

Universal Hospital Management Services (UHMS)

WE OFFER THE SUCCESS OF YOUR HEALTH CARE FACILITY



Email: uhmsleb@gmail.com

Website: <https://www.uhms-international.com/>



INTRODUCTION

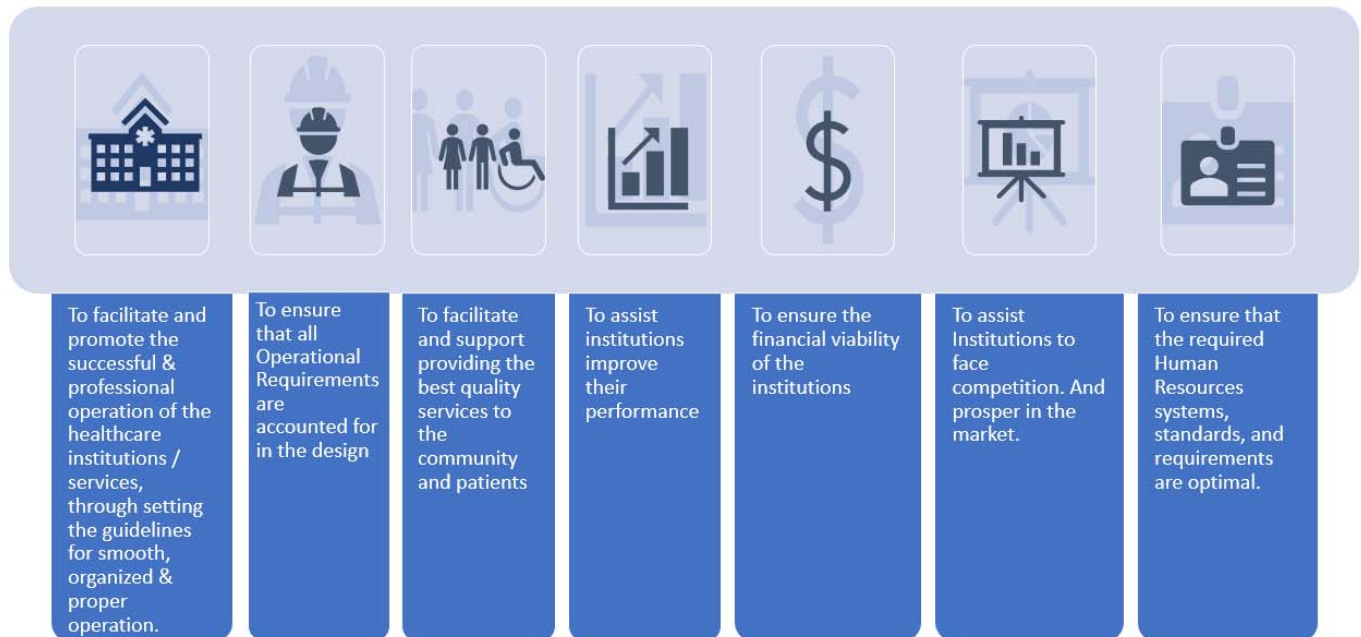
UHMS constitutes a subsidiary Company of UHS (Universal Hospital Services, Hospital Planners & Medical Equipment Consultants).

UHMS emerged due to the substantial need and demand, in the field of Medical Care, for professional, qualified, and experienced resources that are instrumental in organizing and laying down proper and standard “Rules of Operations” in order to help the Health Care Institutions succeed in providing excellent quality care to the community, ensuring at the same time their financial viability.



UHMS main Scope of Services involves carrying out Feasibility Studies, Design Involvement, Assessing, Pre-Commissioning, Organizing and Managing Health Care Institutions. Through its qualified and experienced Medical, Administrative, and Financial Consultants, UHMS main scope emphasizes on laying down the stable grounds for all the Management Principles and Systems, and supervising their proper implementation, in order to maintain proper equilibrium and forward motion to the Health Care Institution through the application of mature judgment, experience, and standard Universal Medical & Administrative Management Principles. UHMS main expertise also involves helping healthcare institutions to ensure their financial viability during crisis.

