-thirds of the world’s population live within eight hours of flight from Dubai

Dubai also benefits from world class transport and infrastructure

- Dubai International Airport (DXB) is the busiest airport globally welcoming over 232k passengers daily in 2016 and 140 airlines and connecting 260 destinations across six continents
- Jebel Ali port is the 9th largest world container port with 15.6m twenty-foot equivalent units and over 180 shipping lines

Dubai the HUB

Dubai is a top investment and investor-friendly destination worldwide

- Home of the MENA office of 196 Fortune 500 companies
- The UAE is the 7th most globally competitive country
- In 2017, Dubai attracted USD 27.3 billion of foreign direct investment, ranking 4th globally

Dubai is recognised for its quality of life and ability to retain talent

- Dubai is ranked #1 for its quality of living across the Middle East and Africa region for 5 years in a row
- Dubai is ranked #10 worldwide in HSBC’s preferred cities to live for expatriates

Dubai leads the region in sustainable investment, technology and innovation

- USD 27.4 billion Dubai green fund to support and finance green energy projects by 2020
- Dubai is home to the regional headquarters of companies such as Google and Facebook
Healthcare in Dubai

Dubai Health Authority oversees the healthcare sector in the Emirate of Dubai

The Dubai Health Authority (DHA) was created in June 2007 by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai. DHA is the public organisation overseeing the health system in Dubai and its free zones (excluding DHCC and MOHAP) with an expansive vision that includes strategic oversight for the complete health sector in Dubai and the enhancing of private sector engagement.

Two other agencies coexist within Dubai’s healthcare sector: the Ministry of Health and Prevention (MOHAP), the federal ministry overseeing the UAE healthcare sector, and Dubai Healthcare City Authority (DHCA), a dedicated free zone. Both have a role in the regulation, licensing, funding, and management of facilities under their oversight. However, most of Dubai’s healthcare facilities and professionals are overseen by DHA and only a limited number by MOHAP or DHCA.

Dubai’s healthcare funding strategy supports the growth of the private sector

In 2014, a mandatory health insurance law for Dubai was enacted and rolled-out in three main phases, so that by end-2017 every employee and dependent residing in Dubai was medically insured. As a result, close to 100% of Dubai’s population is now covered by medical insurance. While healthcare expenses have reached around AED 17.5 billion in 2017, the share of private insurance has skyrocketed to approximately 60%.

The numbers of healthcare facilities and professionals licensed by DHA have seen significant growth in recent years

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1. Out of pocket expenses in 2014 included reimbursement through claim forms, accounted for starting 2016 in Insurance & Corporations
2. Outpatient and Inpatient values include all facilities in Dubai regulated by Dubai Health Authority, and excludes those from Dubai Healthcare City Authority and the Ministry of Health and Prevention
DHA Strategy 2016 – 2021

Founded on the four key pillars of service delivery (quality, efficiency, patients and staff), DHA aims to ensure the availability of quality medical insurance programmes, improve medical services according to the highest international standards, contribute to providing attractive infrastructure for investments, boost Dubai’s position as a global hub for medical tourism and medical education, encourage innovation in the healthcare sector and improve preventive healthcare measures.

**VISION**

“Towards a healthier and happier community”

**MISSION**

“Transforming Dubai into a leading healthcare destination by fostering innovative and integrated care models, and by enhancing community engagement”

As part of this new strategy, DHA has defined eight objectives enabling it to build a new era in its healthcare sector:

- Boost Dubai’s position as a global hub for medical education
- Provide attractive infrastructure for investments
- Achieve highest international standards in medical services
- Enhance the quality of medical insurance
- Disease prevention and promotion of health
- Encourage innovation in the healthcare sector
- Improve preventive healthcare measures
- Boost Dubai’s position as a global hub for medical tourism

More specifically, DHA’s strategy is being implemented through 15 ambitious programmes out of which more than half of them are related to the private sector, out of which:

**CHRONIC DISEASE MANAGEMENT**

Drives the development of speciality centres providing programmes focused on the management of chronic diseases outside the setting of acute/tertiary hospitals

**CENTRES OF EXCELLENCE**

Respond to the high demand for specialised and tertiary care for selected high prevalent diseases and endorses clinical research and training programmes

**MEDICAL TOURISM**

Focuses on promoting the development of medical tourism in Dubai, and position Dubai as a global health tourism destination

**INVESTMENT & PARTNERSHIPS**

Promotes competitiveness and encourages foreign and domestic investments in the health sector in Dubai

Our mission is to promote Dubai as a viable hub for investment in healthcare that address the needs of the Emirate and the future opportunities, and provide the best service for investors and enable sustainable public-private model in Dubai

“DHA is striving to make the population of Dubai healthier and happier by providing world-class healthcare services; fostering creativity and innovation in alignment with UAE vision and Dubai plan 2021”

His Excellency Humaid Mohammed Obaid Al Qutami
Director General, Dubai Health Authority

Source: Smart Dubai News, “DHA Creating a Smarter and Healthier Dubai”, 25/10/2017
Drivers for Health Investment in Dubai

1. A growing population entails a greater need for health services

- **Dubai's population** is estimated to reach between 4.6 and 5.5 million inhabitants by 2030
- The share of **UAE Nationals aged 60 y.o. and over** is expected to reach 8.0% in 2030
- **Dubai's population is expected to grow** of about 4-5% p.a. between 2020 and 2025 and of about 3-4% p.a. between 2025 and 2030

