

Employee Orientation Manual

King Khaled Eye Specialist Hospital





WELCOME TO KKESH

On behalf of King Khaled Eye Specialist Hospital (KKESH), it is my distinct pleasure to welcome you as a member of the hospital.

Our mission at KKESH is to serve as the center of excellence for tertiary eye care on behalf of the citizens of Saudi Arabia. To fulfill this mission, KKESH upholds the highest attainable standards of multi-specialty eye care services, and education of physicians and ancillary healthcare professionals. KKESH is also committed to conducting research into the causes and treatment of eye disorders indigenous to the Kingdom of Saudi Arabia.

Patient care at KKESH began in December 1982, and the hospital was formally opened in November 1983. In addition to offering comprehensive eye care, KKESH has developed education and research programs, and become an ophthalmologic training center for Saudi ophthalmologists and other related healthcare professionals.

We hope that your experience at KKESH will be both rewarding and enjoyable. This extensive orientation manual has been created in an effort to make this transition as smooth as possible for you.

Additional questions and concerns may be addressed to Human Resources, the Security Department, or your department head.

Thank you and best wishes,

Dr. Abdullah S. Al-Owedi
Supervisor General

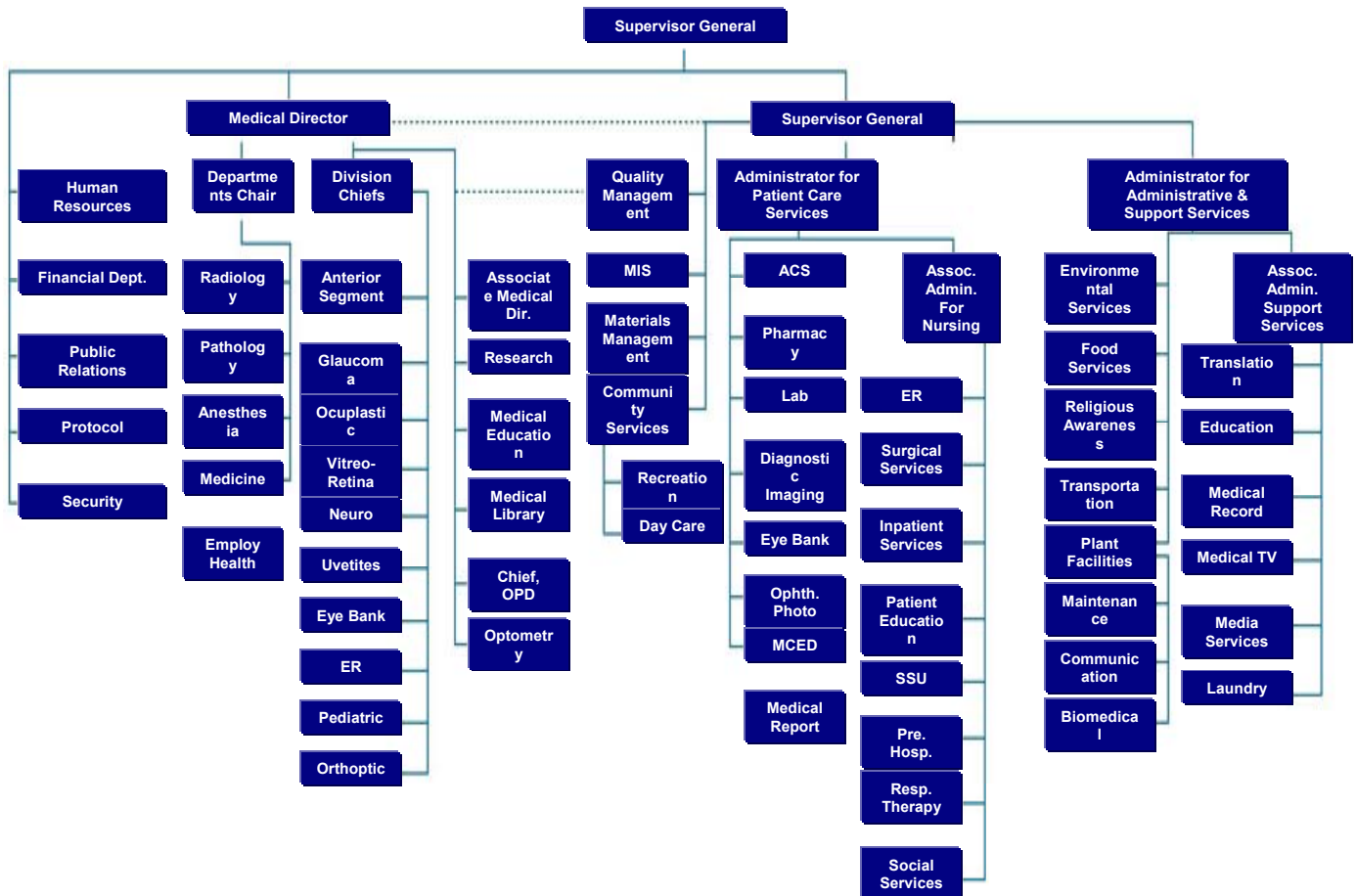
KKESH

King Khaled Eye Specialist Hospital (KKESH) is a 228-bed tertiary referral center, which employs 72 staff physicians with expertise covering the full range of ophthalmology. There are also support services available, including anesthesia, internal medicine, pediatrics, pathology, and radiology. The hospital is located near the new Diplomatic Quarter, not far from King Saud University, in the northwest region of Riyadh. The complex includes housing for 950 hospital employees and 350 ancillary staff.

This specialized modern facility for the diagnosis and treatment of eye disorders serves the people of Saudi Arabia and the surrounding countries of the Arabian Peninsula. Construction of the hospital was authorized by the late King Khaled bin Abdulaziz al Saud. Patient care began in December 1982. The hospital was formally opened in November 1983 by the Custodian of the Two Holy Mosques, King Fahad bin Abdulaziz al Saud. In addition to offering comprehensive eye care, KKESH has developed education and research programs, and become an ophthalmologic training center for Saudi ophthalmologists and other related healthcare professionals.

Administrative Organization at KKESH

The Organizational Chart of KKESH depicts the levels of authority and responsibility for departments within the hospital, as well as other associated programs and services. The lines connecting the boxes indicate the levels of authority and responsibility, from the Supervisor General down to the areas listed at the bottom of the chart. Communication and responsibility for the management of the departments move upward along the same lines.



Mission Statement

The mission of King Khaled Eye Specialist Hospital is to serve as the center of excellence for tertiary eye care on behalf of the citizens of Saudi Arabia, consistent with the highest attainable standards of multispecialty eye care services, education of physicians and ancillary health care professionals, and research into the causes and treatment of eye disorders indigenous to the Kingdom of Saudi Arabia.

Patient Care Services

The hospital patient care plan is designed to serve the needs of our patients while supporting continuous improvement and innovation.

Inpatient facilities include 228 beds distributed over five floors. There are single and triple rooms as well as 10 suites. Examination rooms are available in each inpatient unit. The multinational nursing staff works collaboratively with physicians, social workers, dietitians, laboratory staff, housekeeping, pharmacy, health education, and many other support services to provide the highest possible quality of ophthalmic health care.

There are 12 operating rooms; most of which are fully equipped with ceiling-mounted operating microscopes. Current equipment as well as the latest trends in ambulatory surgery procedures are introduced and monitored to ensure that patients receive the best ophthalmic treatment available.

The hospital has a complete range of diagnostic services, including a full-service clinical laboratory, diagnostic imaging, and eye pathology. KKESH also has an accredited eye bank and a research laboratory.

AMBULATORY CARE SERVICES (ACS)

Ambulatory Care Services of KKESH is composed of the Screening Clinic and the Outpatient Clinics.

Screening Clinic

The Screening Clinic is housed in a separate building near the main hospital gate and is generally the “entry point” for patients in the patient care system at KKESH. Patients who are referred to the KKESH Screening Clinic are evaluated by the screening clinic physician. Patients requiring KKESH tertiary eye care services are then referred for an appointment in the Outpatient Department or, in much rarer cases, are immediately admitted through the ER to KKESH for care. Patients who do not meet the clinical criteria (which are defined by the Medical Coordination and Eligibility Department of KKESH) for specialized eye care provided at KKESH must obtain treatment from other eye care providers in the Kingdom.

Outpatient Clinics

The Outpatient Clinic (OPC) is the largest functional component of Ambulatory Care Services at KKESH. Each year, more than 100,000 patients are seen, evaluated, and treated in the OPC, which consists of 12 clinics and 53 examination rooms equipped with modern medical equipment. The Outpatient Clinics are subdivided into the following specialties:

- Anterior Segment;
- Glaucoma;
- Oculoplastics and Orbit;
- Pediatric Ophthalmology and Strabismus;
- Uveitis;
- Vitreoretinal.

The ACS management team is committed to staff development and continuing education. There are a variety of technical training programs for ophthalmic personnel, as well as on-the-job training for other clerical staff. In addition, ACS regularly coordinates with the Department of Educational Services to provide ACS staff with many educational programs, such as English language, computer training, and management.