OBJECTIVES



- To facilitate and to promote the successful & professional operation of the healthcare institutions / services, through setting the guidelines for smooth, organized & proper operation
- To ensure that all Operational Requirements are accounted for in the design
- To facilitate and support providing the best quality services to the community and patients
- To ensure that the required Human Resources systems, standards, and requirements are optimal
- To ensure the financial viability of the institutions
- To assist Institutions to improve their performance
- To assist Institutions to face competition
- To assist Institutions to prosper in the Market

SCOPE OF SERVICES

Ensuring Financial Viability During Crisis	Feasibility Studies	Design Operational Services	Pre-Commissioning Management Services	Human Resources Management	Management Audit
<ul style="list-style-type: none"> - Control over fixed Expenses - Control over Non-Chargeable & Variable Expenses - Review the Procurement Cycle - Control Measures Over Consumption - Review staff efficiency & Utilization 	<ul style="list-style-type: none"> - Market Study : expected number of beds and services. - Operational Study: revenues & expenses projection for 10 years. - Financial Projections for 10 years. 	<ul style="list-style-type: none"> - Formulate Operating Assumptions, Parameters, Guidelines & operational model - Review space Program - Review Inter-& intra-departmental relationship 	<ul style="list-style-type: none"> - Policies & Procedures Manuals - Job Descriptions - Staff Recruitment & Training - Marketing & Advertisement Plan - Customization of MIS - Financial Planning 	<ul style="list-style-type: none"> - Manpower Planning - Training & Development - Recruitment - Performance Management - Remuneration - Employer Branding - Human Resources Management System 	<ul style="list-style-type: none"> - Review & audit policies & procedures - Audit the workload, utilization, productivity & performance of staff - Review & monitor the quality indicators, & Risk Mgmt Systems. - Provide recommendations with a timeline for improvement - Audit & evaluate the progress of the recommendations & proper execution.

- To help institutions ensure financial viability during crisis
- To carry out Feasibility Studies for new health care projects
- To formulate a flexible Cost Accounting Model in order to calculate the cost of procedures and services
- To Assist in Design in order to ensure that all operational requirements are accounted for
- To Pre-Commission a new health care institution in the Planning or Construction Phases
- To Assess an already established and running health care institution
- To Organize & Manage an already established and operating health care institution
- To Pre-commission and Manage an already established New health care institution
- To conduct Management Audits and ensuring the implementation of the recommendations and proper execution.

1. FINANCIAL VIABILITY



Tips to Ensure Financial Viability of Your Health Care Institution During Crisis Situation

 <p>Control over Fixed, Variable, & Non-Chargeable Expenses</p>	<p>Review the Procurement Cycle & Control measures over consumption</p> 	 <p>Review staffing, productivity, efficiency and utilization, and propose job enrichment and enlargement</p>	<p>Knowing your cost, Maximize revenues & profit, Increase occupancy rate & Optimize outpatient services</p> 
--	--	---	---

UHMS serves the requirements of any new or running healthcare institution to reach, through minimum cost and time and optimum efficiency, their vision and goals, and to ensure financial viability during crisis situation. The above is ensured through the provision of the below services:

- Control over fixed expenses, including electricity, steam, staff, maintenance, etc.
- Control over Non-Chargeable and Variable expenses
- Review the procurement cycle and recommend strategies for cost containment
- Control measures over consumption
- Review staffing, productivity, efficiency and utilization, and propose job enrichment and combining jobs and functions
- Knowing your cost, maximizing your revenues and profits, increasing occupancy rate & optimizing outpatient services

2. FEASIBILITY STUDIES

Feasibility Studies carried out by UHMS comprise 3 major parts:

- **Detailed Market Study**
- **Detailed Operational Analysis**
- **Detailed Financial Analysis**