2. Landmark projects and infrastructure support the development and growth of the healthcare sector

- **Dubai Expo 2020** is set to host **25 million visitors** from all around the world
- Major tourist and leisure attractions will be completed over the coming years
- **Dubai International Airport (DXB)** welcomes 90 million passengers annually, and **Al Maktoum International Airport (DWC)** is expected to handle 240 million passengers annually
- Numerous and diverse upcoming residential communities from affordable housing to upscale complexes, villas and exclusive penthouses

3. A high prevalence of chronic and non-communicable diseases indicates an increased need for health services and for associated tertiary care expertise and chronic disease management

- **Cardiovascular diseases** and cancer were the main causes of mortality in Dubai in 2016, accounting for over 51% of deaths
- The UAE is amongst the countries with:
  - A mortality rate due to cardiovascular diseases reaching 147.9 per 100,000 inhabitants, up to 3 times higher than UK or Australia
  - A diabetes prevalence ratio reaching 17.3% (in population aged 20 to 79), i.e. 2 to 4 times higher than Australia or the UK
  - A prevalence of overweight in adults of 34.5%, equivalent to 5 to 10 times the same ratio in Singapore or Japan
  - A prevalence of cigarette smoking adults of 21.9%, at least 3.8 pts more than in some developed countries

4. Health coverage for all of Dubai's population sustains the development of the healthcare sector for both residents and tourists

- **Close to 100% of Dubai's population** benefits from health coverage after introduction of the mandatory health insurance law in 2014
- In 2017, some 60% of health expenditure was covered by **private insurance**
- The prevention and early detection landscape is changing rapidly, and including additional screening services as part of mandatory health insurance
5 Private sector utilisation has grown significantly and will continue to rise

Over the 2012-2016 period, demand for healthcare services in Dubai increased at a faster pace in the private setting than in the public sector: +6.2% p.a. vs. +2.0% p.a. for outpatients and +10.7% p.a. vs. +1.3% p.a. for inpatients.

A supply-gap exists in specific types of services. This is an opportunity for private sector investment in:
- Centres of Excellence in tertiary care
- Mental Health
- Rehabilitation and Physical Therapy, and Long-term care
- Chronic Disease Management
- Ambulatory Care

Healthcare expenditures accounting for 3.6% in Dubai vs. an average of 10% in OECD countries.

6 Dubai is supporting and embracing the digital revolution and innovation in the healthcare sector

Dubai Future Accelerators explored cutting edge technologies in 2018.

A clear licensing process exists for telehealth companies in Dubai.

The launch of an electronic record (NABIDH) for all patients in Dubai.

The implementation of an electronic hub to manage insurance claims in real time.

KEY APPLICATIONS
- Revolutionary usage of 3D printing playing a key role in procedural planning, quality assurance and advanced education.
- 3D printing has already been used in kidney assistance surgery and in catheter-based interventional procedures.
- Use of robotic surgery to perform complex procedures with greater precision than with traditional methods in specialities such as: Cardiology, Orthopaedics, OB/GYN.

7 A leading position as a health tourism hub with scalable growth opportunities

Over 326,000 health tourists were welcomed in Dubai in 2016, generating over AED 1 billion in total healthcare revenue. DHA’s objective is to attract over 500,000 health tourists by 2020.

The top four specialities requested by health tourists are:
- Orthopaedics
- Ophthalmology
- Dental
- Fertility Treatment

In 2016, 37% of health tourists came from Asia and 15% from Europe.

A travel insurance programme specifically designed for health tourists travelling to Dubai has been introduced to support health tourism.

8 A positive investment climate and support from DHA in building the future of the healthcare sector

Dubai is one of the most investor-friendly destinations in the world.

7th most globally competitive country\(^1\)

1st in MENA as per the Global Innovation Index

Home to 196 regional offices of Fortune 500 companies

100% repatriation of capital and profits

Two dedicated free zones, DHCC and DSP, are aiding the development of the healthcare, wellness and pharma and other life-science sectors.

New legislation will soon allow 100% foreign ownership of onshore companies and a new 10-year visa.

DHA’s Investments and PPPs department provides strategic support and facilitation to investors.

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1. IMD world competitiveness ranking 2018
2. Outpatient and Inpatient values include all facilities in Dubai regulated by Dubai Health Authority and Dubai Healthcare City Authority, and excludes those from the Ministry of Health and Prevention.
### Health Investment Needs and Opportunities

#### Base case: Gaps for Outpatient Visit Rooms (2020-2030)

Gap analysis by specialty, in no. of outpatient rooms required (base case, 2020-2030)

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Gaps (base case)</th>
<th>Gaps (base case)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020</td>
<td>2025</td>
</tr>
<tr>
<td>Primary Care</td>
<td>198</td>
<td>501</td>
</tr>
<tr>
<td>Paediatrics</td>
<td>60</td>
<td>76</td>
</tr>
<tr>
<td>Respiratory Medicine</td>
<td>100</td>
<td>145</td>
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<tr>
<td>Neurology</td>
<td>75</td>
<td>116</td>
</tr>
<tr>
<td>Oncology &amp; Haematology</td>
<td>35</td>
<td>63</td>
</tr>
<tr>
<td>Immunology &amp; Infections</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Trauma and Injury</td>
<td>20</td>
<td>28</td>
</tr>
<tr>
<td>Dentistry</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>Neonatology</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>30</td>
<td>26</td>
</tr>
<tr>
<td>Obstetrics</td>
<td>164</td>
<td>128</td>
</tr>
<tr>
<td>Cardiology &amp; Cardiothoracic</td>
<td>132</td>
<td>102</td>
</tr>
<tr>
<td>Plastic Surgery</td>
<td>181</td>
<td>174</td>
</tr>
<tr>
<td>Dermatology</td>
<td>304</td>
<td>292</td>
</tr>
</tbody>
</table>

