



CEDARS INTERNATIONAL

**GERMAN UNIVERSITY HOSPITAL  
&  
MEDICAL INDUSTRIES COMPLEX  
in  
DUBAI, UNITED ARAB EMIRATES**

**Founder**  
CEDARS (Dubai)

**Partners**

- » Klinikum Stuttgart (Germany)
- » University of Tübingen (Germany)
- » Techno Park (Dubai)
- » Baden Württemberg International (Germany)



# CEDARS INTERNATIONAL

## Cedars International Management Concept

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# CEDARS INTERNATIONAL

## **1. Introduction**

### **1.1. Objective**

To build and operate a world class internationally certified “Tertiary Care” Multidisciplinary Off Campus University Hospital, a school of Medicine, a skill upgrading school for nurses, skill upgrading school for medical technicians, a school of paramedics, a hospital management school, a rehabilitation centre, a trauma centre, a medical industries complex along with a 4 stars hotel apartment residences, shopping mall, alternative medicine and physical therapy center, health farms and spa.

This Medical Complex is intended to be one of the flagships complimenting Dubai growth like Burj Al-Arab, JAFZA, Internet City, Media City, Palm Islands I and II, World Island, International Financial Centre, Jumeira Residences, Jumeira Islands, Dubai New Down Town with the highest tower in the world, Dubai Water Front City and the new Jebel Ali Airport (World Central Airport) and the Airport City with its 850 Towers ranging from 50 m to 350 meters high, etc... It should be equipped and staffed according to the highest world standards and should include every possible medical specialty and a leading research centre to make it a fully internationally accredited University Hospital. It should be an added value project otherwise there is no justification for its existence. It should have a family hotel attached to it along with a specialized shopping centre, health farms, sports facilities, playing grounds, courts, gymnasia, alternative medicine centre and spas. It should receive the necessary pre-operation publicity and advertisement locally, regionally and worldwide.

### **1.2. The need**

It goes without saying that Dubai’s infrastructure as a reputed world trade , financial and exhibition center and prime business and tourist destination would be incomplete without a medical service that stands up to Dubai’s world image. The large majority of people locally, regionally and internationally make of countries with good medical and alternative health facilities their tourist destinations. Health farms, Spas, recreation resorts are the most frequented places world wide by the business and professional community. There is definitely a lack of medical specialties especially in terms of tertiary medical care and the available specialties are way behind world standards in terms of quality medical care and quality services. There is no medical institution in the whole country and the region that combines all medical services (clinical and academic), paramedical and Medical Industrial support services under one roof. The combination of classical medical care with alternative medical services is a new concept with a great tourist and business appeal for the Gulf region and the whole world.



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## 1.3. Viability of the Project

It is certainly viable because it is definitely needed locally and regionally. It is a unique project dictated by the phenomenal growth of Dubai. The prevailing world conditions where the movement of people is no more unidirectional will add value to the project. However, the viability or the success of any such project depends on the market potential which is perfectly appropriate in this case and the Management philosophy behind it.



**Draft of Cedars International Complex**



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## **2. Competition**

### **2.1. Locally: Dubai Healthcare City**

The Dubai Health Care City is conceived on the lines of the Dubai Internet City and the Dubai Media City. It is an enclave where any medical practitioner, small clinic, polyclinic, laboratory, pharmaceutical company or distributor, medical equipment company or distributor or any hospital or related to medicine institution can rent or buy a space for their activities. It is absolutely a different concept. The location of the Dubai Health Care City in the heart of Old Dubai beside very busy hotels and shopping centers is highly inaccessible and will contribute to more traffic congestion. Cedars International is located more than 60 km away from the Dubai Health Care City in the heart of New Dubai Techno Park near to the frontiers of the Emirate of Abu Dhabi. The Dubai Health Care City is envisaged and managed like a Real Estate venture. Considering that Investment in medical services is one of the heaviest, returns on investment for American and European investors are subject to heavy competition with countries that offer fairly standard medical services at very low rates. On another note, Cedars International, in virtue of its location in New Dubai and far away from the Dubai Health Care City still benefits out of the aggressive Marketing and publicity campaign that the government of Dubai carries out to market Dubai as a whole.

### **2.2. Regionally: Lebanon and Jordan**

Lebanon would top the list because of its long standing tradition in hospitality, tourism industry and advanced medical institutions i.e. The American University Of Beirut Medical Center", "Hotel Dieu De France" University Hospital, "St. Georgeus Univiversity Hospital", etc. However, it is difficult to assume that Lebanon could win the confidence of investors for such a big project.

In Jordan few important facilities exist like Al Hussain Medical City, Al Khalidi Hospital, etc. However, Jordan is not an important tourist destination nor does it have an important history in hospitality, business or tourism industry.

### **2.3. Internationally**

Thailand with its advanced medical institutions, hospitality and tourism industry appeal. Countries of Eastern Europe like Ukraine, Romania and Bulgaria with their Black Sea Resorts offer physical therapy and massages.

With the exception of Lebanon, all the above listed competitors pose a threat of being capable to offer their medical services at a lower cost.



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## 3. CEDARS Management



**Cedars J.A.I.H. next to Jebel Ali Free Zone**

“CEDARS International” born out of the womb of CEDARS – Jebel Ali International Hospital has already proven its point in Hospital Management by making a real success story of the CEDARS – JAIH which it has built from Ground Zero through Construction Architectural design, Electromechanical design, Medical Gas System, internal design, sourcing, selection, purchase and adaptation of equipment, recruitment of human resources and training them into optimal corporate operation, designing tailor-made computer programs for a complete modular administrative, accounting, Outpatient and Inpatient Electronic file, Di Com conversion of medical data and Imaging modalities and their networking.

Operating from square one with a small but devoted team, extremely limited and, at times, prohibitive financial resources and relatively difficult conditions on every level right from lack of data for correct planning up to training Human resources of various and often conflicting ethnic, social, cultural and professional backgrounds. The absence of regulatory statues, standards or systems of any nature made our task much harder. At every step we had to learn our lessons the hard way by carrying our own research or improvise to find our own solutions.

It is true that we got polished by our own experiences, our own practical successes but the positive outcome of all this was the acquisition of a deeper understanding of Hospital Management and regional realities. We have been capable to develop our own measure scales and standards for feasibility or non feasibility. This unique pioneering



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experience has sharpened our insight into realities and contributed to the formation of a particular realistic sensitivity to local and regional socio economic orientations and market conditions and characteristics. We became an unannounced reference for certain "Management Companies" and we evolved procedures to establish bases for correct projecting as related to the market of Dubai, the U.A.E or the regional markets. It goes without saying that while there are scientific guidelines in Management that should never be ignored but in the final analysis all depends on successful implementation of those guidelines and their adaptation to specific realities and that is where the test for the success or failure of any approach lies. "The proof to the pudding lies in eating it" and "Devil resides in the details".