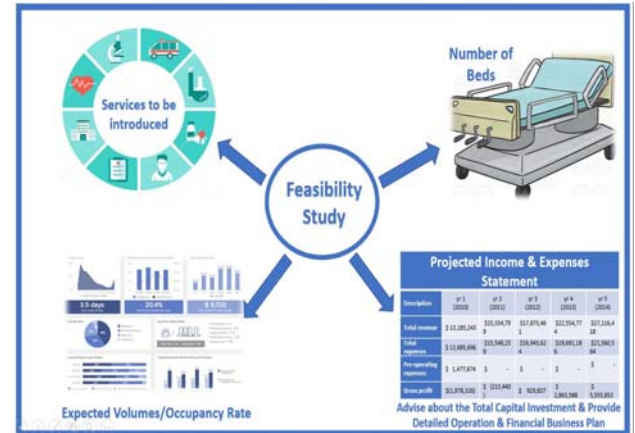
The **Market Study** is geared toward determining projected market segments and service zones. In addition to the macroeconomic assessment, UHMS carries out a comprehensive desk research and market survey in an attempt to analyze the extent of demand in the future, establish the required services to be introduced, and determine the number of beds or departmental capacities and potential utilization rates upon which an optimum program for the project may be recommended. Based on the results of the Market Study, detailed Operational and Financial Analyses will be carried out.

The **Operational Analysis** entails the following:

- Detailed operating revenues and expenses
- Medical and non-medical Staff Salary Scale
- Organizational Charts
- Pre-operating Staff
- Detailed Space Program for the project
- Detailed Equipment/Furniture lists, etc.

The **Financial Analysis** entails the following:

- Total Capital Investment of the Project
- 10 years projections for revenues and expenses
- Depreciation schedules of fixed assets
- Income and cash flow statements
- Profitability analysis
- Rate of Return on Stockholders' investment
- Scenarios, recommendations, etc.



Total Capital Investment for the Center			
Description	Amount in \$	Remarks	% cost share of total investment
Land	\$ 8,999,200.00	Estimates from client & independent evaluators (11249 m2 @ 800\$)	15.2
Estimated built-up area for 275 Bed-Hospital	24,957.00	please refer to the space program	
Estimated cost of construction/m2 for Hospital	770.00 \$/ m2		
Total Construction cost	\$ 19,216,890.00		32.5
Total Equipment cost	\$ 19,860,000.00	Estimate based on Schedule of accommodation	33.6
Sub Total	\$ 39,076,890.00		
Design and supervision fees	\$ 2,735,399.80		4.6
Contingency at 2% from above Sub-total and Design & Supervision Fees	\$ 1,016,234.80	unforeseen expenses & contingencies	1.7
Pre-Operating Expenses	\$ 1,487,683.79		2.5
Working Capital	\$ 5,724,450.65	provisional sum eq.to 3 months operation	9.7
Grand Total	\$ 59,040,109.03		100.0

Space Program				
S. No.	Unit	Qty	Unit Area m2	Total Area m2
1 Administration				
1.1	Reception & records	1	25.0	25.0
1.2	Information desk	1	15.0	15.0
1.3	Waiting (male) & toilet	1	10.0	10.0
1.4	Waiting (female) & toilet	1	10.0	10.0
1.5	Administrative offices	3	15.0	45.0
2 Diagnostic, Radiology And Imaging & Treatment Services				
2.1 Diagnostic Radiology & Imaging				
2.1.1 Radiology (X-Ray)				
2.1.1.1	Radiology Room	2	25.0	50.0
2.1.1.2	Changing Room and Toilet Combination	2	2.5	5.0
2.1.1.3	Control Room	2	4.0	8.0
2.1.2 MRI (Magnetic Resonance Imaging)				
2.1.2.1	Nurse Station	1	8.0	8.0
2.1.2.2	MRI Unit	1	50.0	50.0
2.1.2.3	Control Room	1	12.0	12.0
2.1.2.4	MRI Equipment Room	1	25.0	25.0
2.1.2.5	Patient Prep & Recovery	1	12.5	12.5
2.1.2.6	Stretchers Park	1	2.5	2.5
2.1.2.7	Sub-waiting Area	1	15.0	15.0
2.1.2.8	Toilet	1	8.0	8.0
2.2 Fluoroscopy				
2.2.1	Fluoroscopy Unit	1	20.0	20.0
2.2.2	Control Room	1	5.0	5.0
2.2.3	Changing Room and Toilet Combination	1	2.5	2.5