Projections are based on the following assumptions:

1. 248 operational days per year
2. 8 operational hours per day
3. 70% planning occupancy per consultation room
4. Adjustments for National and Non-national utilisation based on current trends
5. Nursing demand has been split between adult and paediatric Hospital modes, no supply captured but absorbed by other consultation rooms

#### Gaps by sector, in number of additional outpatient rooms required (base case)

As per the base case, the forecasted additional outpatient rooms required by 2020, 2025 and 2030, all specialties included, are as follows:

<table>
<thead>
<tr>
<th>Sector</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sector 1</td>
<td>62 rooms</td>
<td>228 rooms</td>
<td>535 rooms</td>
</tr>
<tr>
<td>Sector 2</td>
<td>77 rooms</td>
<td>303 rooms</td>
<td>439 rooms</td>
</tr>
<tr>
<td>Sector 3</td>
<td>1,754 rooms</td>
<td>1,494 rooms</td>
<td>105 rooms</td>
</tr>
<tr>
<td>Sector 4</td>
<td>22 rooms</td>
<td>54 rooms</td>
<td>89 rooms</td>
</tr>
<tr>
<td>Sector 5</td>
<td>284 rooms</td>
<td>483 rooms</td>
<td>691 rooms</td>
</tr>
<tr>
<td>Sector 6</td>
<td>30 rooms</td>
<td>51 rooms</td>
<td>139 rooms</td>
</tr>
<tr>
<td>Sector 7</td>
<td>9 rooms</td>
<td>15 rooms</td>
<td>21 rooms</td>
</tr>
<tr>
<td>Sector 8</td>
<td>22 rooms</td>
<td>43 rooms</td>
<td>65 rooms</td>
</tr>
</tbody>
</table>

1. Analysis and results from Dubai Clinical Services Capacity Plan 2018-2030, developed by TAHPI

Legend:
- ▲ Oversupply
- ▼ Undersupply - Investment needs
2 Base case: Estimated gaps for Acute Inpatient Beds (2020-2030)<sup>1</sup>

<table>
<thead>
<tr>
<th>Specialty</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orthopaedics &amp; Rheumatology</td>
<td>1</td>
<td>96</td>
<td>241</td>
</tr>
<tr>
<td>Paediatric Medicine</td>
<td>5</td>
<td>89</td>
<td>227</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>10</td>
<td>77</td>
<td>189</td>
</tr>
<tr>
<td>Cardiology &amp; Cardiothoracic surgery</td>
<td>40</td>
<td>55</td>
<td>153</td>
</tr>
<tr>
<td>Oncology &amp; Haematology</td>
<td>43</td>
<td>67</td>
<td>103</td>
</tr>
<tr>
<td>Paediatric Surgery</td>
<td>3</td>
<td>37</td>
<td>81</td>
</tr>
<tr>
<td>Immunology &amp; Infections</td>
<td>16</td>
<td>25</td>
<td>39</td>
</tr>
<tr>
<td>Rheumatology</td>
<td>7</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>ENT; Head &amp; Neck</td>
<td>16</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Dermatology</td>
<td>6</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Neurology</td>
<td>51</td>
<td>32</td>
<td>16</td>
</tr>
<tr>
<td>Burns</td>
<td>57</td>
<td>54</td>
<td>52</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>81</td>
<td>75</td>
<td>69</td>
</tr>
<tr>
<td>Gynaecology</td>
<td>169</td>
<td>135</td>
<td>99</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specialty</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
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<tbody>
<tr>
<td>Respiratory Medicine</td>
<td>108</td>
<td>167</td>
<td>237</td>
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<tr>
<td>Obstetrics</td>
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<td>Psychiatry</td>
<td>78</td>
<td>108</td>
<td>163</td>
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<tr>
<td>General Surgery</td>
<td>27</td>
<td>43</td>
<td>142</td>
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<tr>
<td>Renal Medicine</td>
<td>10</td>
<td>41</td>
<td>93</td>
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<tr>
<td>Urology</td>
<td>7</td>
<td>18</td>
<td>65</td>
</tr>
<tr>
<td>Neonatology &amp; NICU</td>
<td>100</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Transplantation</td>
<td>3</td>
<td>5</td>
<td>9</td>
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<tr>
<td>Vascular Surgery</td>
<td>25</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>15</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Plastic Surgery</td>
<td>35</td>
<td>30</td>
<td>29</td>
</tr>
<tr>
<td>Endocrinology</td>
<td>72</td>
<td>64</td>
<td>55</td>
</tr>
<tr>
<td>General Medicine</td>
<td>208</td>
<td>148</td>
<td>85</td>
</tr>
</tbody>
</table>

Projections are based on the following assumptions:
1. 70% planning occupancy per acute bed
2. Trauma is split into supply by surgical specialty proportions
3. Adjustments for National and Non-national utilisation based on current trends
4. Adjustments of the Average Length of Stay based on current utilisation rates
5. Planned bed supply (861 beds in 2020 and 1,162 beds in 2025 and 2030, as compared to 2018) has been allocated based on probabilistic assumptions on demand and supply to the various specialties

**Legend**
- Oversupply
- Undersupply - Investment needs

**USEFUL INFORMATION:**
Dubai Clinical Services Capacity Plan 2018-2030: To be released soon, visit www.dha.gov.ae for up-to-date information

**KEY POINTS OF CONTACT:**
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1. Preliminary results from Dubai Clinical Services Capacity Plan 2018-2030, developed by TAHPI
DHA Investments & PPP’s Department

The Investments & PPP’s Department at Dubai Health Authority aims to promote Dubai as a viable and competitive hub for investment in healthcare, to provide the best service for investors, and to enable sustainable public-private models in Dubai. Its role is therefore to support DHA’s objective of providing healthcare in line with global best practices, fostering innovation in all health-related sectors and of becoming a medical hub for the region by attracting investors and encouraging these to contribute to the development of targeted areas.