It is with this solid backbone experience and this open ended creative vision with limitless horizons that we approach and tackle issues of Management. We strongly believe that Numbers are subservient to correct vision. The opposite is not true.

#### **4. Social Composition and its effects on health care services in UAE and the region**

One very essential fact to be always considered and kept in mind is that here in Dubai and the rest of the gulf region, we are dealing with a specific reality which is different in many ways from other socio economic realities.

We are dealing with a country and a whole region which was built from scratch with local Oil surplus as an invested development capital and foreign 'know- how' and foreign work force. The ratio of the local population is 15% against 85% of expatriate population. The ratio of Far Eastern working force (Indians, Pakistanis, Philipinos) is 80% of the total expatriate population. All other Nationalities (Europeans, other Arab nationalities, Americans, Africans etc...) form the remaining 20% of the expatriate population. It is obvious from the above that we are dealing with a heterogeneous society 'par excellence' with no hope of the various components being ever integrated to form a homogeneous society because of the lack of the basic requirement of persistent interactive sedentary living for the larger majority of the working force.

There are two categories of expatriate population:

- Contract workers whose contract is limited to 2-3 years and their stay in the country is subject to finding another work contract which will allow them an extended stay for another period of 2-3 years and this category constitutes by far the largest segment of the working force i.e. construction workers, services workers, and other office workers.
- Entrepreneurs or investors who live and work in this country but have no legal guarantee to continuous residence except the continuity of their Business. Nobody is given a stay permit of more than 3 years which is of course renewable as long as the business is there.



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These clarifications were absolutely necessary for the proper understanding of the implications of the social structure on the Health services.

Until 5 years ago Health Care Services were offered by the state free for all, locals and expatriates alike. Of course the first repercussion of such a policy was to make any private investment in health care services unthinkable. On the other hand, as would be expected, the state health care bill grew to prohibiting levels because the government free offered service was grossly abused by the Expatriates and the Locals alike.

It goes without saying that one cannot be too choosy when offered something for free. Select elitist segments of both Locals and Expatriates population who looked for higher or better standards of healthcare were dissatisfied. Consequently, at first a symbolic fee for a Health Card valid at government hospitals only was introduced then the whole health care service was privatized.

The other implication which is related to the population structure is the non implementation of any health insurance plan up to this moment although this may happen in the very near future. All health care providers and, of course, Insurance companies are very much excited about this expected development but we are not. Taking matters at face value, this appears as a very interesting development but if we delve deeper into analyzing realities, we find that this has a direct impact on the larger context of the economic growth of Dubai, the U.A.E. and the other Gulf states.

Considering that the phenomenal growth witnessed in the sector of construction and other services in the whole region is primarily made possible due to cheap labor hand, We feel that an increase of the cost of labor hand will increase the cost of construction. Surely this is not going to be welcome. It will add another unwanted cost increasing factor beside the 5 to 6 folds increase of the cost of building materials which did not so far hinder the construction boom but led to unaffordable rise in the value of property and a phenomenal rate of rent increase amounting to 38% in 2006. This will ultimately affect the competitiveness of Dubai and the region as an investor's heaven and will make any further growth extremely costly. Going by this rationale we feel that any Insurance cover will be just an eye wash. No employer is going to pay for a reasonable Health Insurance cover for his employees and therefore, we feel that the very exciting, yet to come, Health Insurance plan is not going to bring about any substantial change or have substantial effect on the prevailing state of things. This, of course, does not apply on the self paying or the self insured patient who are our target groups for the Techno Park project. Surely, Management, financial and insurance Companies will welcome this change as a very important development that will revolutionize the Health care industry and will accordingly paint the brightest images of a very lucrative emerging Business sector, but we welcome this development with great reserve for the following reasons:



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- Any employer will try to make his operation as cost effective as possible and therefore will provide only a basic minimal health insurance cover. In any case, It is always less costly to send a sick worker to be treated in his own country at his own expense or permanently replace him with another.
- Hospitals as they grow in number will compete to offer lower prices to lure more clientele which simply means lower quality medical services because, at the end, quality has a price.
- Workers that cannot afford treatment in Dubai, U.A.E or the region will find it, as they do now, more convenient to fly back to their home countries which is for the major sector of the labor force one and half hour to a maximum 3 1/2 hours flight from Dubai.

In short, 'Not all that glitters is Gold' and no polishing will make it so. Just for the sake of documentation, I was involved in various feasibility or Market studies related to health care with various renowned Management Companies and would like only to sound a note of caution.

The other aspect that has been and still is a problem to deal with vis à vis the operation of a tertiary care medical facility or even a quality primary or a secondary health care facility is the private health insurance market. Insurance companies still work in the mode of pre privatization of health care services. They still offer a health cover for treatment in primary care clinics at extremely low rates that cannot be accepted by any European or American practitioner or medical facility. Insurance companies have been helped to a great extent by the emergence of medical facilities that accepted the low rates dictated by them.

This is the present insurance market trend and we feel it will go as long as the insurance companies operating in the country can have their way. Considering the implications of this phenomenon on our forthcoming operation, we thought to address this issue by establishing contact with a German health insurance billing company to provide standard German health insurance cover acceptable to our German health care providing partners.

### **4.1. Experience**

We have a background of more than 32 years of on the field experience in Dubai and with Dubai decision makers. We have lived through the changes that have taken place in Dubai right from the stage of initial inception down to realization. I, the Author of this work, was personally, the Medical Advisor of The U.A.E Embassy in Karachi which was and still is one of the most important suppliers of all categories of working force ranging from the investors or entrepreneurs category to the highly skilled, to the semi skilled down to unskilled labor. I was closely associated with the Late Sheikh Rashid Bin Saeed Al Maktoum, Ruler of Dubai and first Vice President and Prime Minister and principal co-



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founder of the U.A.E, as a Doctor and often present in his company. This is simply stated to support the fact that we did live the changes right from their very original inception.

## **5. Concept of existing CEDARS Jebel Ali International Hospital**

This project was conceived when nothing existed in the surrounding area in terms of habitation. We were described as lunatics then for trying to put such a health structure in the middle of no where. Only the Jebel Ali industrial free zone existed with less than 1000 companies in the year 1997. Now there are more than 7500 companies and more than 140 fortune 500 companies.