Examples of Feasibility Studies Carried Out

- 1) **S.O.S hospital** - Amman – Jordan (100 Beds Pediatric Hospital)
- 2) **Al - Ittihad Hospital**, Nablus – Palestine (200 Beds General Hospital)
- 3) **Al Khaldi IV factory**, Jordan
- 4) **Qatar Diagnostic Center** (Polyclinic in Doha – Qatar)
- 5) **Hatem Rehabilitation Center**, Jordan
- 6) **Bin Khaldoon Medical Plaza** - Radiotherapy Center, Jordan
- 7) **Queen Alia Heart Institute Extension**, Jordan
- 8) **Mouasher Hospital**, Amman – Jordan
- 9) **Beit Sahour Cooperative Society for Health Welfare** - Beit Sahour, Palestine
- 10) **Beirut Arab University Medical Center**, Beirut – Lebanon (300 beds Teaching Medical Center – Beirut Arab University)
- 11) **Saint George Satellite Hospital**, Balamand - North Lebanon (75 Beds Teaching Hospital - Balamand University).
- 12) **Dar Shifa' Hospital**, Tripoli – Lebanon (117 Beds private Hospital owned by the Islamic Medical Association). The project is currently under construction.
- 13) **Clemenceau Medical Center**, Beirut – Lebanon (100 Beds private Hospital affiliated with Johns Hopkins University & Medical Center in the United States).
- 14) **Aden Educational Hospital**, Aden-Yemen (400 Beds Governmental Teaching Hospital)
- 15) **Hodeidah Central Hospital**, Hodeidah-Yemen (350 Beds Governmental Hospital)
- 16) **American Surgery Center** in Dubai Healthcare City, Dubai-UAE
- 17) **International Medical Center**, Tripoli-Libya (200 Beds VIP Private Hospital)
- 18) **Jeddah Medical Complex**, Jeddah-KSA (138 Beds VIP Private Hospital)
- 19) **Damascus Medical Complex**, Damascus–Syria (155 Beds Private Hospital)
- 20) **New Hospital in Jeddah**, Jeddah-KSA (100 Beds VIP Private Hospital)
- 22) **Ozone Center**, providing Ozone Therapy, Hyperbaric Therapy, Physical Therapy, Pain Management Services, Gymnasium, Wellness, and Spa services, Abu Dhabi-UAE
- 23) **Bugshan Hospital**, Sana'a-Yemen (102 Beds Private Hospital)
- 24) **Minimally Invasive Surgery Center** in Dubai Healthcare City, Dubai (Operational Study)
- 25) **Al Saleh Medical City**, Sana'a-Yemen ((including 1000 inpatients beds distributed over specialized centers, Research Center, Vocational Training Center, Ambulance Station, Nursing School, and Staff Accommodation)
- 26) **Lebanese American University Medical School & Medical Center**, Byblos–Lebanon (Medical School with research facilities & 250 Beds Teaching Medical Center - Lebanese American University)
- 27) **Lebanese American University Nursing School**, Byblos-Lebanon
- 28) **Mubarak Al Hassawi Medical City**, Sharja-UAE (operational and financial study for Main hospital, Maternity & Pediatric Center, and Adult & Pediatric Rehabilitation Center – 320 beds)
- 29) **Mubarak Al Hassawi Medical City**, Sharja-UAE (operational and financial study for Diet Center - 20 beds)
- 30) **Damascus Heart Center**, Damascus-Syria (operational & Financial studies – 54 beds)
- 31) **The Bobst Ambulatory Cancer Center of Tripoli** (Financial Study)
- 32) **AUBMC Possible Expansion Market Study & Business Plan** (around 200 additional beds)