Published in 2018, DHA’s Investment Strategy 2017-2020 focused on the following initiatives:

The focus areas to support the development of Dubai’s health ecosystem are identified in the short to mid-term

The Investment and PPP’s Department offers additional services to support DHA’s strategy

From an investor perspective, the Investment and PPP’s Department is a privileged Source of information and a facilitator of access to Dubai’s healthcare sector. Some of its key responsibilities are to:

- Provide real time information on demand for services, supply and capacity gaps in the Dubai healthcare sector
- Support and advise on investment mandates on greenfield investments exceeding AED 100 million
- Facilitate discussions with other DHA and Dubai Government stakeholders on sizable investment mandates
- Facilitate priority investments and offer commercial incentives through Certificate of Needs policies
- Drive policy change to enable priority investments
- Facilitate and manage PPP process for partnerships with DHA for priority services/identified projects

KEY POINTS OF CONTACT

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Overview of Health Regulations

The Health Regulation Sector at DHA is responsible and accountable for regulating all health facilities and healthcare professionals in the Emirate of Dubai with the exception of those that fall under the jurisdiction of the Ministry of Health and Prevention (MOHAP) and Dubai Healthcare City Authority – Regulatory (DHCR). The Health Regulation Sector takes a proactive, friendly and flexible approach toward regulation in order to drive high quality and safety in healthcare.

In 2018, the Health Regulation Sector issued a new set of Health Facility Guidelines that streamline the design requirements and licensing process for all health facilities. These Guidelines set out the minimum requirements for the design and construction of various types of health facilities and will:

- Establish the minimum acceptable standards for health facility design and construction
- Maintain public confidence in the standard of health facilities
- Determine the basis for the approval and licensing of health facilities
- Provide general guidance to designers seeking information on the special needs of typical health facilities
- Promote the design of health facilities with due regard for safety, privacy and dignity of patients, staff and visitors
- Eliminate design features that result in unacceptable practices
- Eliminate duplication and confusion between various standards and guidelines

Licensed healthcare facilities and professionals, regulated by DHA, as of April 2018

- 27 hospitals
- 41 day surgical centres
- 1,751 additional clinics, including specialised clinics, polyclinics and medical centres
- 1,279 other facilities including Pharmacies & drug stores, medical labs, imaging centres, etc.
- 3,098 healthcare facilities
- 38,468 healthcare professionals

Snapshot of upcoming projects related to healthcare facilities licensing and regulation

**HEALTH FACILITY GUIDELINES PROJECT**

Update of the 2012 healthcare facilities guidelines: more comprehensive, patient focused, research based, etc. See [Dubai Health Facility Guidelines](#).

**SHERYAN PROJECT**

New transformation initiative to redesign Sheryan, the Health Regulation Sector’s licensing and inspection system.

**DUBAI HEALTHCARE PERFORMANCE PROJECT (QEYAS)**

Key Performance Indicator (KPI) framework for health facilities in the Emirate of Dubai.

**KEY POINTS OF CONTACT:**

Health Regulation Sector

Business Village, Building B, 3rd floor, Dubai

800 342 (800 DHA) | regulation@dha.gov.ae
Setting up Health Facilities in Dubai

Setting up a health facility in Dubai is now an easy and smooth process, optimised by digital procedures. Investors wishing to open a health facility in the Emirate of Dubai and/or one of its free zones (excluding DHCC) will follow a different journey, based on the nature of their project (new constructions vs. refurbishments/ expansions). The mappings highlighted below provide a general approach and do not take into account specificities that might require additional approvals (e.g. building close to a metro station will require additional approval from RTA).

**Licensing process map for Health Facilities ¹: New construction**

1. Start
2. Obtain land approval & construction approval
   - Register a name
   - Apply for initial approval of the facility
   - Obtain initial approval and clearance from planning department
   - Register through DHA facility licensing account (Sheryan)²
   - Submit requirements for initial DHA approval
   - Apply for telecom and check cable connection
   - Apply for fire & safety standards
   - Obtain approval on construction
   - Obtain the initial approval letter and work on facility requirements and set-up
   - Apply for permanent power
   - Apply for final inspection and obtain approval
   - Submit all approvals and obtain trade license³
   - Obtain approval for required radiology equipment
   - Apply for final inspection and obtain approval
   - Apply for final inspection and obtain approval by DHA with recommendations
   - Activate and issue of facility license
   - Ready to go

**Licensing process map for Hospitals and Clinics: Refurbishment ⁵ / Expansion**

1. Start
2. Obtain landlord’s approval and sign the tenancy contract
   - Reserve a name
   - Apply for final inspection and obtain approval
   - Register through DHA facility licensing account (Sheryan)²
   - Submit requirements for initial DHA approval
   - Obtain the initial approval letter and work on facility requirements and set-up
   - Apply for telecom and check cable connection
   - Apply for permanent power to the extent of deficit
   - Apply for final inspection and obtain approval
   - Obtain approval for required radiology equipment
   - Apply for final inspection, and final inspection by DHA with recommendations
   - Activate and issue of facility license
   - Ready to go
Licensing process map for Telehealth Services\(^1\) - Standalone/ New Facility

1. Within Dubai or a free zone (excluding DHCC). See DHA services for Health facilities at Licensing Health Facilities. See DHA specific regulations per type of facility (incl. design requirements, patient care, diagnostic services, etc.) at Licensing services.