We knew from the start that we are in an industrial zone environment so we laid a stress on Trauma and Occupational medicine. The extension which is being constructed now out of pressing need to fine tune the University Hospital operation will later become a low cost community hospital, an emergency and Trauma Center which will cater to the health requirements of the population of the surrounding areas which have grown in a big way over the last 7 years of our operation. Just to site few developments that took place in the Jebel Ali area and adjacent neighborhood. We will simply site the Jebel Ali free zone south, the Jebel Ali Gardens, The Discovery Gardens, The Jumeira Islands, The Jumeira Palm Island, The Dubai Marina and The Jumeira Residences with its 85 towers, The Springs, The Meadows, The Green Community, the upcoming Jumeira Palm Island and the Dubai Water Front City. The above mentioned developments happened so fast that we could not cope with the increasing demand despite the many extensions that we carried out on the present building. Now we are building a 150 beds hospital just to cope with the ever increasing demand and to gain time to fine tune the University Hospital operation before it is carried over to the Dubai Techno Park where it will take its final shape.

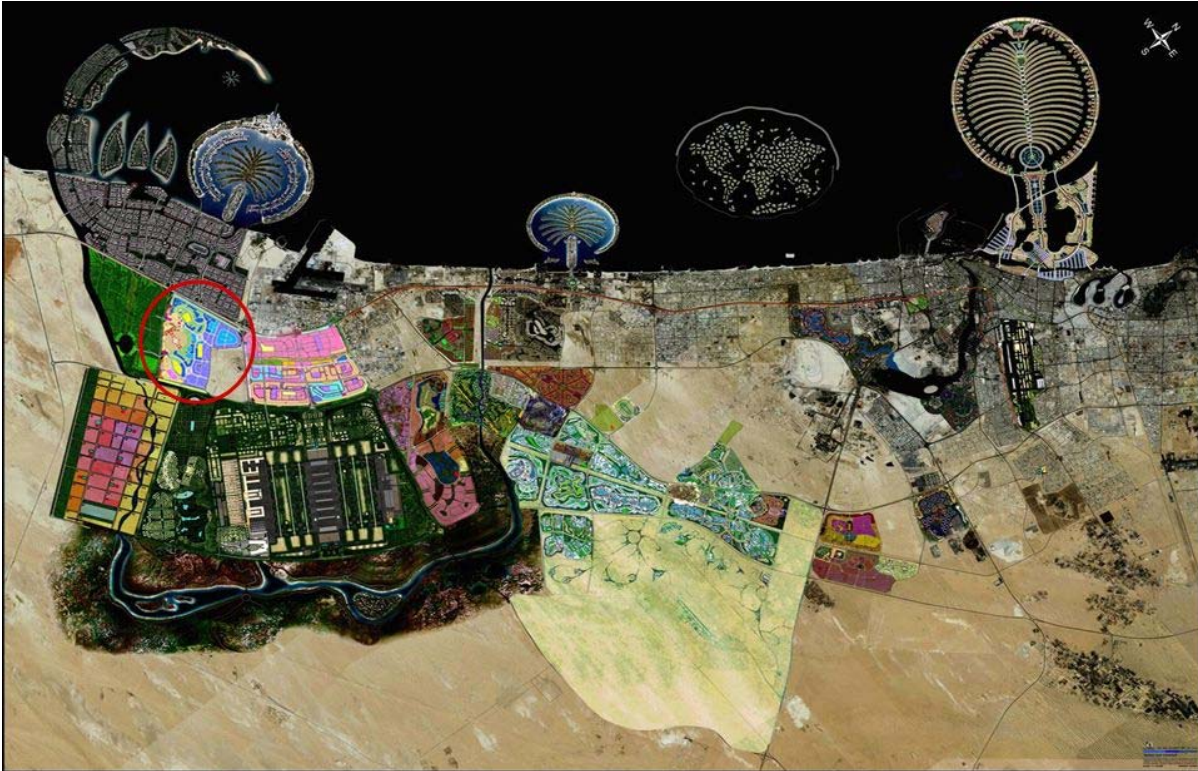
## **6. Concept of Cedars International**

The project which is the subject matter of this presentation is a unique project in its concept, structure as well as its contemplated function. No where else in the region of the Middle East and, dare say, in other areas, such an integrated medical complex which combines medical care, Postgraduate Medical training, Undergraduate Medical teaching, Nursing, Medical Technicians skill upgrading, Paramedics formation, medical industries complex and the various supporting services to go along, has been conceived or built.



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## 7. Location of Cedars International



**Dubai Techno Park in the heart of new Dubai with Jebel Ali Airport and Waterfront City**

There cannot be a more ideal location of the project. Situated in the prime most location of the Dubai Techno Park just beside the Techno Park Headquarters, it faces on the one side the International Business City of the World central Airport which is going to consist of 850 Towers ranging between 50 and 350 Meters high servicing the largest Airport of the world. On the other side, it faces the most prestigious project of Dubai; the Dubai Water Front City (recently renamed 'Madinat Al Arab' in allusion to 'Burj Al Arab'). This High End lavish living and highly prestigious city is going to accommodate 1.4 Million of high income population.

The Logistic importance of this project in terms of its strategic location at the Dubai Techno Park between the World Central Airport at Jebel Ali destined to handle 115 Million Passengers and more than 22 millions Tons of Cargo a year and the Jebel Ali sea Port handling at present more than 7 Million Containers and destined to handle 12 million containers in 2010 and more than 20 Million Containers in 2020 make of the project the most important hub for medical services and medical industries in the whole middle and Far Eastern region in Asia as well as Africa.



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### **Aerial view of major projects in Jebel Ali and Dubai**

The great demand on all the above mentioned components of the project is indisputable for the following reasons:

- Between the Gulf and Beirut in Lebanon on the Mediterranean, there is no medical school or postgraduate medical education institute of any international standing.
- Beside the absolute and pressing need of Dubai, U.A.E and the whole region for all the aspects of the project under consideration, it is useful to recall that there is a need for 8.4 millions of qualified nurses around the world. 5 millions of these are required in the United States of America alone. The remaining 3.4 millions are required in Australia, New Zealand, the U.K and elsewhere. The same goes for the medical technicians (Imaging, Laboratory, Operation Theatre technicians, biomedical engineering technicians and various other applications technicians).
- The need for the establishment of a school for Paramedics for Emergency Medicine and Emergency first responders, Basic and advanced life support is of primordial importance. Awareness is just burgeoning for such services in these parts of the world. The government agencies like the Police, the Fire Fighting Departments, The Ministry of Health and the local Department of Health of Dubai have, so far, been importing young men from India, Pakistan and the Philippines with a nursing background and locally training them for the job of Paramedics. The unfortunate part of the story is as soon as these young people are trained for the job they chose to move on to other countries leaving these government agencies with no choice but to look for another batch to train and so on. That is the reason why the government of Dubai and the governments of other Emirates and other Gulf states will welcome other private agencies relieving them from this heavy bill by undertaking the training of these vital and indispensable life savers who will pay for their own training. We have already started such an activity.