This scope of service involves the following Tasks:

- Formulate and complete the Design & Operational Management Questionnaire:
The questionnaire aims to solicit information from the client and his representatives in a disciplined check-list-based approach pertaining to the project's and user's requirements.
The collected information will help the designer propose responsive design solutions to suit the operational expectations of the client and the end-users of the facility.
In case no end-users are allocated yet for the project to answer specific questions, the Management Consultant will take this responsibility relying on his experience in the healthcare field.
- Formulate the Design Operating Assumptions, Parameters, Guidelines, and Operational Model
- Revise the proposed Space Program to ensure that all operational requirements are maintained, and initiate a final version
- Review the Zoning Plans / Block Diagrams to ensure that INTER-DEPARTMENTAL relationships & requirements are properly maintained
- Review the Single Line Drawings to ensure that INTRA-DEPARTMENTAL relationships & requirements are preserved

Sample Questions & Effect on Design :

- **Inpatients will be pre-prepared for surgery:**
 - While still in nursing wards
 - In a dedicated preoperative preparation area in the surgical department
 - In anesthesia rooms
 - Inside operation rooms
 - Others
- **Day-case patients will recover :**
 - Along with inpatients
 - In specially dedicated day wards
 - In OR Recovery Room
- **Clinical nursing procedures will mostly be performed:**
 - At bedside
 - In a dedicated treatment room
 - At ward level (one per ward)
 - In a central treatment suite (shared by two or more wards)
- **Clean Uniforms for staff will be delivered through:**
 - Exchange at laundry (central staff change facility)
 - Stored in staff change rooms on floors & Departments
 - Other:
- **Sterile clinical supplies will be delivered from:**
 - Central hospital pharmacy
 - CSSD
 - Central hospital stores/distribution center
 - Other:

4. PRE-COMMISSIONING SERVICES

This scope of service involves the following Tasks:

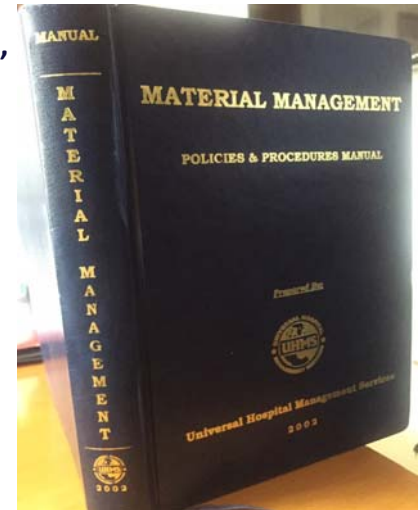
- **Market Assessment & Survey**
 - Pricing Strategies, Reimbursement Strategies, competitor Hospitals/Services
 - Personnel Policies, Regulations....
- **Preparation of Policies and Procedures Manuals, Job Descriptions, forms, organization charts**
- **Human Resources:**
 - Talent Management
 - Employee Branding
 - HR Reporting and Metrics
 - Manpower Planning
 - Recruitment
 - Training and Development
 - Performance Management
 - Remuneration
 - Human Resources Management System
- **Development of Marketing Plan & Advertisement Tools**
- **Management Information System:**

Supervision over customization and full integration. This entails proper selection, implementation, & commissioning of the HMIS.
- **Financial Planning & Budgeting:**
 - Creating budgets, cash flow projections and other financial documents as reasonably needed to orderly plan the upcoming expenses and revenues. This shall be based on the market assessment results.
 - Preparing a Hospital Fee schedule based on proper cost accounting, pricing principles and market prices.
 - Preparing a detailed Chart of Accounts that shall include all the cost and profit centers of the hospital etc.
 - Negotiating agreements with third party payers by preparing Standard Contract Negotiation Guide.
- **Preparation of Phasing & Operating Plan:**

During the pre-commissioning stage, and while assessing the market and the internal & external resources, UHMS shall prepare a phasing at least 6 months prior to the opening date.