2. See DHA e-services at e-services. See DHA requirements for new facilities at New Facility License.

3. If the Hospital/polyclinic is close to critical infrastructure (e.g. metro station, airport) additional approvals might be necessary (e.g. RTA or Dubai Civil Aviation Authority).

4. Upload Trade license from Dubai Economic Department (DED) or Free zone. Update NOC by the medical director signed by all partners or authorized person with supporting documents.

5. If any structural change takes place during the set-up, additional approvals might be necessary.

6. See DHA services for Healthcare professionals at Professional Licensing Procedures. See DHA requirements for new healthcare professionals at Professional Qualification Requirements.

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STAKEHOLDERS

- CD: Dubai Civil Defence
- DED: Department of Economic Development
- DEWA: Dubai Electricity and Water Authority
- DHA: Dubai Health Authority
- MOHAP: Ministry of Health and Prevention
- DM: Dubai Municipality
- PANR: Federal Authority for Nuclear Regulation
- LL: Facility’s Landlord
- TLCM: Telecom operator (Du, Etisalat)
- HF: Health facility

---

1. Licensing Health Facilities
2. Licensing services
3. DHA e-services
4. New Facility License
5. Professional Licensing Procedures
6. Professional Qualification Requirements
Health Insurance in Dubai

Dubai Government implemented a mandatory insurance framework in the Emirate (including in its free zones) through its Health Insurance Law No. 11, published in 2013. Based on this law, all UAE Nationals and residents of Dubai (including dependents) must have insurance in place to cover emergency and curative healthcare needs.

Mandatory insurance is one of the pillars of the Insurance System for Advancing Healthcare in Dubai (ISAHD) which aims to create an integrated and innovative insurance system for all Dubai citizens and residents, and to provide sustainable high-quality healthcare in Dubai for nationals, residents and visitors in order to position Dubai as the best healthcare system globally.

Health insurance in Dubai: Demographics

2.4 million insured population

Gender

- Female: 24%
- Male: 76%

Age group

- Below 18 y.o.: 13%
- 18 to 45 y.o.: 75%
- 46 to 60 y.o.: 10%
- Over 60 y.o.: 2%

Income Category

- Less than AED 4,000 per month: 16%
- AED 4,000-12,000: 22%
- Over AED 12,000: 57%
- Family members: 4%

SAADA: is a health insurance programme for UAE Nationals living in Dubai, under the supervision of the Dubai Health Insurance Corporation.

KEY STATISTICS

- Newborns: A monthly average of 40 are benefiting from SAADA’s programme
- Medical Cases: Over 8 cases are handled in hospitals on a daily basis
- Surgeries: Over 10 surgeries per day
- Inpatients: An average of 20 inpatient cases per day
- Outpatients: Around 1,050 outpatients are benefiting from SAADA’s programme per day
- Insured members: A daily average of 210 new members are onboarded into the programme

See SAADA’s website

Impacts of the eClaimLink programme

Decreasing

- Prescribing mistakes
- Dispensing mistakes
- Fraud
- Waste
- Abuse
- Waiting time at pharmacy
- Pharmacy-physician calls
- Claims submission time

Increasing

- Patient safety
- Health outcome
- Information accuracy
- Effective communication
- System efficiency
- Control on reSources
- Transparency

See eClaimLink’s website

Snapshot of upcoming projects related to health insurance in Dubai

DIAGNOSIS RELATED GROUP (DRG)
A new pricing system for healthcare services
See IR-DRG Guidelines

EJADA SYSTEM
Dubai’s health insurance performance monitoring system

DUBAI STANDARDS IN HEALTHCARE
An education programme on best practices guidelines

KEY POINTS OF CONTACT:
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Dubai FDI, a Partner for Foreign Investors in Healthcare

VISION
“To position Dubai on a global stage as a business opportunity for new initiatives and an essential base for successful business.”

MISSION
“To support, stimulate and sustain foreign investment in Dubai and ensure all ventures are consistently managed with commitment and dedication.”

From planning to implementation and beyond, Dubai FDI offers a path to commercial success:

Dubai FDI guides, advises and provides practical help on all aspects of business decisions and management, from determining the best legal structures to identifying investment opportunities and introducing a vast network of government and private sector contacts.

Dubai FDI, part of the Department of Economic Development in Dubai, provides essential information and invaluable support to foreign businesses looking to invest in Dubai’s thriving economy and take advantage of its global strategic importance.

Dubai FDI has the expertise, resources and knowledge to ensure that investors and businesses have a smooth journey to success.

Dubai is one of the top global city destinations for FDI capital...

In 2017, Dubai continued to lead the region and sustain its top ranking amongst leading global cities in foreign direct investment (FDI) performance:

- 367 projects
- 4th Global ranking
- Top Source countries: United States, United Kingdom, France, India, Germany

...and a very attractive one for investors in healthcare

Over the 2015-2017 period, Dubai FDI registered 22 healthcare projects, accounting for more than USD 105 million of CAPEX. The diversity of the projects, from speciality hospitals and outpatient care centres to medical equipment and research & development, showcases the multiple development possibilities existing in Dubai.

Source: Financial Times - fDi Markets

USEFUL INFORMATION
Dubai FDI: www.dubaifdi.gov.ae
Dubai Advantage: www.thedubaiadvantage.com
@DubaiFDI

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Walid Al Marhoon, Senior Manager of Investment Promotion | Walid.Marhoon@fdidubai.gov.ae
Dubai Healthcare City

A thriving health and wellness ecosystem, the Dubai Healthcare City (DHCC) free zone, launched in 2002, has brought to life a true integrated community in which healthcare, medical education, medical research and wellness, along with hospitality, retail and residential amenities, benefit patients, medical travelers, students, investors and visitors.