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- Regarding the Hospital Management School, it suffices to say that there is an acute shortage of people with a proper Hospital Management training or Hospital Management background and needless to say that no operation of whatever nature can possibly be a success without proper management, management cannot be more overemphasized in the context of a highly technical, sensitive and delicate Business operation as a hospital where it is always a question of life and death.



## 8. Suggested Partnership Modalities

We believe that we are offering our partners the unique opportunity to share with us a unique project in a unique location at the Dubai Techno Park in the fastest growing city on earth with the most vibrant business and financial hub and an indisputable centre of attraction to a large and rich geographical area which includes the Gulf region, the Middle East, Iran, Pakistan, India, the CIS states i.e. Azerbaijan, Kazakhstan, Uzbekistan, etc.



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## **8.1. Residential Apartments**

The residential apartments will be managed by a Hotel Management company preferably German. The business model will be based on a management contract with an agreed upon percentage of the gross or the net profit. The occupancy will be guaranteed by Cedars International. Staff accommodation will be included in the employment contract of various employees in the various components of the complex. The residential apartments will serve the additional purpose of housing long stay patients and patients' escorts.

## **8.2. Klinikum Stuttgart & University Klinik of Tübingen**

The contribution of these two entities to the university Hospital and the Medical school are in the form of "transfer of Knowledge" in the form medical service expertise and academic 'know-how' that have an essential value. It has been already agreed with the Mr. Murawski, Mayor of Stuttgart for Health & Administration, that senior doctors and senior nursing staff would come on rotational basis for periods of six month or longer. This arrangement is done with the view of assuring a continuous presence of senior medical staff in Dubai without jeopardizing their positions in Germany.

However this "Know-How" is not offered by both the entities for free as an initial investment in the project. The contribution of the clinical or the academic staff is to be paid for by the project operation.

In our case we are making an initial investment in the development of basic concept and its feasibility, in planning, putting up the structure, the equipment and are guaranteeing the whole operation of the whole project.

We feel that financial investment should be shared proportionally by both Cedars International and Klinikum Stuttgart and UKT. Since both Klinikum Stuttgart and UKT are government entities and are not in a position to carry out business transactions, and since the project is of strategic political and economic value for the City of Stuttgart, the State of Baden-Württemberg and Germany as a whole, we feel this project should be viewed in this context and the City of Stuttgart or the Government of Baden-Württemberg should sponsor this project directly or indirectly through B.W. Banks, private German investors or through the formation of a special Fund, mainly, because all the medical industrial companies and institutions who have been approached to take part in this project belong to the State of Baden-Württemberg.

Although Klinikum Stuttgart and the University Of Tübingen will be managing the medical (clinical and academic) aspects of the operation and will be providing expertise through Senior Medical Staff, Cedars International will have to guarantee the running of the whole operation i.e. the provision of junior medical staff, Nursing Staff, Medical Technicians, Administration and Finance staff, Marketing, Client Servicing, Public Relations, Logistics, Engineering, Maintenance, Transport, Security and landscaping



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staff etc. The coordination of the operation between the various components of the project will be the ultimate responsibility of Cedars International. The role of Klinikum Stuttgart and the University of Tübingen should be defined in the light of the above mentioned operational structure.

The management of the whole project will be carried out through a Management Board where all partners (medical, academic, industrial, Paramedical, logistic, Support etc.) will be proportionally represented under the chairmanship of Cedars International as Founder, Incubator and coordinator of the various components and activities of the project. Cedars International will use its local experience, its deep understanding of the local socio economic reality and its political influence to properly implement its strategic conception of the project. It is important to note that only those who initiate a concept or become part of concept that can steer the project safely, securely and creatively to its final conclusion and realize the desired or set forth objectives and goals.



**German Delegation visits Jebel Ali Port in January 2007**



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## 9. Management Organizational Chart

### Specimen

<b>ADMINISTRATIVE</b>	<b>MEDICAL</b>	<b>ACADEMIC</b>
» Administration <i>Cedars; Kl.Stg.</i>	» Medical Director <i>Cedars; Kl.Stg.</i>	» Postgraduate Training <i>Cedars; Kl.Stg.; UKT</i>
» Marketing <i>Cedars (U.A.E, GCC)</i>	» Departments Head <i>Cedars; Kl.Stg.; UKT</i>	» Undergraduate <i>Cedars; Kl.Stg.; UKT</i>
» International Marketing <i>Cedars; Kl.Stg.; UKT</i>	» Nursing <i>Cedars; Kl.Stg.</i>	» Research <i>Cedars; Kl.Stg.; UKT; Fraunhauser; Steinbeis</i>
» Finance <i>Cedars; Kl.Stg.</i>	» Pharmacy <i>Cedars</i>	
» Med.School	» Ambulances – Paramedics Training for All Activities <i>Cedars</i>	
» Quality Assurance Committee <i>Cedars; Kl.Stg.</i>	» First Aid Training <i>Cedars</i>	
» Human Resources <i>Cedars; Kl.Stg.</i>	» Medical Technicians <i>Cedars; Kl.Stg.</i>	
» Maintenance <i>Cedars</i>	» Support Staff <i>Cedars</i>	
» Purchasing <i>Cedars</i>		
» Training		



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<i>Cedars</i>		
» House keeping <i>Cedars</i>		
» Front Office <i>Cedars</i>		
» Logistics <i>Cedars</i>		
» Gardening Landscaping <i>Cedars</i>		
» Technical <ul style="list-style-type: none"> <li>• Training</li> <li>• Maintenance, Electrical, Mechanical</li> <li>• Medical Equipment Maintenance <ul style="list-style-type: none"> <li>➢ Biomedical Engineer</li> <li>➢ Biomedical Technicians</li> </ul> </li> <li>• Gas System</li> <li>• Garbage disposal</li> <li>• Water Treatment</li> <li>• Gardening &amp; Landscaping</li> </ul>		
» Logistics <ul style="list-style-type: none"> <li>• Staff Buses drivers</li> <li>• Patients logistics drivers</li> <li>• Supplies vehicle driver <ul style="list-style-type: none"> <li>➢ Maintenance</li> <li>➢ Catering</li> <li>➢ Pharmaceutical, Medical Equipments &amp; Spare parts</li> </ul> </li> </ul>		
» Paramedics Training		
» Purchasing Department		
» Central Store		



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## **10. Project structure at the Dubai Techno Park**

The project is conceived as 16 autonomous entities yet under a common Management Board. (CEDARS International Group of Companies).