One of the goals of the ACS management team is to improve the quality of services provided by developing, monitoring, and implementing performance improvement programs. Performance is measured in different areas through performance indicators. Based on these measurements, action is then taken to improve the quality of services. In addition, the patient satisfaction survey is used as a tool to customize, improve, and modify services to meet the needs of our patients.

EYE BANK

The Eye Bank is responsible for contacting the international eye banks to obtain tissue for corneal transplantation, amniotic membrane transplantation, scleral grafts, and epikeratoplasty. The Eye Bank is also involved in receiving tissues and preserving them under appropriate media conditions and temperatures, as well as culturing tissues and their media for microbiological clearance. Other primary services of the Eye Bank include calling and scheduling patients from the waiting list for surgery, and promoting the cornea donation program in the Kingdom of Saudi Arabia.

HEALTH EDUCATION

Health Education involves exchanging information between patients and healthcare providers. The Health Education Department focuses on promoting healthy behavior, correcting misconceptions, and helping prevent eye injury and diseases. Some of the services rendered by the Health Education Department include the following:

One-to-One Teaching

Patient educators conduct daily rounds to see new admissions and discharge patients in short-stay and inpatient units. The information provided is mainly focused on safety issues, general hygiene, discharge instructions, and medication management.

Group Teaching

Each month, a series of lectures, concerning food and nutrition, medication management, general hygiene, discharge instructions, and other pertinent topics related to eye diseases, is scheduled for the inpatient units.

Special Programs

Special programs on ocular diseases are offered monthly. These programs include a series of lectures presented to specific categories of patients, where guidelines and instructions to be followed by patients are given.

Booklets, Brochures, and Posters

The department produces a variety of booklets, brochures, handouts, and posters about eye diseases, nutrition, and preventive medicine.

Closed-circuit Television (CCTV)

From 0900 to 1700 hours, the in-house channel in the hospital shows educational films for inpatients, as well as outpatients. Most of these tapes are produced by the Health Education and the Medical Television Departments.

Mobile Tape Library

The mobile tape library contains educational tapes on ocular diseases and their treatment. Tapes can be requested for the inpatient units through the charge nurse.

Health Education Campaign

The department organizes a yearly campaign with different themes about eye care and diseases.

National and International Health Days

The department participates and celebrates national and international health days in collaboration with the concerned agencies. Lectures and seminars are prepared on the topics designated by the World Health Organization or by the Ministry of Health (MOH).

Telephone Hot Line

Patients, citizens, and residents of Riyadh and other regions are afforded the opportunity to have their questions on eye diseases and their treatment answered via direct telephone contact with the hospital's consultant ophthalmologists at scheduled times, which are announced in advance. (Direct Telephone No. 482-6436)

Email Hotline

The department also offers all residents of the Kingdom of Saudi Arabia the opportunity to have their questions on ocular diseases and their prevention answered by email through the hospital website: www.kkesh.med.sa

Health Education Symposium

The department organizes a yearly symposium to provide an opportunity for eye care professionals to enhance their level of knowledge, to exchange expertise, and to become trained in the latest skills in the field.

HEALTH INFORMATION MANAGEMENT DEPARTMENT (HIMD)

The Health Information Management Department is responsible for carrying out the following functions: patient medical record file maintenance, transcription, coding and abstracting, medical reports and sick leaves, and quantitative and qualitative analyses. The department provides the service of security and maintenance of confidentiality for our patients.

Patient records are analyzed for quality, completeness, and accuracy. The department processes between 1500 and 2000 records per day. An average of 30 inpatient and 450 outpatient visits per day for KKESH and 120 records for the Business Center/Private Clinic are analyzed, coded, and abstracted.

The coding and abstracting of patient records provide data for hospital administration, reports for the Ministry of Health, and support for the activities of the Research Department. With the inception of an insurance-based healthcare system in the Kingdom, proper coding will soon be the means by which hospital reimbursement and funding are obtained.

LABORATORY MEDICINE

The clinical laboratory offers a range of tests for both inpatients and outpatients. Diagnostic investigations and examinations performed by the laboratory provide scientific data, which assist the clinical evaluation of patients. The laboratory section provides services and functions in the following areas:

- clinical chemistry and serology;
- clinical hematology and microscopy;
- clinical microbiology and parasitology;
- molecular biology;
- phlebotomy;
- pathology and cytology;
- blood bank.

MEDICAL COORDINATION AND ELIGIBILITY DEPARTMENT (MCED)

The Medical Coordination and Eligibility Department (MCED) is responsible for evaluating the tertiary eye care requirements of patients referred for treatment at KKESH. It is also responsible for determining when tertiary eye care has been completed, after which the patient is referred back to the referral source for continued care and follow-up.

OPHTHALMIC PHOTOGRAPHY

The Ophthalmic Photography Department performs external and anterior segment photography, specular microscopy, and fluorescein angiography. Services are provided for outpatients, inpatients, and the operating room, as well as for patients participating in projects approved by the Research Department.

PRE-HOSPITALIZATION DEPARTMENT

The Pre-Hospitalization Department provides medical assessments of all patients requiring medical admission and surgery. Services include initial and follow-up history and physical examinations; medical consultation (as requested); and arrangements for diagnostic tests, including chest X-ray, electrocardiogram, and serum chemistry.

ACCOUNTING (FINANCE) DEPARTMENT

At employee orientation, the Finance Department provides basic information about the procedures being implemented by KKESH regarding the calculation of salaries, overtime, and call time, and their applicable compensatory amounts. Information is also provided about the manner and basis of calculating the service award. KKESH uses an exchange rate of SAR 3.752 to US\$1.00 in salary calculation. Payday is scheduled on the first working day of the following month. Payment is deposited into Al-Rajhi Bank (KKESH Branch), which is located on the housing compound.

New employees are informed of the standard pattern of reporting work hours on the payroll time sheet. All employees are required to submit a time sheet in order to process their salaries. For salary advances, if the vacation includes the payday, time sheet/s must be submitted to the Payroll Office 2 months prior to the leave start date. Work hours are calculated and compensated as follows:

- Total work hours per week = 44.00
- Average work hours per month = 190.67
- Regular salary computation rate = at 190.67 hours per month
- Overtime rate = at time and a half
- Overtime due to call = at time and a half
- Call hours = at the rate of 1 regular hour for every 4 call hours
- Compensatory time = overtime and/or call time can be taken as time off

New employees are made fully aware of the policy and procedure regarding eligibility for sick leave and its implication on salaries. Sick leave payment is made as follows for eligible employees:

- For the first 30 days or 190.67 hours = sick leave with pay
- For the second 30 days or 190.67 hours = sick leave at 75% pay
- For the third 30 days or 190.67 hours = sick leave without pay

CURRENCY

The Saudi Arabian monetary unit is the Saudi riyal, which is divided into 100 halalahs. Notes are issued in denominations of 1, 5, 10, 50, 100, and 500 riyals. Halalah coins are issued in denominations of 5, 10, 25, and 50 halalahs; there is also a 1 riyal coin. There are no currency restrictions at the present time. Traveler's checks and cash may be easily changed either at a bank or money changer. Money transactions are normally in cash because personal checks are rarely accepted. Major credit cards (such as Diners Club, VISA, MasterCard, and American Express) can be used at most major hotels and many stores.

AL-RAJHI BANK

At the present time, KKESH uses Al-Rajhi Bank for issuing paychecks and providing other banking services on the compound. This branch office is located in the Community Center and has the following general business hours:
Saturday through Wednesday: 1000-1200 hours; 1330-1730 hours
Thursday: 1000-1400 hours

All employees are required to open a bank account at Al-Rajhi Bank (KKESH branch only). A copy of each employee's bank account number must be forwarded to the Payroll Office.

Services

- *Opening Current Accounts*
 - Employees can open current accounts in Saudi riyals.
 - No bank charges are placed on withdrawals or deposits.
- *Telex and Wire Transfers*
 - A minimum charge of SR 60 is placed on telex and wire transfers to most countries throughout the world.
- *Bank Drafts*
 - Bank drafts are available in almost any currency.
 - No charge is placed on a draft with a value over SR 1000.00.
 - A charge of SR 5 is placed on each draft with a value below SR 1000.00
- *Foreign Currencies*
 - Most foreign currencies can be bought and sold.
 - The exchange rate is slightly higher than for drafts and traveler's checks.
- *Traveler's Checks*
 - Traveler's checks are available in most denominations in US dollars.
 - No charges are placed on traveler's checks.

Once the current account is opened, the following banking facilities are available for all account holders:

- Employees' monthly salary is automatically deposited to their bank accounts.
- Upon request, an employee can receive an ATM card at absolutely no cost, subject to providing a copy of the iqama and a duly completed application form.
 - The ATM card can be used to withdraw money from any teller machine in the Kingdom, including the ATM on the compound
 - The ATM facilities are available in the Kingdom 24 hours a day, subject to a maximum withdrawal of SR 5000 per day.
 - At present, the ATM facilities in the Kingdom are absolutely free.