The plan shall tackle the following issues for the 1st year of operation after/during which adjustments, additions, modifications can be carried out according to need:

 - The number of beds to be opened
 - The number of staff to be recruited per department
 - The services to be opened as priority & the sequence in which other services will follow



Some Pre-Commissioning Projects

- Al Ahli Hospital, Doha – Qatar (250 Beds Private Hospital under construction)
- Dar Shifa Hospital, Tripoli – Lebanon (117 Beds Hospital under construction)
- Bugshan General Hospital, Jeddah – KSA (120 Beds Hospital)
- Orthopedic & Eye Hospital, Dammam, KSA (70 Beds Hospital)
- Management Plan for the Royal Palace Clinics, Abu Dhabi -UAE



Al Ahli Hospital Qatar



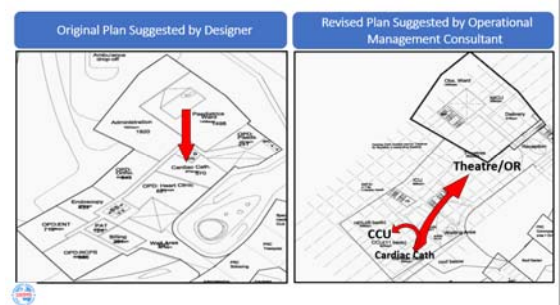
Bugshan Hospital, Jeddah, KSA

5. ASSESSMENT OF HEALTHCARE INSTITUTION

10

This scope of service involves the following Tasks:

- Review the Hospital Mission, Vision, and Philosophy
- Review all operating decisions made, if any
- Review all the Financial and Administrative documents of the Hospital to locate weaknesses and recommend solutions.
- Review all Hospital agreements with Third Party Payers and set recommendations according to results
- Review the Purchasing Process and other Materials Management activities.
- Evaluate the Management Information system in coordination with UHS, in addition to the activities of all other Departments.
- Evaluate the Physical Status and Set Up of the Hospital and the Medical Equipment Status, in coordination with UHS, in order to assess the weaknesses that affect the Hospital Operation.
- Evaluate the performance of the existing staff according to the Job Descriptions set in order to phase out non-qualified Staff.
- Identify non-qualified Staff and recommend a termination plan
- Identify the vacant position required
- Interview and approve hiring new qualified staff needed
- Acquire highly qualified Medical References to evaluate the existing Medical Staff, and to assist in hiring new qualified Medical Staff.



Some Projects Carried Out:

- Evaluation of *Bugshan General Hospital*, Jeddah – KSA (120 Beds Hospital)
- Evaluation of *Middle East Hospital* (165 Beds), Beirut-Lebanon
- Evaluation of offers from 8 International Companies to select a company to manage *Al Ahli Hospital*, Doha-Qatar, for a period of five years.
- Evaluation of *Al-Jumhuriya Hospital* in Aden-Yemen- 500 Beds Teaching Hospital

This Phase entails 3 major issues:

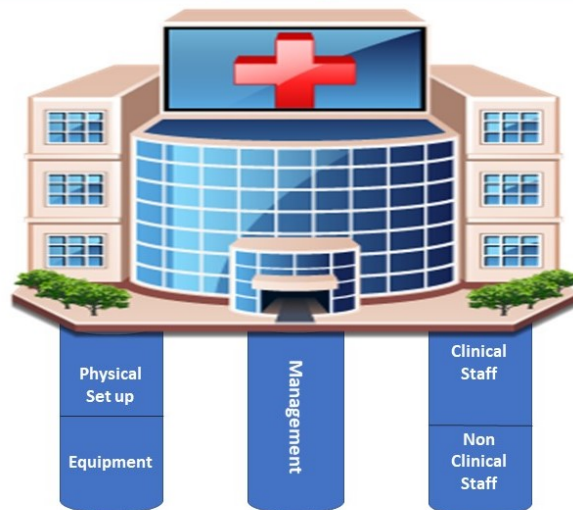
- a) Evaluation of the current status of the Health care institution (see point number 2 above), prior to carrying out the job.**
- b) Consider the Tasks mentioned under the Pre-Commissioning Phase (see point number 1 above), if not encountered in the Hospital**
- c) Identify the required qualified Team to carry out the following:**
 - Supervise the day-to-day activities of the Hospital.
 - Hire new qualified Staff to fill the position that are vacant or becoming vacant.
 - Continuously supervise and evaluate the professional performance of the existing Staff and the new Staff hired
 - Periodic evaluation and reporting about the Financial Situation of the Hospital.
 - Acquire highly qualified Medical References to supervise and Train the existing Medical Staff, and to assist in hiring new qualified Medical Staff.
 - To implement and supervise an Advertisement & Marketing Plan.
 - To ensure that the best quality of care is provided to the Community, leading to patients' satisfaction, through proper Management of the Hospital and proper implementation of the Universal Standards of care (JCAHO, ISO....).