**VISION**

“Dubai Healthcare City will become an internationally recognised location of choice for quality healthcare and an integrated centre of excellence for clinical and wellness services, medical education and research.”

**MISSION**

“To enable high quality integrated healthcare, education, research and wellness by forming strategic partnerships. This will deliver exceptional customer experiences, ultimately impacting every member of our society.”

Top outpatient segments and treatments in demand in DHCC

- Obstetrics and gynaecology
- Orthopaedics
- Paediatric
- Dental
- Ophthalmology
- Mental health

DHCC is home to clinical partners including hospitals, outpatient medical centres and diagnostic laboratories across 160 specialities with licensed professionals, strengthening the free zone’s medical tourism portfolio. Non-clinical partners include retail and hospitality.

DHCC is now home to reputed regional and global names including Mediclinic City Hospital and its Comprehensive Cancer Centre; Dr Sulaiman Al Habib Hospital; and industry names including Johnson & Johnson and Cochlear Middle East have setup their regional headquarters in DHCC. In addition, DHCC will be home to the upcoming clinical development Clemenceau Medical Centre and wellness development, WorldCare Wellness Centre, part of MAG of Life Creek Resort.

“Since our founding in 2002, we, in the Dubai Healthcare City free zone, have been developing a robust ecosystem of healthcare, wellness, medical education and research in the region, contributing to key national priorities of innovation, knowledge and sustainability, and driving economic diversification efforts in the UAE.”

**Dr. Ramadan AlBlooshi**

CEO, Dubai Healthcare City Authority – Regulatory
Dubai Healthcare City Authority – Regulatory (DHCR), the regulator of DHCC, is responsible for compliance and enforcement of clinical governance within the free zone.

DHCR is also responsible for the licensing of all healthcare professionals, educators and operators, as well as setting and maintaining international best practices in delivering healthcare in DHCC.

MASAAR is the first-of-its-kind portal in the UAE that caters to a more than 130 services for applications and renewals in commercial set-ups, healthcare professional and clinical licensing, as well as government services.

### Key Regulatory Services

**DHCC has numerous advantages for investors in healthcare**

- **A thriving healthcare medical education and research ecosystem:** Access to a network of 400+ partners
- **Strategic location and accessibility:** 10-15 minute drive from Dubai International Airport and just over 30-minute drive from Al Maktoum International Airport
- **One-stop-shop approach:** DHCC provides a one-stop-shop solution for all related governmental services transactions. Further, Masaar serves as an e-portal for set-up and renewal services (+130 services)

The free zone offers **100% ownership** for both expatriates and UAE Nationals

**How to set-up?**
- Select the premise for your operations
- Apply for provisional approvals through Masaar
- Submit the required documents for commercial licensing
- Once the commercial license is issued apply for the operating permit

**DHCC offers investors a range of set-up options...**

- **Leasing clinical spaces**
  - Comprehensive space for speciality clinics, day surgery centres, and medical & research laboratories

- **Leasing non-clinical spaces**
  - State-of-the-art commercial offices suited to all business types

- **Business Centre**
  - Fully-furnished offices and open space workstations

- **Freehold leasing solutions**
  - Land plots (sale and lease) with infrastructural provisions

...through different partnership models

- **Build-to-suit**
  - Customized solutions catered to unique business needs
  - Investors can allocate capital towards core business operations
  - Revenue sharing

- **Joint Ventures**
  - Form partnerships
  - Share benefits and risks

**Useful Information**

- **DHCC:** www.dhcc.ae | info@dhcc.ae
- **DHCR:** www.dhcr.gov.ae | info@dhcr.gov.ae

**Office Location**

Dubai Healthcare City Authority
Dubai Healthcare City, Mohammed Bin Rashid Academic Medical Centre (building 14), Second Floor

Dubai Healthcare City and Dubai Healthcare City Authority – Regulatory
Ibn Sina Medical Complex (building 27), Block C, Ground and First Floors
Dubai Science Park

Founded in 2005, Dubai Science Park (DSP) fosters an environment that supports scientific research, creativity and innovation. Since its inception, the community has grown to more than 350 companies, employing over 3,600 professionals in the sciences, energy and environmental sectors.

Dubai Science Park aims to play a significant role by facilitating a more sustainable and self-sufficient future that maximises the use of indigenous resources and talent. DSP will achieve this by supporting innovation in the sciences by fostering growth and change in the areas of human science, plant science, material science, environmental science and energy science.

**VISION**

“To be Dubai’s most innovative and vibrant community for all segments of the science sector and a place where corporates and residents can work, live and flourish.”

**MISSION**

“To play a significant role in Dubai’s Vision 2021 by facilitating a more sustainable and self-sufficient future that maximises the use of indigenous resources and talent. This will be achieved by supporting innovation in the sciences, helping companies utilise cutting-edge technology and information to foster growth and change...”