There are only three basic ways to send money home: (1) hand delivered, (2) mailed in the form of a draft or a check from a Saudi commercial bank, and (3) wire transfer of funds. Prior to mailing a bank draft or check, you are advised to make a photocopy of it for your records. In addition, be sure to keep the bank stubs for the check and the yellow copy of the draft slip because these items will be needed if the originals become lost or if a difficulty in cashing the check occurs.

COMMERCIAL BANKS

In addition to Al-Rajhi Bank, Al-Jazira Bank, Arab National Bank, Riyadh Bank, and National Commercial Bank, there are representative branches of several international commercial banks located in downtown Riyadh and in the surrounding areas of the city. These international commercial banks include Saudi Cairo Bank, Saudi American Bank (Citicorp), Saudi British Bank, Saudi French Bank (Banque Saudi Fransi), and Saudi Dutch Bank (Saudi Hollandi Bank). These banks maintain normal working hours, generally from 0900 to 1200 hours and from 1600 to 2000 hours, depending on prayer times. They offer most routinely available commercial banking services, including savings and current accounts.

NON-COMMERCIAL BANKING ESTABLISHMENTS

These establishments, also known as "money changers," offer most of the same services as a commercial bank, usually at a slightly lower rate. They differ from commercial banks only in that they are not recognized members of the Saudi Arabian Monetary Agency (SAMA). Almost all of the "money changers" located in downtown Riyadh are open generally from 0900 to 1200 hours and from 1600 to 2000 hours, depending on prayer times.

COMMUNICATIONS

The KKESH Phone System

Local calls within the city of Riyadh may be made from hospital phones by dialing 00, waiting for the dial tone, and then dialing the seven-digit number. Some extensions do not have the "00" facility.

Long-distance national calls can be made from hospital phones by dialing 08, waiting for the dial tone, and then dialing the city code and the seven-digit number. Long-distance international calls can be made from hospital phones by dialing 06, followed by the country and city codes, and then dialing the seven-digit number. Do not use national or international access to place local calls or beep a private pager. A private pager can be contacted only from an extension equipped with national and international access.

Only authorized personnel (department heads, physicians) can make direct long-distance calls. The hospital does assist employees, however, in placing personal long-distance calls. To book a call, go to the Finance Office on the first floor and complete a telephone request form." You must indicate on the form whether you wish to make a cash deposit or to authorize a payroll deduction. Then take the approved form to the Communication Department in the basement (H-wing). Operators do their best to place the calls at the time requested; however, overseas lines to some countries are very busy, and delays are at times inevitable. If you made a cash deposit, you will receive a copy of your telephone request form a few days after completing your call. The form will indicate the duration of your call and the charge. If you requested a payroll deduction, the charge for the call will be deducted from your next paycheck.

If you need to place an emergency call when the Finance Office is closed, go directly to the Communication Room. Be sure to take your identification (ID) badge with you. An operator will ask you to complete a telephone request form and will place the call for you.

Telexes and faxes may be received at the hospital; however, employees are requested not to receive personal telexes and faxes unless absolutely necessary. The sender should address the telex or fax with your name and department.

- Telex: 404340 KKESH SJ
- Fax: 482-1908

Sending Telexes and Faxes

- To send a telex or fax, go to the Finance Office on the first floor and complete a telephone request form. Indicate on the form whether you wish to make a cash deposit or to authorize a payroll deduction.
- To send your telex message, take your approved form and clearly written telex message to the Medical Coordination and Eligibility Department. To send a fax, take your approved form and clearly written fax message to Human Resources. The staff will then send the telex/fax for you.
- The cost of a telex/fax is based on the length of time required to transmit the message. As with long-distance telephone calls, rates vary depending on where the telex/fax is being sent.
- Payment for telexes/faxes is handled in the same manner as long-distance telephone calls.

Malicious Calls

- On analog phones, press the cutoff lever quickly and then press #, followed by 8 (#8).
- Report the incident to Security within 24 hours, giving the date and time.

Helpful Hints

1. The KKESH telephone operator can be accessed by dialing 01.
2. To request or cancel an automatic call back, dial 09.

3. To forward your extension to another extension, dial 03, followed by the second extension number. To cancel the forward, dial 04.
4. To put a caller on hold:
 - Using pulse phones, dial 1.
 - Using tone phones, press the cutoff lever quickly.
 - Using the ALCATEL (hospital distributed phones), press R. From a digital phone, press LINE 1 to use the hold function and set the handset aside from the cradle switch.
5. To transfer a call:
 - If you want to transfer an internal or external incoming call to another internal extension, dial the required extension directly, put the handset down, and then use the transfer key.
 - If you want to transfer an external call originated by you to another extension, press enquiry call, followed by the internal number.
 - If you want to transfer an internal or external incoming call to another internal extension, use the flash button, or use the hook button and transfer the call.
6. For additional information on using the KKESH phone system, please consult the hospital phone directory or user manual.

COMMUNITY SERVICES DEPARTMENT

The Community Services Department supervises the operation of the housing compound, day care center, and post office. The office is located on the housing compound, near gate #2 behind the Transportation Department office. The telephone extension numbers are as follows:

- | | |
|---|-----------|
| • Director of Community Services | ext. 4806 |
| • Housing Supervisor/Property Control Section | ext. 4718 |
| • Housing Supervisor/Floating Section | ext. 4723 |
| • Secretary | ext. 4805 |
| • After hours on call pager | ext. 009 |

HOUSING

The KKESH housing complex, which occupies an area of approximately 200,000 m², is located adjacent to the main hospital building. Various types of accommodation are provided, such as three-bedroom villas, apartments (one, two, and three bedrooms), studio apartments, and efficiencies. There are approximately 1300 housing units for families, single males, and single females. The compound provides residents with grass lawns, trees, shrubs, gardens, playgrounds, walkways, pathways, and parking areas. The complex also includes a supermarket, a bank, a travel agency, and a post office; all of which are located in the heart of the Community Center for easy access from wherever you may live in the compound. With each housing unit, the following items/features are provided:

- furniture;
- basic appliances;
- kitchen supplies;
- bedding, linen, towels, and shower curtains;
- utilities: electricity, water, and local telephone service;
- satellite television channels;
- full maintenance.

Housing Assignment

Housing assignments are governed by the Policy and Procedure No. 700-576-002, and are based upon employee supervisory level and seniority, as well as availability.

Inventory

Prior to occupancy, an inventory booklet is prepared for incoming occupants. This inventory booklet should be in your quarters when you move in. It details the list of housing property for which one is liable in case of end of contract, transfer to another unit, or exit from the compound. After reviewing the list, you should sign and return the copy to the Housing Department.

When employees leave their place of residence, Property Control will conduct the usual inventory, and any shortage of items should be noted at this time. Items missing or damaged beyond normal wear and tear, other than linens, will be charged to you. One week prior to departure, a preliminary inventory is conducted. Occupants then have the remaining 7 days to compensate for lost or damaged items. A final inventory is performed 1 hour prior to departure. It is important that a pre-departure inventory be coordinated with Housing Property Control at extension 4723/4718.

Cleaning Responsibilities

The subcontracting company is responsible for cleaning all unoccupied housing units and preparing for arrivals and transfers.

Occupants are responsible for the general care and cleaning of their units (walls, closets, floors, fixtures, and windows). No cleaning appliances are provided by the hospital, except on a rental basis. Cleaning supplies may be purchased from the store located in the Community Center. Do not use grit-type scouring cleaners on polished surfaces or tubs or basins. Be sure the product that you are using is appropriate for the type of surface or tubs or basins.

You are responsible for maintaining your quarters at an acceptable level of cleanliness at all times. At the end of employment, the quarters must be cleaned to the satisfaction of the housing director prior to departure.

Rental Program

The Housing Department operates a rental program for vacuum cleaners and irons (extension 4723/4718). If you are interested in having your quarters cleaned for a fee, you can make inquiries at extension 4723.

Unauthorized Use of Quarters

Under no circumstances are occupants allowed to use the housing units as rental space, to conduct business ventures, or to allow unauthorized occupancy of their quarters. Violations of this nature are sufficient cause for disciplinary action.

Property Damage or Loss of Housing Property

Occupants are responsible for their housing property (e.g., furniture, kitchen utensils, bedding, appliances, keys, lamps, telephones, etc.). Damage or loss of these items may require compensation.

Unauthorized Housing Modification

It is strictly prohibited to modify any unit or accommodation without prior approval from the Housing Department. Any modification discovered will be charged to the occupant in order to return the unit to its original form. Both the Community Services Department and Plant Facilities will determine the charges.

Unauthorized Transfer of Furniture or Other Housing Items

The transfer of any item from your living quarters is not permitted without prior approval from the Housing Department. Every item has an inventory number on it and is assigned to your particular unit. All items should remain in that unit. Irrespective of the urgency of needs or requirements, it is illegal to transfer any property from one unit to another without prior approval.

Pets

Pets are not allowed, except for fish, small birds in cages, or one cat per housing unit. Residents who elect to have pets will be held responsible for any and all damages, which may occur to the housing unit.

Utilities

Electricity at KKESH is 220 volts and 60 cycles. Please ensure that you purchase appliances of the correct voltage. Plugging a 110-volt appliance or piece of electronic equipment (e.g., radio, iron, toaster, etc.) into a 220-

volt receptacle will damage the appliance/electronic equipment. Transformers can be purchased to allow 110-volt appliances to be used.