The architectural structure should reflect the German identity of the project with a lot of prestige and class to highlight the Upper End service character of the project and make it consistent with the highly prestigious environment where it is built in the vicinity of the World Central Airport International Business City and the Dubai Water Front City.

### **CEDARS INTERNATIONAL Group of companies** (Holding Company)

#### **Unit 1 – University Hospital**

Cedars International & Klinikum Stuttgart

#### **Unit 2 – Faculty of Medicine**

Cedars International & University Klinik of Tübingen

#### **Unit 3 - Trauma Centre:**

Cedars International & B.G. Klinik (Tübingen)

#### **Unit 4 - Rehabilitation Centre**

Cedars International & Christophsbad & Bad Rappenau

#### **Unit 5 - School Of Nursing**

Cedars International & Stiftung Careum Zürich

#### **Unit 6 - School of Medical Technicians**

Cedars International & Careum & University Of Tübingen & University Of Stuttgart

#### **Unit 7 - School Of Paramedics**

Cedars International & Incentive Med

#### **Unit 8 - School of Hospital Management**

Cedars International & University of Tübingen & University of Stuttgart

#### **Unit 9 - German School**

Cedars International & Managing Partner (To be decided upon in consultation with the Board of Management of the whole complex.)



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## **Unit 10 - Apartment Hotel Residences**

Hotel Management company to be agreed

## **Unit 11 - Business, Entertainment and recreation Club**

Hotel Management Company

## **Unit 12 - Research Centers**

Cedars International & Steinbeis & Fraunhofer Institut

## **Unit 13 - Centers of Excellence**

Cedars International & Oncology Heidelberg

Cedars International & Dermatology Helio vital Tübingen

## **Unit 14 - Shopping and Services area**

Cedars International & all local or European essential commodities dealers, Pharmacies, Homeopathic Pharmaceuticals, Herbal products, food stuffs, Restaurants, Cafés, I.T. and Telephones shops etc.

## **Unit 15 - Alternative Medicine and Health farms**

Health farms Operators

SPAs Operators

Acupuncture

Homeopathic Medicine

Aero Vedic Medicine

## **Unit 16 - The Medical Industries Complex**

Cedars International & Industrial Partners

Separate and independent understanding will be formulated between Cedars International and each of the industrial partners who will commit to join the project. The Lease Contract of 8 to 15 years with all parties will be uniformly based on fixed price per m<sup>2</sup> per year for a "class A" or "class B" structure. The variations in the contract value will depend on the requirements of the partners individually for additional management, administrative, marketing, legal services or consultation services of any nature.



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CEDARS Jebel Ali International Hospital

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## **10.1. Detailed Description of the project components**

### **10.1.1. The Medical Industrial Complex**

The Medical Industrial Complex is conceived and designed to house and promote the following activities:

- 1) Representation of Medical Industrial companies.
  - Representative offices
  - Functional Offices
- 2) Showrooms:
  - To showcase products of various medical industrial companies or dealers.

2 types of showrooms:

  - 1-Tailor made Showrooms (design should be provided by the partner/client)
  - 2- Stereotype showrooms.
- 3) Workshops:
  - assembly of equipment
  - manufacture of equipments and instruments
  - servicing/ repair of equipments
  - Application testing or possible Equipment Testing.

The design of these facilities differ from an industry to another and therefore the architectural as well as the electro mechanical design would be better provided by the partner/client.

#### 4) Logistics:

Structures for Logistic operations can only be tailor designed according to the requirements of the potential client/partner. The technical specifications, electromechanical design, equipments used, surface areas and height of the structures differ from an industry to another.



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### 5) Storage:

The design of storage facilities for products, Instruments, equipment or pharmaceuticals should take into consideration the type, size, weight, special storage devices used, ambient temperatures and humidity required, alarm systems attached to devices and convenience of transportation of the various products dealt with by various industries. For this reason all storage facilities should be tailor designed according to requirements supplied by the partner/client.

Nevertheless, Stereotype common usage warehouses are an option.

### 6) Integrated Entities:

There are companies who would require few of those components or would opt for all of them i.e. representative offices, functional offices, training facilities, servicing facilities units or multipurpose workshops. These companies would be invited to specify their requirements and supply Cedars International with their Structural and electro mechanical designs.

Working relationship with these companies would be based on an 8 to 15 years lease contract based on class A (Deluxe structure) Class B (Functional structure) on per sq. meter basis with a rental increase index consistent with the German increase Index of 3-4% , supported by a lease guarantee from a German or a local Bank.

We have adopted this attitude in order to avoid going by the Dubai Rent increase which has increased by 38% in 2006 despite the fact that the official rent increase is fixed to 15% per year. That is how we state our commitment to doing every thing in our capacity to make the Medical Industrial Complex as well as the remaining components of the project attractive to our potential partners and attend to all the factors that will make this project an on going success story and an important milestone in the growth of Dubai and one of the most important landmarks of the region where German Industries, University hospitals and centers of excellence would be very proud of raising their flags



# CEDARS INTERNATIONAL

## 10.1.2. The Hospital

- 750 bedded Hospital is contemplated
- 350 beds in the first phase
- Trauma Centre
- Rehabilitation Centre
- Physical therapy centre
- Spa
- Acupuncture

### IN-PATIENT ACCOMODATION:

	<b>1<sup>st</sup> Phase</b>	<b>2<sup>nd</sup> Phase</b>
* 4 bedded economy rooms	15 x 4 = 60	
* 2 bedded semi-private rooms	60 x 2 = 120	
* Single bed private rooms	145 x 1 = 145	
* VIP suites	18 x 1 = 18	
* Royal suites	7 x 1 = 7	
<b>Total</b>	<b>350</b>	

All rooms should be well appointed and equipped with a computerized nurse call with Electrical bed as a standard amenity.

V.I.P and Royal Suites should be prestigiously appointed and should have their exclusive

- I.C.U and C.C.U
- Exclusive Reception.
- Concierge
- Business centre for guests requiring special services.



# CEDARS INTERNATIONAL

## **10.1.3. Out-Patient Centre**

The out-patient centre should provide extensive facilities to have an ultimate number of 100 - 150 physicians and medical specialists (75 - 100 in the 1<sup>st</sup> phase). It should include examination suites in dedicated clinics. The waiting Areas should be appointed and equipped like VIP areas. The necessary patient service should go along with it. A one stop patient registration station would provide the patient with an intelligent card that would open the patient file at any medical or administrative department or any other service outlet at the hospital, the health farm, the Gymnasia or the Spas.