**DSP business activity is mainly oriented toward life sciences**

<table>
<thead>
<tr>
<th>HEALTHCARE LIFE SCIENCES</th>
<th>ENERGY &amp; ENVIRONMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Therapeutics</td>
<td>Renewable Energy</td>
</tr>
<tr>
<td>Medical / scientific devices / equipment</td>
<td></td>
</tr>
<tr>
<td>Speciality supplies</td>
<td>Life science services</td>
</tr>
</tbody>
</table>

**DSP has numerous advantages for investors in life sciences and healthcare related sectors**

- **100% foreign ownership and repatriation of profits and capital**
- **Tax-free salaries for all employees**
- **Exemption from customs duty for goods and services**
- **Strong regulatory framework**
- **Excellent networking opportunities**
- **Presence of a large number of sub-sectors of the science industry**
- **No trade barriers or quotas**
- **Worldwide recognition of Dubai Science Park**

**DSP also offers investors flexibility in capital structure options**

New companies or branches of existing enterprises (international or local) have a choice of legal frameworks they can adopt, all of which offer easy set-up:

1. **Free Zone Branch of an international or UAE company (as a legally dependent part of its parent company)**
2. **Free Zone Limited Liability Company (LLC with corporate structure, with natural person shareholders, with both corporate and natural person shareholders), as well as possible variants**

See more details on setting up a business with Dubai Science Park

**USEFUL INFORMATION**

www.dsp.ae | info@ dsp.ae

**KEY POINTS OF CONTACT**

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+971 4 3644225 | hamad.alzarooni@ dsp.ae

Sina Auchère, Marketing Manager
+971 4 3642107 | Sina.Auchere@ dsp.ae
Health Tourism in Dubai

Dubai Health Experience (DXH) was launched by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, as a continuation of ‘Dubai, a Global Destination for Medical Tourism.

The Health Tourism Department in DHA supports Dubai as a global health tourism destination and a gateway to the finest medical experts and premier accredited healthcare facilities. As part of its strategic plan, DXH is focused on building strong ties with Dubai’s finest healthcare providers to create an unparalleled experience for medical and health tourists. DXH today embraces more than 50 of Dubai’s leading healthcare providers from hospitals and specialist clinics, to day-surgery centres. All the participating group members go through an evaluation process which involves each facility meeting rigorous requirements and standards, on-site inspections and ongoing reviews by DHA’s Health Regulation Department to ensure quality, safety and service standards for Dubai’s inbound medical and health tourists.

DXH.ae provides a convenient one-stop platform for patients’ medical and travel needs, in order to make the in-bound process as smooth as possible.

<table>
<thead>
<tr>
<th>KEY METRICS OF HEALTH TOURISM IN DUBAI</th>
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</thead>
<tbody>
<tr>
<td>Health tourists (in thousands)</td>
</tr>
<tr>
<td>2012: 107</td>
</tr>
<tr>
<td>2016: 326</td>
</tr>
<tr>
<td>2020: 500</td>
</tr>
<tr>
<td>Revenue generated</td>
</tr>
<tr>
<td>USD 381 million in 2016</td>
</tr>
<tr>
<td>Number of DXH partners</td>
</tr>
<tr>
<td>2015: 24</td>
</tr>
<tr>
<td>2016: 33</td>
</tr>
<tr>
<td>2017: 49</td>
</tr>
</tbody>
</table>

Dubai is a recognised hub for health tourism

- Best Integrated Destination for Medical Tourism award at the 10th International Exhibition and Conference on Medical Tourism (2015)
- Highly Commended Destination of the Year award from the International Medical Travel Journal (2015)
- Winner of the Chairmanship of the Global Healthcare Travel Council (2017)
- UAE is ranked #1 in the number of internationally accredited facilities by the Joint Commission International

TOP NATIONALITIES OF HEALTH TOURISTS

- Asia 37%
- GCC 31%
- Europe 15%
- Others 17%

TOP HEALTH TOURISM SPECIALITIES

- Orthopaedics and sports medicine
- Dermatology and Skin care
- Dentistry
- Fertility
- Treatment

USEFUL INFORMATION
Dubai Health Experience (DXH): www.dxh.ae

KEY POINTS OF CONTACT
Health Tourism Department | 800342 | medicaltoursim@dha.gov.ae
Dubai will host the World Expo between October 20th 2020 and April 10th 2021, making it the first universal exposition to take place in the Middle East, Africa or South Asia. The theme for Expo 2020 Dubai is “Connecting Minds, Creating the Future” and is underpinned by the three interwoven themes of Opportunity, Mobility and Sustainability, seen as fundamental in addressing the most pressing issues of our time.

These themes not only set out the objectives for Expo 2020, but also inform the way in which the whole event will come together, from the development of participants’ pavilion concepts to the management of operations and logistics during the actual event. They influence all aspects of the build-up and guide contractors and suppliers in pitching and delivering their services.

- **OPPORTUNITY**: How can we realise our potential and dreams of the future?
- **MOBILITY**: How can we access people and resources to achieve that potential?
- **SUSTAINABILITY**: How do we pursue our dreams and goals wisely, protecting the needs of future generations?

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**Site capacity:**
- 300,000 visitors

**Top visiting nations include**
- UK
- USA
- Germany
- Russia
- China
- India
- Saudi Arabia

**Additional statistics**
- 25 million visits
- 50 | 50 male vs. female
- 70% of visitors international
- 70% of adult international visitors (25-44 y.o.)
Dubai Future Accelerators

Dubai Future Accelerators is an intensive 9-week programme that pairs top companies and cutting-edge entrepreneurs with strategic stakeholders in Dubai to create innovative solutions together.

Dubai Future Accelerators was launched in 2016 by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and the Chairman of Dubai Future Foundation under the directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai. Since its inception, Dubai Future Accelerators has hosted 4 cohorts with 149 companies participating from over 25 countries.

VISION

“To make Dubai the birthplace of exponential technologies that will shape the course of humanity over the next century”

Dubai Future Accelerators supports DHA’s health strategy by:

• Working with startups on cutting edge and innovative technologies related to the care model innovation programme

• Accelerating DHA’s access to these innovative technologies and championing their adoption, for Dubai to become the hub for futuristic technologies in healthcare

For example: physiotherapy sensors that can be used by patients at home to continue their physiotherapy sessions

“IHSA is keen to be at the forefront of health technology and aims to establish an integrated global platform for the future of healthcare and to create economic value based on embracing and adopting future innovation and technological solutions.”