In the event of any type of power failure, unplug any heavy-load pulling appliances (e.g., iron, blow dryer, etc.) and then check the circuit breakers, which are usually found in the closet. If any of the handles are in the down position, simply push up to restore power. For any other electrical problems, contact Maintenance.

Appliances

- Central air-conditioning unit: For efficient operation of the system, set the thermostat to the desired temperature and then put the control on "automatic." Constant adjustment can lead to undue load on the unit. Leaving the thermostat in the lowest possible setting will cause inefficient operation and could destroy the compressor's motor. To circulate the air, use "fan only." For any other problems, contact Maintenance.
- Wall air-conditioning unit: To maintain efficient operation of the wall air-conditioning unit, please follow the same directions given for the central air-conditioning unit. Never place any object over the top vent as this will put undue strain on the compressor motor.
- Refrigerators: Operating instructions are provided for each apartment by the Community Services-Housing Department.
- Dishwashers: Operating instructions are provided for each apartment by the Community Services-Housing Department.
- Washing machines for clothes are provided in villas and block buildings (A through H, and P). Refer to washing machine manual for instructions. Efficiency buildings 06 through 12 must use the Recreation Center Laundry for personal wash only. Efficiency buildings 01 through 05 have localized community laundry rooms.
- Clothes dryers are provided in the same units as washing machines. All others have use of either the Recreation Center Laundry or the localized facilities. Please ensure that lint collectors are cleaned regularly to increase the efficiency of the dryer.
- Do not dispose of any garbage or heavy paper in the toilets or drains. Drains that clog frequently should be reported to Maintenance.
- Do not let liquids boil over onto the heating elements because this can cause damage to the stove and possibly a fire or serious personal injury. Do not attempt to unplug the heating element and never immerse the heating element in water because this will ruin the element.

Maintenance Requests

All maintenance is handled by the maintenance contract company. For maintenance requests, fill out a Facilities Work Request, which is available in your department and/or the Plant Facilities Office, and then send the form to the Plant Facilities Office. For emergency requests, call extension 1005 during normal working hours or dial 1023 after regular working hours.

Visitation of Legal Spouse of Married Employees on Single-Status Contract

Married employees may sponsor their legal spouses to stay in housing units designated for married couples under certain conditions:

- They have an authentic document, filed at the Human Resources Department, legalizing their marriage.
- They have obtained an approved request from the director of Community Services to stay temporarily in designated married couple housing units.

Overnight Guests

Permission to stay overnight is granted under certain conditions:

- Visitors should be from outside the Riyadh region.
- One visitor of the same sex per employee is allowed for a maximum of two nights per week.

- Guests of family relatives are allowed only if both adult members of the same family are present in the family unit. Otherwise, guests of relatives should be of the same sex unless a documented familial relationship exists.

Employees are required to complete a visitor's arrival form at the Security Department at least 2 hours prior to the actual arrival of their guests. Off-compound visitors must register at the housing gate (#2) and must log out upon departure. Each guest will be issued a copy of the visitor's arrival form and a visitor's pass to be worn while on the compound, which is to be surrendered to Security upon departure. Sponsors are fully responsible for the behavior of their guests and should accompany them at all times while they are on the compound.

Curfew Times

Curfew times are applicable to all single female employees and married women not accompanied by their husband/spouse residing on the compound. The curfew times are as follows:

- Friday through Tuesday: 2400 to 0800 hours
- Wednesday and Thursday: 0100 to 0800 hours

DAY-CARE CENTER

The Child Care Center at KKESH is located on the ground floor of building O 01 (extension 1358). It is designed to care for children of working parents from 0645 to 1800 hours. Service is available only on a long-term enrollment basis and is not a drop-in babysitting service. Eligibility requirements are outlined in Policy and Procedure No. 508-002, entitled "Eligibility, Registration, and Fees for Child Care Facility Use."

The child development program includes health care and hygiene, arts, crafts, playtime, story reading, and music. The Day-Care Center also conducts educational and fun trips, as well as outdoor activities. The ongoing academic programs include working with the English alphabet, numbers, and shape recognition. Children learn to work together and appreciate the cultures represented in our environment.

POST OFFICE

The hospital post office is located in the Community Center and is open from 0700 to 1800 hours, Saturday through Wednesday.

You can send letters from the hospital post office. Stamps are not sold; therefore, the employee must pay the mailing fee at the time the letter is dropped off. The average mailing times are 5 to 7 days to or from the United Kingdom or South Asia, about 10 to 12 days to or from the United States or East Asia, and about 3 to 6 days to or from Arab countries. All envelopes should be marked "Air Mail." Within the Kingdom, mail goes by land and even going across the city can take some time.

You can mail packages through the Central Post Office, which is located on Airport Road. It is open each day (except Friday) from 0600 to 1400 hours and from 1600 to 2000 hours (except during evening prayer times). The hospital post office mail clerk can do this for you; however, the owner should provide the tape to be used in the final wrapping of the package. Packages will be opened for inspection before they are mailed.

Express mail can be delivered anywhere in Saudi Arabia within 2 days, but to other countries, it can take up to 7 to 14 days. Express mail has to be sent from the Central Post Office; however, if you give it to one of the hospital post office mail clerks, they will weigh it, inform you of the exact amount of the charges, and then mail it at the Central Post Office. The receipt will be given to the sender.

Incoming mail is first sorted and then distributed to your apartment mailbox sometime between 1330 and 1800 hours each day. The correct mailing address is as follows:

- Your Name
- King Khaled Eye Specialist Hospital
- Villa or Building and Room Number*
- P.O. Box 7191

- Riyadh 11462
- Kingdom of Saudi Arabia

* Without your villa or building and apartment number, delivery of your mail may be delayed.

Packages coming into the Kingdom are subject to inspection, and forbidden items will be confiscated without notice. Please remember that the importation of liquor, narcotics or illegal drugs, pork products, and pornographic literature is strictly forbidden.

DRESS CODE

Saudi Arabian custom dictates conservative dress for all personnel appearing at work and in public. It is essential to observe a proper dress code while on the job in the hospital, on the housing compound, and in the city. Policy and Procedure No. 700-571-001 provides details about the dress code and is summarized briefly as follows:

Hospital

The proper dress code for each work area will be covered by each department during its department orientation. Dress must be neat and conservative at all times at KKESH.

Male administrative and clerical staff members are expected to wear western business suits or dress slacks with a dress shirt and a tie. Male Saudi national employees may wear traditional attire if they are not involved in direct patient care; otherwise, western attire is required.

Female administrative and clerical staff members are expected to wear dresses/skirts at least 5 inches below the knee and blouses with a modest neckline and elbow-length or longer sleeves. The more frequent the interaction a female employee has with the public, the more conservatively she should dress. Please remember that trips through the lobby or waiting areas constitute contact with the public. Sheer (i.e., see-through) materials are inappropriate. Tight and form-revealing dresses must be avoided.

Female employees or dependents may not wear pants, slacks, or jeans in the hospital (including the cafeteria) or the immediate surrounding area at any time. Males may not wear jeans or other inappropriate casual attire in the hospital (including the cafeteria) or the immediate surrounding area at any time.

Housing Compound

Shorts may be worn by males to and from the athletic areas or while jogging. Men must wear some type of upper body covering while engaged in athletics (except swimming). Male employees or dependents jogging outside the housing compound must wear pants or a running suit bottom and a T-shirt top. Male employees must wear shirts en route to, while engaged in, and returning from athletic activities.

Shorts and short dresses that expose the thighs may not be worn by women to or from any sport activity, unless properly covered. A shift or a wraparound skirt must be worn to cover the shorts. A dress that falls below the knees, blue jeans, or slacks may be worn on the housing compound, but wearing excessively tight and form-revealing upper or lower body clothing must be avoided. Sun dresses (those which expose the shoulders, back, or upper chest) and other revealing attire (including sleeveless tops) are not appropriate and should not be worn outside an employee's residence. Females must wear complete swimming suits at all times in the pool area.

Female employees or dependents may jog inside the housing compound but are not permitted to jog outside the compound. Appropriate jogging attire for females consists of full-length sweat pants and a non-revealing upper garment. Jogging is not permitted in the area immediately surrounding the hospital for either sex.

Small children have no dress restrictions, but teenagers are expected to conform to the adult dress code. Older children who visit while on vacation should be cautioned that they are required to dress in the same conservative manner as their parents.

Outside the Housing Compound

Proper public attire is important for men, as well. Wearing tight trousers and shirts and any type of shorts is discouraged. It is also considered inappropriate for men to wear excessive jewelry.

Women should not appear in public places unless they are covered as completely as possible. An abaya (a loose black cape) should be worn over clothing in the city. A head scarf should be carried to cover the head if necessary. Appropriate attire for all females exiting the compound for whatever reason is an ankle-length dress, or a skirt and a blouse, with a modest neckline and elbow-length or longer sleeves.