7. PRE-COMMISSIONING & MANAGING HEALTHCARE INSTITUTIONS

This Scope of Services entails all issues mentioned under 1 and 3, with emphasis on the following tasks:

- Assigning the Key Personnel to assist in Pre-Commissioning, and to carry out the Managerial duties after the opening.
- Recruiting all the qualified staff
- Assisting, through the qualified Staff of UHS, to choose the right Equipment and the proper Management Information System.
- Ensuring the implementation of the Advertisement and the Marketing Plan.
- Reviewing the hospital's existing business plan, and preparing a preliminary financial plan for the Hospital.
- Ensuring that the best quality of care is provided to the Community leading to patients' satisfaction through proper Management of the Hospital, and proper implementation of the Universal Standards of care (JCAHO, ISO....).

Three Pillars Holding Every Healthcare Institution
Deficiency in any component of any pillar will yield an unavoidable failure of the Institution



8. HUMAN RESOURCES TRAINING SERVICES



Conducting a training needs assessment, addressing any gaps and coming up with a training calendar that is in line with the organization needs and values. This includes designing a training and development plan and calendar that addresses competency-based training courses, that can be job family specific and that can be in line with existing career ladders and employee development needs that are based on their performance appraisals and learning paths. Our Training Programs, in coordination with Universal Hospital Services (UHS), cover the full scope of work required for Healthcare Institutions, including but not limited to Medical Architectural Planning, Hospital Engineering System Planning, Medical Equipment and Furniture Planning, Healthcare Interior Design, Medical IT, in addition to preparing for accreditation and accreditation standards, hands-on training and workshops for healthcare employees, etc. Below are examples of courses that can be customized to meet your needs. Additional courses can be formulated based on the request of the client.

8. HUMAN RESOURCES TRAINING SERVICES

- Meaningful HR Metrics
- Effective Manpower Planning
- Developing an HR Strategy
- Creating an On-boarding Program
- All About Exit Interviews
- Dress Code
- How to conduct interviews
- Conducting Job Analysis
- Writing job descriptions
- How to write meaningful minutes
- Social Media Etiquette
- Problem Solving
- Professionalism
- Recruitment and Selection
- Stress Management
- Team Building
- Telephone Etiquette
- Time Management
- Work life balance
- Generating Reports
- Supervising others
- Assertiveness
- How to build your resume
- Body Language essentials
- Business Etiquette & Business Writing
- The Performance Management Cycle
- Change Management
- Communication Skills
- Conflict resolution
- Anger management
- Customer Service
- Career Ladders, Competencies & Salary Plans

9. MANAGEMENT AUDIT



- Audit the Performance of all staff, including the management team, and provide performance review feedback to client
- Audit the implementation of policies & procedures
- Audit & evaluate the hospital managerial, financial, and medical operations and provide feedback and recommendations to client as far as effectiveness and efficiency
- Enhance the implementation procedures and ensure a more successful operation
- Revise and provide input on the quality assurance systems
- Carry out clinical audits, evaluate the staff training procedures & continuing education, etc.
- Review and evaluate the implementation of satisfaction measures, periodic questionnaires, etc.
- Provide written recommendations to Hospital Management & Client as to how to improve performance and activities
- Audit and evaluate the progress & implementation of the above recommendations and provide feedback to client