## **10.1.4. Medicine**

### **Medical Primary Care clinics or General Medical clinics**

### **Medical Specialist or Secondary Care clinics**

#### **General internal Medicine:**

- Neurology clinic, (ElectroEncephalography & Stroke Rehabilitation)
- Gastro Enterology clinic.
- Pulmonology Clinic
- Haematology Clinic
- Infectious Diseases Clinic.
- Allergy and Immunology Clinic
- Endocrinology Clinic
- Diabetology Clinic
- Nephrology Clinic
- Dermatology Clinic
- Psychiatry Clinic

#### **Surgery:**

- Surgical (Primary Care) Clinics
- Surgical (Secondary Care) Clinics
  - General & Abdominal Surgery Clinic.
  - Chest Surgery
  - Neurosurgery



# CEDARS INTERNATIONAL

## **Specialised Centres:**

### **Orthopedic, Trauma & Physiotherapy Center**

To deal with all adult and paediatric orthopaedic problems, traumatic, degenerative, congenital or acquired.

- Bone Tumours
- Complex Spine Disorders
- Paediatric Orthopaedics
- Trauma
- 25 beds (in the 1<sup>st</sup> phase )
- Fully equipped Physiotherapy and Rehabilitation Department.

### **Eye Centre:**

- Eye Consultation rooms
- General Eye Surgery
- Corneal Transplant
- Yag Laser
- Laser Correction of Errors of Refraction
- Contact Lens
- Phaco-Emulsification
- Fully Equipped Eye Surgery Theatres

### **ENT – Department:**

Fully equipped ENT Department for diagnosis, prevention and treatment:

- General ENT
- Balance Disorders
- Complex Cancer reconstruction
- Complex trauma Reconstruction
- Sinus Surgery
- Oto-Neurology

Audiology department with full Ear Surgery facilities including implants and Hearing Aids and speech therapy:

- 1 operation theatre in the 1<sup>st</sup> phase
- 2 operation theatres in the 2<sup>nd</sup> phase



# CEDARS INTERNATIONAL

## **Skin Laser Centre:**

- Skin resurfacing for wrinkles and Acne scars
- Removal of age spots, moles and warts
- Treatment of birthmarks
- Eradication of unsightly blood vessels
- Removal of tattoos and sun spots
- Hair removal

## **Plastic, Cosmetic and Reconstructive Surgery:**

A fully equipped Centre for:

- Maxillo facial surgery
- Nose Aesthetic surgery
- Breast Lifts, Enlargement and Reduction
- Lips Enlargement
- Eye lids
- Liposuction
- Hair transplant
- Sex Transformation

## **Heart Centre and Electrophysiology:**

- Cardiac Disease Diagnosis (Non Invasive and Invasive)
- Cardiac Disease Treatment (Medical and interventional)
- Electro Physiological mapping
- Electrophysiological Interventions
- Cardiac Surgery

The heart centre should be equipped to deal with all cardiac problems and offer international standard cardiac medical diagnosis and treatment (Interventional & non-interventional) along with full range of surgical cardiac care.

- 2 cardiac Catheterization. Labs (1 in the 1<sup>st</sup> phase)
- 2 cardiac surgery operating rooms
- 15 beds coronary care unit
- Cardiac consultation rooms
- Non-invasive cardiac laboratory
- Electrophysiology Lab.



# CEDARS INTERNATIONAL

## **Neurosurgery:**

- Classical Surgery
- Laser Surgery
- Microscopic Surgery
- Gamma Knife

## **Kidney Centre:**

- General Urology
- Kidney Transplant
- Prostate Brachy Therapy
- Dialysis Centre
- Kidney Lithotripsy
- Sexual Dysfunction

## **Cancer Centre (HOPE):**

The centre should cater to the diagnosis , prevention, treatment and after care of cancer, with internationally trained physicians and technical staff and have available a full range of diagnostic and treatment tools including Linear accelerator (with 3D computer planning), Brachy Therapy, Radiation Simulator, Out-patient Chemotherapy Centre and Cancer consultation centre.

- 30 beds
- 15 beds in the 1<sup>st</sup> phase

### • **Diagnosis**

Linear accelerator (with 3D computer planning)  
Brachy Therapy  
Radiation Simulator  
Out-patient Chemotherapy  
Oncological pathology

### **Treatment of Cancers**

Chemotherapy  
Immuno Therapy  
Radio Therapy  
Nuclear Medicine

## **Pulmonary Physiology Centre (Lung diseases)**



# CEDARS INTERNATIONAL

## **Children Centre:**

Paediatric Medicine  
Paediatric Surgery  
Paediatric Psychology

## **Women Centre:**

- Women consultation clinics with private facilities
- Women health screening including mammography Cytology
- Gynaecology
- Complete Obstetrics facilities including traditional labour rooms
- 6 birthing rooms in the 1<sup>st</sup> stage
- Fully equipped nursery
- Neonatal Intensive care unit
- Infertility
- In Vitro Fertilisation
- Cosmetic intervention

## **Occupational Health & Health Screening Centre:**

This is a module where Health screening and executive check-ups are carried out under the same roof.

- 3 Consultation rooms
- ECG
- Stress Testing
- X-ray
- Blood extraction and other tests
- Audiometry
- Spirometry

## **Physical Therapy Centre:**

- Electro Myography
- Hydrotherapy
- Fully equipped physical therapy center



# CEDARS INTERNATIONAL

## **Alternative Medicine Centre, Fitness and Spa:**

- Fully equipped gymnasium with all modern exercising machines
- Sauna
- Jacuzzi
- Aerobics
- Thai Massages
- Chinese massages
- Swimming pool

## **Diagnostic and Therapeutic Centre:**

- Cardiac catheterization labs(1 in the 1<sup>st</sup> phase)
- Colour Doppler Ultrasound
- Interventional Cardiology
- Kidney Lithotripsy
- Speech Pathology and Audiology
- Interventional Radiology
- Neurophysiology Centre
- Chemotherapy Centre
- Radiation Therapy
- Clinical Laboratory
- M.R.I.
- CT scanning and P.E.T.
- Gamma Knife
- Histopathology
- Nuclear Medicine Centre

## **Critical Care and Operation Theatres:**

The critical care service should be of the highest standard and should be equipped to handle any emergency coming directly or referred from any hospital in the UAE and the whole region.