EMPLOYEE HEALTH

Employee Health provides general medical care for hospital employees and their eligible dependents. A full-time family practitioner and the members of the Department of Medicine staff the clinic during all regular hospital working hours. They provide care for minor health complaints, follow-up of medical problems, travel health advice, and wellness checkups. If necessary, consultation with medical specialists at other clinics or hospitals in the city can be arranged. Patients may be seen by appointment (on a same-day basis, if necessary) by calling extension 1035.

Employees visiting Employee Health during their duty hours are required to have an Employee Medical Slip signed by their respective supervisor. Recommendations for return to work, a return appointment, and/or sick leave are indicated on the form by Employee Health for return to the supervisor.

All new employees receive a complete history and physical examination in Employee Health. In addition, all new employees are screened routinely as exposure to childhood diseases is common in Saudi Arabia. The screening consists of drawing a blood sample, which is tested for antibodies to measles, mumps, rubella, and varicella (chicken pox). Employees found to be non-immune are required to be immunized. Tuberculosis (TB) continues to be a significant health problem in Saudi Arabia, and annual TB screening is required for all hospital employees at the time of initial employment. Annual testing is also required for all individuals who are purified protein derivative (PPD)-negative and have not had a bacille Calmette-Guérin (BCG) vaccination. Department heads are notified when their employees are due to report to Employee Health for TB screening.

Appointments are made with the registered nurses for immunizations, TB screening, dressing changes, electrocardiograms (EKGs), and blood pressure checks. The registered nurses also schedule appointments with the physicians and take requests for prescription refills. Please call extension 1179 to talk with a nurse.

Childhood immunizations that are available are as follows:

- hepatitis B
- oral polio vaccine (OPV)
- diphtheria/pertussis/tetanus (DPT)
- measles/mumps/rubella (MMR)
- hemophilus influenza type B (HIB)
- meningococcal A, or A and C (depending on age)

Adult immunizations that are available are as follows:

- tetanus/diphtheria (TD): The TD vaccine is recommended every 10 years for all adults.
- measles/mumps/rubella (MMR): The MMR vaccine is recommended for employees found to be non-immune after childhood disease screening.
- polio: A booster dose of the polio vaccine may be recommended for those traveling to developing countries.
- hepatitis B: The hepatitis B vaccine is required for employees with risk of exposure to patients' blood and bodily fluids, at no cost. Other employees may receive the vaccine for a fee.
- meningococcal A and C: The meningococcal vaccine is recommended for those living in Saudi Arabia and for those traveling to some developing countries. This vaccine is to be repeated every three years.
- hepatitis A: The hepatitis A vaccine is available on request for a fee.

- yellow fever: The yellow fever vaccine is recommended for those traveling to certain countries. The use of this vaccine is controlled by the Ministry of Health and is available only to MOH hospitals. Employee Health can provide information and directions.

Sick Leave

If an employee is unable to come to work because of illness, he/she must phone the supervisor before the scheduled shift. The employee must report to Employee Health for evaluation on the same day or the next working day. The employee must obtain an employee Medical Slip, signed by his/her supervisor, stating that the department has been informed of the absence. If the employee is residing off-compound and is attended by an outside physician, a medical report stating the employee's sickness should be submitted to the Employee Health Department on the following working day for sick-leave approval.

Accidental Exposure to Blood and/or Bodily Fluids

All new employees, particularly healthcare personnel with potential contact with infectious material, are advised to review the Policy and Procedure No. 575-031, which deals with accidental exposure to blood and/or bodily fluids. It is mandatory to report any such exposure to your supervisor and then to Employee Health (regular working hours) or the Emergency Room (after hours) for management.

Travel Precautions

Employee Health physicians can advise employees regarding health precautions, recommend immunizations, and prescribe medications for travel, including malaria prophylaxis. An appointment should be made at least 3 weeks prior to your departure date.

After Hours Care and Emergencies

One physician is on call and available to handle emergency medical situations during non-office hours. Employees with urgent medical problems who cannot wait until Employee Health is open are seen in the Emergency Room, where they are first assessed by a registered nurse. The physician on call is notified and determines if a physician visit is warranted. Employees with major medical emergencies should always report directly to the Emergency Room. Whenever possible, employees should anticipate their needs and come to Employee Health during regular hours. The Emergency Room must be utilized only when appropriate.

FOOD AND NUTRITION SERVICES

The Food Services Department maintains the hospital employee cafeteria, provides meals for inpatients, and caters social functions and special events in the hospital and on the housing compound. The director can be reached at extension 3809, and the catering office can be reached at extension 3015.

Hospital Cafeteria

The hospital cafeteria is located in the northeast corner of the basement. It is open to all hospital employees, their families, and their guests. The cafeteria is open for breakfast, lunch, and dinner. It also provides midnight meal service for night shift employees. There are areas at the rear of the cafeteria designated for families and single females. Staff dining in the hospital cafeteria must observe the dress code policy and wear their ID badges.

According to the salary scale, some employees are eligible to receive free meal cards or subsidized meal tickets. White meal cards and yellow meal tickets are available from the cashier in the Accounting Office. Meal cards and tickets are not transferable from one employee to another. Holders of meal cards and tickets must use the designated service line to receive their subsidized meals. The breakfast meal consists of hot and cold beverages, cereal, egg, meat, toast, and condiments. The lunch, evening, and midnight meals include soup, a main course, choice of two vegetables, salad, rice or potato, bread, and dessert. Additional items may be purchased with cash, such as bottled and canned beverages.

Employees at higher than the eligible base salary may not be entitled to any subsidized meal cards or meal tickets. A cash-only commercial service line offers a variety of meal choices, including a salad bar, meat, vegetables, and pastries. Additional choices of fast foods, such as hamburgers, hot dogs, omelets, fish fillets, French fries, a vegetarian dish, or a diet plate can be ordered.

There is free tea or coffee available to all KKESH employees in the hospital cafeteria between meals. We ask that you do not use the cafeteria 30 minutes before and after meals in order to allow dietary employees to clean the area.

There is a counter from which you may purchase pastries, sandwiches, carbonated beverages, and other cold beverages between meals. It is available Saturday through Wednesday, between breakfast and lunch and between lunch and dinner. This service is offered on a cash-only basis.

The appropriate department head may authorize, in writing, an employee who wishes to pick up a take-out meal for someone who is sick. Employee Health can make arrangements for meals to be delivered to your home if you do not have anyone to pick up your meals for you. Please submit a meal ticket or meal card upon receipt of each meal.

Personal Catering

Employees who wish to have any item of food provided for personal catering may place their order with the catering office, which is located in the basement of the hospital. This service is provided on a cash-only basis, and no meal tickets are accepted for personal catering items. All items must be paid for prior to delivery as no credit facility or payroll deduction is available. Please call the catering manager at extension 3015 or visit in person.

Trading Post Store

The Trading Post, a mini market store, is located in the Community Center. It carries a full range of items for you to purchase at prices that are competitive with those of off-compound stores. If you cannot find a particular item or brand, please feel free to inform the Trading Post supervisor. The store is open daily from 0700 to 2200 hours.

Nutrition Counseling

Food and Nutrition Services provides diet and nutrition counseling to all employees referred by Employee Health. It offers a wide range of diet plans (e.g., diabetic, weight reduction, low cholesterol, etc.), as well as advice on how to follow a better diet in general.

HOSPITAL DISASTER PLAN

KKESH has developed a Disaster Plan to handle the large influx of patients that would be expected as a result of a major disaster. Copies of the Hospital Disaster Plan are in each department and should be read by every employee. Each employee is expected to be familiar with the contents of this plan so as to carry out the assigned responsibilities during an emergency.

HUMAN RESOURCES DEPARTMENT

In addition to recruitment and contract-related matters, the Human Resources Department is responsible for storing employee passports, obtaining iqamas, processing leave requests, and obtaining exit/reentry visas and exit-only visas.

Passports

Employee passports are kept in a safe in the Human Resources Department while the employee is in Riyadh. It may be checked out by the employee for international travel or for brief excursions during which it is needed (e.g., a visit to the employee's embassy).

Passports are available for pickup on the last work day before departing on leave. The employee must return his/her iqama (see below) when picking up his/her passport. Immigration regulations require that the sponsor retain the employee's iqama while the employee is in possession of his/her passport. Upon return from leave, immigration regulations dictate that the passport be returned immediately to the Human Resources Department and that the iqama be returned to the employee. The iqama, not the passport, is considered the employee's official identification document while residing in Saudi Arabia.

Iqama

An iqama is the employee's Residence Authorization Card and official identification card while residing in Saudi Arabia. An iqama contains the employee's name, sponsor (KKESH) and place of work, nationality, religion, and pictures of the employee and authorized dependents. Iqamas are issued by the Saudi Ministry of Interior Passport Office and are processed by the Human Resources Department upon initial entry into Saudi Arabia.

An employee is required to carry his/her iqama whenever leaving the hospital/housing compound. It is not necessary to carry the iqama when coming to the hospital or on the housing compound. Immigration regulations dictate that iqamas cannot be taken outside Saudi Arabia. When departing on leave, an employee must submit his/her iqama to Human Resources for safekeeping when picking up his/her passport. The iqama will then be returned to the employee in exchange for his/her passport upon return from leave.