His Excellency Humaid Mohammed Obaid Al Qutami
Director General, Dubai Health Authority

Source: DXH Media Centre, “Dubai Health Authority announces launch of the 1st Dubai International Medical Tourism Forum”, 1/23/2018

USEFUL INFORMATION

Dubai Future Accelerators: www.dubaifutureaccelerators.com

Dubai Future Foundation: www.dubaifuture.gov.ae

KEY POINTS OF CONTACT

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Other Free Zones in Dubai

There are 27 free zones in the Emirate of Dubai covering sectors such as healthcare and science, higher education, art and design, banking and finance, trading, manufacturing, etc.

Amongst many others, the key advantages of free zones in Dubai are:

- 100% foreign ownership
- Exemption from personal taxes
- 100% repatriation of revenue and profits
- Relatively easier documentation
- Long term leasing options
- Simplified recruitment and workforce process

In addition to Dubai Healthcare City and Dubai Science Park, there are two other relevant free zones for investors in healthcare: Dubai Silicon Oasis focused on hi-tech and Dubai Multi Commodities Centre a made-for-trade free zone.

As the region’s technology park, DSO’s hi-tech ecosystem is specifically designed for technology-based organisations to interact and support one another so that ideas, technology and business may thrive.

DSO is dedicated to promoting technological collaboration and innovation and caters to the high-tech sector by supporting companies and services in a wide range of sectors including:

- IT, telecom, electrical, electronic, engineering and related activities
- Consultants, law firms, finance institutions, and other professional services
- Bio-tech, automobile, aerospace, oil and gas, alternative energy and other industries

Dubai Silicon Oasis is also the home to an upcoming 235 bed, state-of-the art tertiary-care hospital and medical university.

DSO is an ‘integrated’ city within a city offering a plethora of residential and lifestyle facilities, including over 1,500 villas, numerous apartments, the DSOA University residence, etc.

DMCC is a government entity established in 2002 to enhance commodity trade flows through Dubai. It performs a range of roles which continue to position Dubai as the preferred destination for global commodities trade, and DMCC as the world’s No.1 Free Zone. As endorsed by the ‘Global Free Zone of the Year’ award from the Financial Times fDi magazine for three years now, DMCC is indeed, made for trade.

Today over 15,000 companies call DMCC home. A further 170 companies join this free zone every month, 95% of which are new to Dubai. Almost 90,000 people live and work at DMCC attracted by its vibrant community, stunning properties and high-quality lifestyle.

Driving digital innovation: DMCC has partnered with AstroLabs Dubai – the region’s only Google-partnered tech centre, and developed a collaborative community of like-minded entrepreneurs.

DMCC also includes health related sectors, such as: medical engineering services, medical equipment rental, home healthcare centre, pharmaceutical and research services, etc.

DMCC is also home to the first telehealth company set-up in Dubai, regulated by the Dubai Health Authority.

Dubai Multi Commodities Centre is also part of the Jumeirah Lake towers community, it is close to significant residential developments and to other key projects such as Al Maktoum International Airport and the Dubai Expo 2020.
Key Tools for Health Investors in Dubai

**SHERYAN PROJECT**  
An online system to facilitate Licensing of Health Facilities and Healthcare Professionals

Sheryan is the online licensing and inspection system of Dubai’s Health Regulation Sector, Dubai Health Authority. Its latest version is a one-stop-portal powered by emerging technologies and supported and enabled with AI and innovation to provide citizen-centric experiences.

### Key Functionalities of Sheryan

#### For Health Facilities
- New Facility License
- Change Facility Name, Location, Medical Director, etc.
- Transfer ownership
- Add or Remove a Specialty from an existing Facility License

#### For Healthcare Professionals
- New Professional License
- Add/ Upgrade/ Renew/ Cancel an existing Professional License
- Print Duplicate Professional License
- Good Standing certificate

### Key benefits of the new Sheryan program

- Improve the customer and employee experience
- Increase operational performance
- Drive stronger regulatory compliance
- Be powered by new digital channel capabilities and real-time decisioning, automated workflows, etc.

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**HEALTH SERVICES NAVIGATOR**  
A new initiative to support Investors in accessing health planning data in real time, while also providing patient community with information on available health services

As part of its Investment & PPP’s strategy 2017-2020, Dubai Health Authority has implemented the Health Services Navigator initiative, aiming to provide a dynamic view of Dubai’s healthcare sector and to provide investors with real time information on demand, supply and gaps for services in the Emirate of Dubai.

The Health Services Navigator allows to:

1. Help patients, tourists and members of the community to find health facilities, and to get access to details about their services
2. Helps investors to get access to health planning data, including demand, supply and gaps for health services across Dubai’s communities

The access to this information would be through authorized DHA team members. Please contact the InvestmentS & PPP’s department.

Dubai Health Services Navigator: To be released soon
DUBAI HEALTH INVESTMENT GUIDE 2019

The Dubai Health Investment Guide 2019 has been developed as part of DHA Strategy 2016-2021 and its Investment and PPP’s initiative. It aims at fulfilling the following key objectives:

- **Inform** potential healthcare investors and operators about the attractiveness of the Dubai market
- **Educate** investors about the current investment ecosystem in Dubai, and the governance and regulatory framework
- **Align** investment priorities with clinical capacity plan results
- **Promote** healthcare investment in Dubai to attract the right investments in Dubai’s healthcare sector

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- **Hana Abdullah**, Head of Section-Marketing, Corp. Comm. and Marketing Dept.;
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