## **Emergency Services:**

24 hours Emergency Rooms supported by round the clock team of internists, cardiologists, OB/Gyn's, Surgeons and Paediatricians. A fleet of ambulances equipped to transfer and provide adult and neonatal critical care transport along with Helicopter Ambulance service.



# CEDARS INTERNATIONAL

## **Intensive Care:**

- intensive care beds
- 10 coronary care beds C.C.U.
- 5 Paediatric intensive care beds P.I.C.U.
- 4 Neonatal intensive care beds N.I.C.U.

## **Operating Theatres:**

6 Operating theatres including specially equipped theatres for Cardio thoracic surgery, Neurosurgery, Orthopaedics, Urology, Ophthalmology, ENT, Minimally Invasive Surgery laser as well as full range of Laparoscopic surgery.

## **Blood Bank:**

The blood bank should be of enough capacity and well equipped to do the blood grouping and Rh compatibility and the on site screening of the Donors for various viruses and other micro organisms.

## **Autopsy Department:**

The Autopsy Department should provide information not only on medico legal matters but should be research oriented so it should be directly linked to the Research Centre.

## **11. Building Systems Description**

### **11.1. Architectural**

The Hospital or medical compound consists of a Hospital Tower, separate Trauma centre, rehabilitation centre, Alternative Medicine Centre, a Faculty of Medicine, schools of Nursing, school for Medical technicians, School of Paramedics, School of Hospital Management.

The Architectural Design is a matter of choice but if a modern German medical institution is contemplated then the architecture should suggest and embody that ambiance. However, whatever design is adopted it should insure maximum functionality in terms of patient and staff movement and comfort. The spas, Health farms, Alternative medicine and Physical Therapy centres should be scattered in the intimacy of lush green areas on-looking ponds, lakes and swimming pools & artificial water falls. The landscaping should air the spirit of the region or the country the spa belongs to. A space for Desert evening parties should be considered in the design. There will be covered gymnasium and open Tennis courts, Basket ball, Volley ball, Handball courts. The nearby Golf courses would be an additional attraction.



# CEDARS INTERNATIONAL

## **11.2. Structural**

This is outside the scope of this study but it should be mentioned that Hospital structures do not obey the same norms of normal residential buildings. There are rigorous specifications that govern Health structures in terms of functionality, comfort and prevention of infections. Since these buildings are highly complex, the following points are worth mentioning at the start:

- A service space should be reserved between the floors either in the form a double ceiling or what is called a "Cat path"
- Stacking of floors cannot be done on the services floors of the hospital in contradistinction with the In-patient accommodations floors which can be stacked
- Contact has been established with an Architectural consulting firm (Kieferle & Partner, Stuttgart) who have a well known experience in Hospital Design.

## **11.3. Mechanical**

Only one note should be made in here that the ratio of lifts in a hospital building should be 4 times that of a normal residential building. Alternative Electricity and water supply should be made available at all times.

## **11.4. Electrical**

It goes without saying that an alternative backup electrical supply and UPS should be readily available at all times. The current intensity varies with the equipment used so different source points (sockets) would have different current intensities.

## **11.5. Telecommunications**

No respectable medical facility can do without a Telemedicine service.

## **11.6. Information Technology and Security Control**

A hospital building is an intelligent building "par excellence". Networking should be with fibre optic cabling and large main frames and broad band conduites. Internal communication and Security control is definitely required at all levels of structure and operation.

## **11.7. Exterior Ground and Roadways**

The exterior grounds should be designed in a manner to make the place look and feel it is a health and recreation resort.



# CEDARS INTERNATIONAL

## **11.8. General Conditions**

While the compound should be designed and constructed according to the highest world standards it should get the approval of the Department of Health and Medical Services of Dubai as well as the necessary building permissions and other related administrative licenses of the Jebel Ali Free Zone Authority. Every Medical employee whether a doctor, a nurse, a dietician, a laboratory or X-ray technician or physiotherapist should obtain a professional license to practice his discipline from the Department of Health and Medical Services of Dubai. The School of Medicine and other above Mentioned schools should be approved by the Ministry of Higher Education and the department of Health and Medical Services of Dubai.

## **11.9. Special Conditions & Maintenance**

All Architectural drawings, medical equipment or staff recruitment should be approved by the Author of this study.

## **12. Project Overview Cedars International**

The fully fledged University Hospital Complex with Medical Industrial Complex will be set up in Techno Park besides the Waterfront City, Arabian Canal and opposite the Jebel Ali International Airport (World Central Airport), the largest Airport in the world with 115 million passenger capacity and 800 towers Airport Business City, Logistic City, etc.

### **12.1. Target Partners**

- Universities, Medical Facilities
- Excellence Centers
- Medical Equipment + Instrument Manufacturers
- Medical, Biomedical and alternative energy Research Centers
- Pharmaceutical Industries
- Information Technology related to Medicine and Hospital Management
- Hospital Management entities
- Quality Assurance firms ISO: TUV CE Joint Commission Accreditation Committee
- Medical Tourism Firms
- Health Policy Makers
- German Politicians, Political and economic strategists.



## CEDARS INTERNATIONAL



**Cedars delegation visit in Baden-Wuerttemberg in June 2006: From left: Dr. Adnan Kaddaha, Prime Minister Öttinger, HH Sheikh Suhail Bin Khalifa Al Maktoum**

### **12.2. The Faculty of Medicine**

A German Faculty of Medicine as a subsequent step to postgraduate training will bring about further integration and harmonization of services and will complete the Medical Complex. No academic medical structure is ever complete without an undergraduate medical school.

Beside the fact that such a medical school will be the first German school outside Germany. It will contribute to the reassertion, the stability and the growth of the project through the constant supply of German formed medical Doctors and scientists for postgraduate programs at the University Hospital.

The Faculty of Medicine is envisaged to have a capacity of 100 students per year and five years program excluding the compulsory 1 year practical training in various disciplines before being eligible for medical council registration (depending on Rules of Doctors registration in the U.A.E)



# CEDARS INTERNATIONAL

## Curriculum

- The student should be amongst the 10% best performers in Health Sciences in the higher secondary school completion Certificate.
- Should pass an exam of proficiency in English
- Should preferably go through a German language course
- Should pass a medical school entrance exam prescribed by the faculty of Medicine of the University of Tübingen.
- The first 2 years of the Undergraduate Medical Program would consist of Basic Medical Sciences. i.e.: Anatomy, Histology, Physiology, Biochemistry, Pharmacology and pathology.
- The third year will serve as introduction to Clinical Methods (Patient History taking and Clinical Examination)
- The 4<sup>th</sup> and 5<sup>th</sup> years will be entirely clinical and will cover the various disciplines in General Medicine, General Surgery, Gynecology and Obstetrics, E.N.T, and Eye.
- The 6<sup>th</sup> year will be an 'On the Job' training year.