Because iqamas are difficult to replace, employees are urged to keep their iqamas in a safe place. If an employee's iqama is lost, it may cost the individual SR 1600. It is important to keep the iqama in good condition and not to make any alterations to it.

Leave Requests

Leave requests are initially approved by the supervisor/department head and associate administrator, and are then referred to Human Resources for processing. Leave/travel request forms are available to every department through the supply system. When the department head, hospital administrator, and the Human Resources Department have approved an employee's leave request, the employee will receive, via the supervisor/department head, a copy of the approved leave/travel request form.

If an employee merely postpones the scheduled date of his/her leave, he/she must submit a new leave/travel request form with the following notation printed at the top: REVISED-Replaces Leave Scheduled for (date). If the visa has already been processed, the employee should also contact Human Resources to check if his/her exit/re-entry visa will still be valid for travel on the new date. If the visa is indeed not valid for the revised date, the visa must be cancelled and a new visa obtained. An additional fee of SR 200 is then paid by the employee. It is important to check the validity of the visa. If an employee arrives at the airport with an expired visa, he/she will not be allowed to board his/her flight. If the employee attempts to reenter the country with a visa that has expired, he/she will not be allowed to enter the Kingdom.

Visas

The Human Resources Department arranges visas for exit and reentry into Saudi Arabia. An exit/reentry visa allows an employee to leave the Kingdom and return within the specified period. Every time an employee wants to depart Saudi Arabia on leave, there must be an exit/reentry visa in his/her passport. Visas are issued by the Saudi Ministry of Interior Passport Office and are processed by Human Resources. Each single exit/reentry visa is valid for one departure and one return. A multiple exit/reentry visa is valid for 6 months after initial departure from the Kingdom.

A valid exit/reentry visa is required for each trip taken outside Saudi Arabia. To request an exit/reentry visa, an employee must submit an approved leave/travel request form to Human Resources at least 21 days prior to the proposed date of travel. The only exception is for emergency leave situations (see below).

Exit/reentry visas are valid for 3 months from the date they are issued. This means the employee can depart Saudi Arabia within 3 months from the date the visa is issued. The reentry visa is generally valid for 2 months from the actual date of departure from Saudi Arabia. If a longer period is desired, this must be requested in advance on the leave/travel request form.

Exit/reentry visa fees are paid by the hospital for hospital-paid ticketing only. Those employees requesting exit/reentry visas for leaves not conducted via hospital-paid ticketing will pay SR 200 per passport through the Al-Rajhi ATM system in accordance with printed instructions that are available upon request. If an employee cancels a scheduled leave/holiday of his/her own volition, and the exit/reentry visa has been processed for hospital-paid ticketing, the employee will be required to reimburse the hospital SR 200 per passport for the visa processing fee. An exit/reentry visa will be duly processed, and when issued, the employee will receive written notification that his/her visa has been processed.

It is important to cancel an exit/reentry visa if an employee cancels a scheduled leave. To cancel an exit/reentry visa, first obtain approval from the appropriate supervisor/department head and then submit a written notice to Human Resources. If the employee cancels the scheduled leave of his/her own volition, he/she is required to reimburse the hospital for the visa processing fee of SR 200 if the visa fee was originally paid for by KKESH, via payroll deduction. If the employee cancels leave at the request of KKESH (i.e., due to staffing requirements, etc.), the processing fee need not be reimbursed. It is imperative to cancel a visa prior to its expiration date. If a visa is cancelled after its expiration, the Passport Office will impose a cancellation fine of SR 1000 (which the employee must pay) and the Saudi Ministry of Interior Passport Office will not process any visa(s) until the expired visa is properly cancelled and the fine is paid.

Visas for emergency leave are processed immediately and are completed within 1 to 4 working days. Proper documentation (i.e., telex, e-mail, or fax substantiating the emergency situation) is required by the Saudi Ministry of Interior Passport Office prior to processing an emergency visa.

Visas for travel to other countries are not processed by Human Resources. Visa requirements for other countries vary and are determined by the nationality of the applicant. Approximately 2 months prior to departing on leave, the employee should check with the State Department and/or Embassy of the country of destination or his/her travel agent to verify if a visa is required and, if so, what the specific requirements are for application. Many foreign countries require a "Guarantee Letter" from the employer, which the employee must request from Human Resources in writing, 24 hours in advance. For a nominal fee, the on-site travel agent will process all documents that are required for the processing of a visa.

Exit-Only Visas

An exit-only visa is processed when employment is concluded and the employee will depart Saudi Arabia and not return. In the case of final departure, "exit only" must be specified on the leave/travel request form. Two weeks prior to departure, the employee must return his/her iqama to the employee relations manager. The iqama must then be surrendered to the Saudi Ministry of Interior Passport Office before an exit-only visa is issued. The employee relations manager will give the employee a photocopy of his/her iqama, as well as a letter in both English and Arabic explaining why the employee is carrying a photocopy of his/her iqama rather than the original.

SECURITY DEPARTMENT

The Security Department oversees and protects all of the housing and hospital complexes. The main office is located in the housing compound on the ground floor of building 07 and is open 24 hours a day. The telephone extension is 1000 or 1024.

Identification (ID) Badges

The Security Department issues ID badges to employees and their dependents, trainees, visitors, guests, and patients' companions to ensure the proper identification of individuals within the hospital and housing complex.

The ID badge serves as an individual's identification and permits access for KKESH employees and authorized dependents to the hospital and housing compound facilities. It should be worn at all times in the hospital and on the compound. A lost/damaged ID card should be immediately reported to the Security Department via the employee's respective department head or supervisor. For more details, please review Policy and Procedure No. 700- 573-011.

Vehicle Control

Vehicles of employees/residents holding designated color-coded stickers can enter the housing compound without restriction. Non-resident employees holding designated color-coded stickers can also enter the hospital compound without restriction. Individuals visiting the compound on business-related matters are allowed to enter the compound between 0730 and 1830 hours from Saturday through Wednesday, as well as between 0730 and 1230 hours on Thursday. All vehicles, drivers, and passengers are subject to a random security check when necessary.

Compound residents who own cars must apply for a KKESH car sticker. For more details, please refer to Policy and Procedure No. 573-003. To obtain a vehicle sticker, compound residents must submit copies of the following documents to the Security Department:

- car registration (Istemarah);

- a valid Saudi driver's license;
- an ID badge.

In addition to official KKESH vehicles and employee vehicles with a KKESH car sticker, other vehicles may enter the housing compound under the following circumstances:

- if the individuals in the vehicle are visiting residents in a villa or a family housing unit;
- if the vehicle is transporting a resident with heavy luggage or packages;
- if the vehicle is an authorized limousine;
- if the vehicle's occupant(s) is a holder(s) of a color-coded pickup/drop-off ID card;
- if the vehicle is transporting the elderly/handicapped;
- if the vehicles are on official business or are transporting food and catering services.

Incident Reports

Employees involved in any incident, on or off compound, should immediately notify the Administrator on Call (pager 611) and the Security Department. For more information, please see Policy and Procedure No. 573-019.

Lost and Found

Lost and found items should be surrendered to the Security Office, where they will be kept for 45 days. Items unclaimed at the end of this period will be donated to Social Services.

If you lose an item, report it to Security. Claims for lost items should be supported by proper documentation of ownership. If the lost item is found, Security will immediately contact you. For more information, please refer to Policy and Procedure No. 700-573-008.

Key Control

The Security Department Investigation Unit controls duplicate keys for the housing units and hospital offices. Prior to conducting maintenance work, maintenance personnel for the housing units must present the approved work order, which has been authorized by the occupants to enter their housing unit in their absence, to the Investigation Unit of the Security Department. Investigators record the work orders in the logbook and issue the keys to the maintenance personnel.

Housing personnel are also authorized to attain keys from Security. Entry to residential units will not be authorized without the consent of the occupant. Replacement requests for lost keys can be made to the Housing Department, and the key(s) will be issued by the Security Department.

Sponsoring Visitors

Employees or residents can sponsor visitors under the revised Policy and Procedure No.571-015. Hosts of off-compound guests of the same sex, or of family members of either sex, should observe the following visitation hours:

- Saturday through Wednesday: 1200-2400 hours
- Thursday and Friday: 0900-0100 hours

TRANSPORTATION

The Transportation Department assists employees with airport pickup and return at the beginning and at the end of contract, to and from annual leave, to and from medical appointments in the city, and to and from official business conducted on behalf of the hospital. Bus service is provided on a daily basis for shopping trips to various commercial outlets within the city. In addition, service is provided for transportation related to official symposia and social programs of the Recreation Department. The bus pickup point is located between H and P buildings.

Working Hours

- Shift A: 0600-1300 hours
- Shift B: 1400-2300 hours
- Shift C: 1600-2400 hours

Telephone Numbers

- Transportation Manager: extension 1129
- Assistant Manager: extension 3931
- Dispatchers: extension 4751
- Drivers: extension 1098
- On Call Pager: 614

Transportation Request Forms

- Airport Request (Arrival/Departure)
- Business and Special Trip Request Form No. 536-08
- All requests should be either sent by interdepartmental mail or hand-delivered in person to the Transportation Department during working hours (0800-1730 hours) from Saturday through Wednesday. Emergency requests are accepted at any time.