UHMS EXPERTS



Imad M. Sadek

Co-Founder and General Manager

Experienced and seasoned Healthcare Leader with more than 28 years of experience in Lebanon and the Gulf Region. Skilled in operational efficiency, leading and directing teams, cost containment, revenue generation, financial planning and analysis, quality improvement, feasibility studies, pre-commissioning management services, operating, assessing and managing healthcare institutions. Gained vast experience as Hospital Administrator in Saudi Arabia, Deputy Director at AUBMC, Partner and Managing Director of UHMS.



Senior Financial Consultants

Experienced Senior Financial Consultants with a demonstrated history of healthcare experience. Our consultants assist institutions in order to be able to, conduct financial re-engineering, develop financial plans and short term and long term goals, carry out financial analysis, monitor and audit accounting and financial data and entries, revise the policies and procedures for finance / purchasing / collection / billing / budgeting, review and audit procurement process and recommend proper procedures, review pricing strategies, carry out cost accounting services, execute business plans for new and capital investments, keep up-to-date information on the latest market trends and information, resolve financial issues with insurance companies and other third party payers, educate patients about payment options and financial assistance, negotiate and strategize patient payment arrangements, update patient accounts and balances, etc.



Roudaina R. Haddad

Senior Consultant, Human Resources

Experienced Human Resources Director with a demonstrated history of success in healthcare. Skilled in performance improvement, Competency Based Human Resources Management, Compensation Packages and Salary Plans, Retention Plans and Career Ladders, HR Policies and Procedures, Learning and Development, Talent Acquisition, Onboarding, Organization Design, Performance Management, Rewards Programs, Employee Engagement, HR Metrics and dashboards and HR IT Systems.



Joseph Douaihy

Senior Consultant, Insurance

More than 25 years in the health insurance field. Experienced in possessing a wealth of insurance management skills, coupled with a long comprehensive insurance technical experience in making hospital deals, generating and finalizing agreements and discounts, negotiating covered versus not-covered procedures and items, reviewing and resolving disputes and claims, following up on payments, proposing strategies to minimize costs on consumers and providers, and introducing specific coverage schemes for hospital staff and for patients.

UHMS EXPERTS



Senior Nursing Consultants

Experienced Senior Nursing Consultants with a demonstrated history of healthcare experience. Our consultants assist institutions in evaluating the nursing practice across the organization, reviewing, developing, interpreting, and putting into effect administrative and nursing policies of the Hospital, planning and directing orientation and in-service training programs for professional and non-professional nursing staff, planning utilization of staff time and activities in relation to census and patient acuity, laying down all the nursing requirements for Magnet Accreditation, national and other international accreditations, and ensuring proper implementation. Developing a quality management plan for Nursing, including structures, processes, and systems to promote quality outcomes by evidence-based findings, minimizing risks and reducing costs.



Medical Healthcare IT Specialists

The Medical Healthcare Information Technology strives to ensure service excellence by providing innovative healthcare software solutions through technical support, consultation, and operational services to enable practitioners to enhance their deliverables, improve security and preserve crucial data, and to increase revenues. It is focused on any computer or software related to a medical equipment. In order to achieve the above-mentioned goals, the team members work, alongside the medical engineers, to carry out the following: Medical Equipment software support and maintenance, medical equipment data integration with 3rd party systems/middleware, web and mobile software development, audio / video programming & streaming, cyber security policies and procedures.



UNIVERSAL HOSPITAL MANAGEMENT SERVICES

Hazmieh Center 1067, Baabda, Lebanon

P.O.BOX: 113-7204 Beirut-Lebanon

Tel./Fax: (961)-5-455853 Mobile:(961)-3-661188

E-mail: uhmsleb@gmail.com Website: www.uhms-international.com