**Signing the Memorandum of Understanding at the University of Tübingen in 2006**



## CEDARS INTERNATIONAL

### 12.3. Surface Areas

#### **The Medical Industrial Complex**

The Industrial Complex will be built on 30.000 m<sup>2</sup> of land. An initial office building is contemplated where potential partners can have their required office spaces. Other facilities will have to be dealt with on a case per case basis according to the pre specified requirements of the potential partners.

#### **The Hospital**

The space requirement is calculated as 90 m<sup>2</sup> per patient bed. So for 700 bedded hospital 63.500 m<sup>2</sup> are needed. The building will have 12 floors with a floor area of 5.500 m<sup>2</sup>. Lesser floors/ height with a wider floor area.

#### **Trauma Center**

The trauma Center is envisaged to have an initial capacity of beds with a possibility of going up to 100 beds. A built area 5000 m<sup>2</sup> is needed for the 1<sup>st</sup> phase and of 10.000 m<sup>2</sup> is needed for the 2<sup>nd</sup> phase. The Trauma Center will be located at the present Cedars-JAIH.

#### **The Rehabilitation Center**

There is no rehabilitation facility in U.A.E and the whole region. Those who can afford it go to Europe but the problem of follow up remains an issue to be dealt with. Those who cannot afford the rehabilitation cost are left to face and accept their fate.

The number of beds needed will be decided by demand. However we project to start with 50 beds in a fully equipped Center. The maximum projected capacity is 200 beds. The built area needed for such a Facility would be 22.000 m<sup>2</sup>.



**Signing of the MOU between Klinikum Stuttgart & Cedars J.A.I.H.: from left.: Walter Leuchs, German Consul General; Dr. Adnan Kaddaha, Chairman Cedars J.A.I.H.; Prof. Dr. Guenther Kieninger, Medical Director Cedars J.A.I.H.; Klaus-Peter Murawski, Mayor of Stuttgart for Health & General Administration**



# CEDARS INTERNATIONAL

## 13. Rental Offer Medical Industries Complex

<b>MEDICAL INDUSTRIAL COMPLEX RENTALS</b>			
<b><u>For Office/Showroom Area</u></b>			
Total area available (approx.)	9,945 m <sup>2</sup>		
Rate per m <sup>2</sup> per year (First year)	US\$.550/-		
Escalation per year	5%		
Rental Guarantee for 10 years period		\$6,603	per m <sup>2</sup> per 10 years
Rental Guarantee for 15 years period		\$11,868	per m <sup>2</sup> per 15 years
(For example an office of approx: 300 m <sup>2</sup> will cost approx: US\$.165,000/- per year for the first year)			
<b><u>For Storage Area:</u></b>			
Total area available (approx.)	12,155 m <sup>2</sup>		
Rate per m <sup>2</sup> per year (First year)	US\$.190/-		
Escalation per year	5%		
Total Rental Guarantee for 10 years period		\$2,390	per m <sup>2</sup> per 10 years
Total Rental Guarantee for 15 years period		\$4,100	per m <sup>2</sup> per 15 years
(For example a storage area of approx: 600 m <sup>2</sup> will cost approx: US\$.114,000/- per year for the first year)			
<b>Note: Administrative/service charges; covered parking fee &amp; other out of pocket expenses to be paid at actual on periodic/yearly basis</b>			



## CEDARS INTERNATIONAL

### 14. Media

# Medical complex at Techno Park

Top German institution lays foundation stone for Dh1.15b project

**Dubai (WAM)** Cedars International, a reputed German medical institution, yesterday laid the foundation stone for a medical complex in Dubai's Techno Park at cost of Dh1.15 billion.

The medical complex will include residential apartments, German medical equipment and instrument makers, pharmaceutical units, a university hospital, medical technology and hospital management schools and specialist treatment centres.

The inauguration ceremony was attended by a high-level German delega-

tion led by Mayor of Stuttgart and Sultan Bin Sulayem, CEO of DP World.

Bin Sulayem said this project, which forms an unprecedented move will add to Dubai's portfolio and enhance its image as a healthcare centre.

### Technology

It will not only bring technology and knowledge to Dubai and the UAE, but also to the Arab world, Bin Sulayem added.

The medical technology complex will be the first German medical techno park to be set up outside

Germany, Salma Hareb, Executive Manager of the Jebel Ali Free Zone Authority (JAFZA), said.

"The project is considered a qualitative leap in the level of medical services due to its advanced and world-class capabilities that serve scientific research and offer integrated health services," Salma said.

The comprehensive medical complex is expected to be completed in 2010, and is the fruit of cooperation between Dubai and Germany with the support of the two governments.

**Gulf News: April 08, 2007**



# CEDARS INTERNATIONAL

## WORK BEGINS ON DH1.15B COMPLEX



Dubai World Chairman Sultan Ahmed bin Sulayem with Lord Mayor of Stuttgart, Dr Wolfgang Schuster, and Salma Hareb, CEO, Jafza and Economic Zones World, at the reception at Jebel Ali port on Thursday.

**DUBAI** — Commercial relations between Germany and Dubai entered a new phase on Thursday with the official launch of work on a Dh1.15 billion (\$320 million) medical university and industrial cluster in Techno Park.

A high-level German delegation led by the Lord Mayor of Stuttgart, Dr Wolfgang Schuster attended the ceremony which was held at Techno Park to mark the laying of the foundation stone for the 100,000 square metre Cedars International Medical Complex.— *Staff report*

**Khaleej Times: 08 April, 2007**



**Foundation Laying for CEDARS International**

CEDARS Jebel Ali International Hospital

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# CEDARS INTERNATIONAL



**From left: Prof. Dr. Günther Kieninger, Klaus-Peter Murawski, Dr. Wolfgang Schuster, Dr. Ralf-Michael Schmitz, Dr. Adnan Kaddaha**

## **15. Summary**

In conclusion, we see in this very well thought and well structured project a unique opportunity in the fastest growing city on earth at the very right moment. The success of this venture is beyond questioning or doubt. I need only to remind our potential partners to avail this great opportunity because opportunities, in Dubai, happen only once. It is here today, but certainly, it will not be there tomorrow. I am sure if we combine Germany which means valuable "Know How" and Dubai which means "precious opportunities and breakthroughs" we will together achieve an unprecedented and pioneering project in the whole region.

**Dr. Adnan Kaddaha**  
**Chairman & Managing Director**  
**CEDARS J.A.I.H.**

**Dubai, September 2007**