Airport Transportation (Arrival)

The Transportation Services Department will provide selected airport transportation services to the following hospital employees and their authorized dependants residing on the hospital compound:

- new hospital employees and their authorized dependants;
- official guests;
- female employees who departed on a hospital-paid ticket and are arriving on either a domestic or an international flight. Female employees who have paid for their own ticket and are arriving on international flights will be released from airport immigration but may need to arrange their own transportation to KKESH.

Airport Transportation (Departure)

The Transportation Services Department will provide selected airport transportation services to the following hospital employees and their authorized dependants residing on the hospital compound:

- official hospital guests;
- employees who are using hospital-paid tickets for travel (annual leave, official business leave). Please note that transportation requests are grouped for efficient use of resources; therefore, an individual's requested compound departure time may be changed to meet the needs of the majority of the group of requesters.

Shopping Buses

Shopping bus services are provided 7 days a week, morning and evening, for employees and their authorized dependents residing inside the housing compound. Employees must have their KKESH identification (ID) badges with them to ride the buses. The passenger pickup point is located between buildings H and P. Visitors and guests are not authorized to use the shopping buses. Because of prayer time changes and hospital staff requests for trips to various shopping centers, the schedules (showing destinations, departure times, and return times) are published on a monthly basis.

Seven days a week, a bus makes one run each morning (at 0900 hours) and two runs each evening (approximate times: at 1745 hours and at 1830 hours) to Euromarché, a full-service store located close to the hospital. Buses also run to other major shopping areas or stores (e.g., Dira/Batha Souks, Panda Mall, Sholla Mall, and Kuwaiti Souk) each morning and evening (approximate times: at 0900 hours and at 1900 hours) each day of the week.

Medical Appointments

The Employee Health Department may need Transportation Services to transport any referred KKESH employee to any other hospitals or clinics in Riyadh; this request should be signed and stamped by the Employee Health Department. When making an appointment with any physician outside the hospital, please make sure that your appointment time is not during the Transportation Department's peak hours (0600-0745 hours and 1100-1500 hours).

Special Trips

The Transportation Department provides a car and a driver for hire service. These trips are charged at a rate of SR 25 per hour. (One hour is the minimum length of time for this service.) Additional time will be charged in half-hour intervals. All fees are payable to the driver at the end of your trip. Special trips are available 7 days a week from 0830 to 1230

hours and from 1500 to 2300 hours, except on Thursday mornings from 0800 to 1200 hours. Special trips are on a first-come, first-serve basis and depend on the availability of drivers on duty. At least 1 day before your Special Trip departure time, you should send your request to the Transportation Department. No deviation from either the destination(s) or the number of hours originally requested is allowed. For more information, please read the Transportation Special Trip Policy and Procedure No. 700-536-004.

Transportation Rules

1. Employees and dependents are allowed to leave the housing compound if they are conservatively and appropriately dressed. An abaya and a head scarf must be worn by female passengers at all times. It is strongly recommended that females wear ankle-length dresses/skirts, as well as blouses with a very modest neckline and at least elbow-length sleeves. For further information and guidance regarding the dress code, please refer to Policy and Procedure No. 700-571-001 "Dress Code."
2. Passengers must wear their KKESH ID badges at all times.
3. Smoking is prohibited in all vehicles.
4. Eating or drinking is not allowed.
5. Passengers are required to remain seated and fasten their seat belts while traveling.
6. Passengers are not permitted to stand at any time.
7. Passengers should not ask the driver to deviate from the schedule or route, or to stop in unauthorized areas.
8. Passengers should not talk to the driver while the vehicle is in motion.
9. Passengers who take the bus but choose not to return on the bus at the scheduled time are responsible for their own return arrangements.
10. Visitors are not allowed to use the hospital vehicle at any time.
11. On a routine basis, security guards check all incoming buses to ensure that KKESH passengers have their ID badges.

LIMOUSINE SERVICES

Hospital employees may use private limousine (taxi) services for transportation.

Hala Limousine Services is the only limousine service that has the authority to enter the hospital grounds and the hospital compound for pickups and drop-offs. It maintains a limousine stand just outside gate #2 and has limos available 7 days a week from 0600 hours to midnight. To arrange transportation from your housing unit to your destination of choice within the city, you can contact Hala Limousine at extension 1262 or 1278. When using the Hala Limousine service, KKESH employees have the choice of paying either the fixed rates shown in this list OR the taxi meter reading. A list of Hala Limousine drivers and their car numbers is available at the Transportation Department and at Nursing Administration.

Other limousine services include the following:

- Al Jazira Limousine 425 7684
- Saudi Rent-A-Car 221 1013
- Najd Limousine 442 1886
- Hanco Rent-A-Car Airport 462 1889
- Hanco Rent-A-Car 465 4650
- Al Asmah Limousine 478 6319

Limousines often do not have meters, and, therefore, the price should be negotiated in advance. If the limousine has a meter and you choose to use it rather than a fixed negotiated price, please keep the following in mind:

- You must let the driver know immediately when you get in the car what type of payment system (pay a fixed negotiated price or pay by the meter) you wish to use.
- If you do not state otherwise at the start of your journey, you will be charged a fixed fare.
- If you decide to pay by the meter, please remember that there is a possibility that the final fare may be more than the fixed fare. However, once you have made your payment choice (by meter or by fixed negotiated price), you cannot change your mind.
- The agreed start point for the meter is when you enter the car, NOT when you call for a car.
- If you wish to use the meter but the driver informs you that the meter is not working, ask for another car.

When catching a limousine from the airport, especially after midnight, you should be prepared to pay double the normal price. It is recommended to catch a limousine through a limousine company, which has a fixed price for all destinations inside Riyadh. Limousine offices are located outside each terminal.

Complaints and Suggestions

If you have any complaints or suggestions regarding Hala Limousine, please contact the KKESH Transportation Department manager. Please provide the following information: name of driver, car number, date, time, and problem. Limousine complaint/suggestion forms are available in the Transportation Department. For further information regarding Hala Limousine Services, please refer to Policy and Procedure No. 700-536-006 "Limousine Services."

EDUCATIONAL SERVICES DEPARTMENT

The Department of Educational Services strives to meet the educational and training needs of hospital employees, as well as to provide similar programs for Saudi employees from outside facilities and for students enrolled in various institutes of higher learning in the Kingdom of Saudi Arabia. The six primary areas on which the Department of Educational Services focuses are as follows:

- Mandatory Classes;
- Nursing Programs;
- Language Programs;
- Ophthalmic Technical Programs;
- Saudi Internship Training Programs;
- Staff Development Programs.

Mandatory Classes

All employees are required to attend the mandatory classes, such as General Orientation, Environment of Care, and Infection Control. The General Orientation program is held on the first Saturday of each month. The Environment of Care and Infection Control classes are included in this program as part of the new employee orientation to KKESH and for other employees as a yearly update. For employees working in patient care areas, the Basic Life Support (BLS)/Heart Saver class is considered one of the requirements for yearly recertification. The BLS class, which involves four to six lectures/videos and demonstrations, is offered on a monthly basis. New employees are scheduled to certify in BLS approximately one month following General Orientation. It is then necessary to update in General/Fire Safety and Infection Control and to recertify in BLS every year thereafter.

Nursing Programs

The nursing programs include Basic and Advanced Ophthalmic Nursing Orientation, which are offered at regular intervals each year; EKG Interpretation classes; Clinical Preceptor classes; and integrated programs with the Department of Nursing Services, such as Nursing Skill Labs and the Annual Nursing Symposium. Continuing education units are available for many of these programs.

Language Programs

English as a second language classes are available for employees who are not native English speakers. Arabic classes are provided for expatriate employees who need to improve their Arabic communication skills.

Ophthalmic Technical Courses

The ophthalmic technical courses are designed to meet the orientation and continuing education needs of ophthalmic assistants, technicians, and other interested employees. Additionally, assistance is provided to those employees who wish to pursue certification at the ophthalmic assistant and ophthalmic technician levels from the Joint Commission on Allied Healthcare Personnel in Ophthalmology (JCAHPO).

Saudi Internship Training Programs

Saudi training programs are an integral component of the Department of Educational Services. There are four specific programs approved by the Ministry of Health, which are primarily offered to participants from other MOH hospitals and health sectors. These programs are the Saudi Nursing Administration Program (SNAP), the Saudi Ophthalmic Nursing Course (SONC), the Saudi Ophthalmic Operating Room Technician (SOORT) Program, and the Saudi Ophthalmic Assistant Program (SOAP). Additionally, other training experiences offered to intern-students and employees from various health sectors and educational organizations are coordinated individually with specific departments at KKESH.

Staff Development Programs

Other programs available to all employees are the staff development programs, such as Team Facilitator Workshops, Management Training Series, Preceptor Workshops, Computer Training programs, Medical Terminology, Basic Ophthalmic Program (BOP), and other courses generated based on need and availability.

Educational program offerings are announced in a monthly calendar, and individual class flyers are circulated to each department in the hospital and are posted on the Department of Educational Services bulletin boards in the cafeteria and outside of Classrooms II and III. Pre-registration is required and can be arranged by calling the Department of Educational Services at extension 3761/3781.

Because classroom space is limited, bookings need to be made well in advance. To book a classroom, call the Department of Educational Services secretary (extension 3761/3781), with the relevant information (e.g., the date, the number of people expected to attend, etc.). Not all classrooms have slide projectors and overhead projectors, so arrangements should be made with the Medical Television Department by the department or individual coordinating/conducting the program.

ENVIRONMENTAL SERVICES

Environmental Services is a support department that provides effective housekeeping services to keep the hospital and housing compound clean. Employees and materials are provided by Zahran Maintenance Company, and supervision is monitored by Environmental Services. The responsibilities of Environmental Services include the following:

- to provide housekeeping services to clean all of the hospital, the housing units, and the housing compound;
- to conduct routine scheduled services (e.g., patient room cleaning, floor stripping/waxing, etc.);
- to provide assistance in moving, as well as in arranging symposia, seminars, meetings, classes, and other activities;
- to fill out work orders for the required facility repair and maintenance work for damaged property in the hospital and housing areas;
- to maintain the availability of hospital wheelchairs and to submit work order requests for wheelchairs requiring repair;
- to monitor the proper incineration/disposal of infectious waste outside the hospital;
- to carry out routine inspections for quality assurance and to conduct patient satisfaction surveys to enhance services.

Services are available 24 hours a day, 7 days a week; emergency services are provided on an “as needed” basis. For emergency assistance, supervisors on standby are available to respond to all emergency calls. Housekeeping can be contacted by pager (038,065,125) or by phone (at extensions 3823, 3817, or 2002).

MEDICAL EDUCATION

The Medical Education Department actively participates in the Riyadh Residency Training Program under the umbrella of the Saudi Council for Health Specialties. The hospital also provides a 1-year subspecialty fellowship program.

An active continuing medical education program is provided for physicians and other healthcare professionals working at KKESH, as well as for those practicing in Saudi Arabia and in neighboring countries. There is a weekly Grand Rounds program that is presented by various members of the hospital faculty, King Saud University faculty, and distinguished international faculty. The hospital routinely invites visiting professors from abroad to spend a week or two at the hospital to give Grand Rounds presentations and daily subspecialty lectures, and to participate in the outpatient, inpatient, and surgical care of our patients in collaboration with hospital physicians within the same subspecialty.

The department plays an integral role, in collaboration with the Saudi Ophthalmology Society and King Saud University, in organizing the annual Saudi Ophthalmology Symposium, during which distinguished visiting professors from abroad conduct lectures and workshops in their field of special expertise.

The Medical Television Department provides audiovisual support for academic and educational activities carried out at the hospital. In 2006, the latest technology was installed in the operating theatres to ensure access to high-quality surgical videotapes.

MEDICAL LIBRARY

The role of the Medical Library is to provide information access services that support patient care, continuing education, and research activities at KKESH. The Medical Library is available to the staff, residents, training program participants, and approved guests of KKESH. The features/services of the Medical Library are as follows:

- trained, professional library staff;
- book collection (5000+ titles);
- current journal subscriptions (200+);
- media collections of slides and videotapes
- current-awareness services;
- interlibrary loan services;
- local newspaper subscriptions;
- media collections (videotapes and slides);
- medical databases (MEDLINE, CINAHL);
- full-text database;
- reference and collection services;
- slide and videotape viewing equipment;
- vertical file collection;
- Internet access services.

A registration form must be filled out in order to check out materials from the Medical Library. Books can be checked out for a 2-week period and renewed for an additional 2 weeks. Materials can be renewed by phone. Videotapes are checked out for 4 days or can be viewed in the Medical Library. It is not permitted to remove journals, reference materials, or slides from the Medical Library.

Journals

All journal holdings are listed in the journal catalog. Journals are arranged alphabetically by title in the journal catalog and on the shelves. Journals from the current year are found in the open shelves adjacent to the tables and seating area in the library. Back issues (years prior to the current year) of journals are located alphabetically by title in the stack area of the library. The Medical Library maintains an interlibrary loan service by cooperating with the Gulf State area libraries and the British Library in order to provide library users with access to journal articles that are not available at KKESH.

Online access to full-text journal articles is available through the Internet. Database access to MEDLINE, the internationally recognized medical database (back to 1966), and to the cumulative index to nursing and allied health literature (CINAHL) is available. Request forms for literature searches are available at the public service desk. Literature searches take 1 to 2 days.

Books

All books in the library are listed in the card catalog. Catalog cards are filed alphabetically by author, title, or subject. Check both the "new books" catalog drawers and the "comprehensive" catalog drawers. The classification number located in the upper left corner of the catalog card is the unique number and will determine the location of the book on the shelf. New books are classified under National Library of Medicine (NLM), older books under Library of Congress (LC).

Videotapes

Videotapes are listed by subject and by classification number in the videotape catalog. The videotapes are arranged by numerical sequence on the shelves.

Photocopying

A photocopy machine is provided for making a single copy of a journal article or for copying several pages from a reference source or from other materials that cannot be checked out. This machine is used on a self-serve basis for photocopying library resources only.

PLANT FACILITIES SAFETY PROGRAM

Employees are responsible for their own safety and for the safety of those around them. It is essential that all employees take an active part in initiating preventive measures to control hazards associated with activities under their direction. Safety is an integral part of all programs in the administrative, clinical, and support service areas.

The Environment of Care (EOC) Committee formulates and adopts appropriate new codes, rules, standards, policies, and procedures based on analysis and interpretation of pertinent regulations, standards, and laws.

The EOC Manual outlines the safety program. This manual is available from your department head and includes the following:

- Emergency Preparedness Plan;
- Life (Fire) Safety Plan;
- Hazardous Materials and Waste Management Plan (where applicable);
- Hazard Communication Program;
- Safety Management Plan;
- Medical Equipment Plan;
- Laser Safety Manual (where applicable);
- Radiation Safety Manual (where applicable);
- Security Management Plan;
- Utilities Management Plan (where applicable);
- Hospital-wide Non-smoking Policy.

Emergency Numbers

A list of emergency telephone numbers is given on the front cover of the KKESH telephone directory and on the back of hospital ID badges. The Environment of Care Manual provides specific details.

Safety Personnel

KKESH has appointed a certified safety professional to provide or coordinate the necessary services in support of the overall Safety Management Program. The safety officer is responsible for planning, implementing, and administering the EOC program, and for providing supportive technical consultation, training, investigation, and inspection to ensure regulatory compliance.

The safety officer and the fire chief collaborate with administrators, ancillary departments, support services, clinical departments, and specialized committees to provide technical and administrative policy and program direction in the continued development and implementation of EOC programs. These programs are designed to identify, prevent, and limit accidents; to identify, eliminate, and provide protection from safety hazards; and to eliminate unsafe conditions.

The purpose of the Hazard Communication (right-to-know) Regulation is to protect the health and safety of employees by providing access to information regarding hazardous chemicals to which they may be exposed during their normal employment activities, during emergency situations, or as a result of proximity to those chemicals. Annual training is provided in this area.

The KKESH Department of Educational Services, the safety officer, the fire chief, and department managers and supervisors present safety training workshops as required.

Safety Training of Employees

Regardless of the other program elements in effect within a department, some accidents can be prevented by creating and maintaining safety awareness. Safety is the responsibility of every employee. Employees shall be made aware of the safety procedures involved in their jobs. Safety awareness should be a major consideration in management decisions. Managers and supervisors shall make every effort to promote safety awareness, discuss safety with employees, encourage individuals to think about safety, and create interest by recognizing the outstanding safety-related accomplishments of employees.

Employees who have been properly trained to do their jobs perform in a safe manner. Hazard recognition and reporting are essential parts of proper safety training. KKESH has safety training videos and slide programs available, as well as an extensive Plant Facilities Safety Library.

The following safety precautions should be followed:

- Avoid working alone.
- Do not run.
- Use proper lifting techniques.
- Dispose of hazardous waste material in accordance with the applicable policy and procedure.
- Use personal protective clothing and equipment when required.
- Know or learn safe practices for your particular job.
- Use care in handling sharp objects.
- Eating, drinking, and use of cosmetics is prohibited in laboratories and when working with hazardous chemicals.
- Smoking is prohibited inside the hospital building.

Fire Safety

The daily activities of King Khaled Eye Specialist Hospital and the Screening Clinic require an unusually high level of attention to fire safety practices. How you react to a real fire will depend on how well you have prepared yourself BEFORE it happens.

In case of a fire, remember the **R.A.C.E.** procedure:

- **R**escue those in immediate danger.
- **A**ctivate the alarm by dialing 3333 (and reporting the location of fire, type of fire, and your name) or by breaking the fire glass.
- **C**ontain the fire by closing all doors. Do not reenter until it is safe to do so.
- **E**xtinguish the fire if it is safe and if you know how to use the correct fire extinguisher.

Extinguishers are color coded and can be used as follows:

- **RED:** Water; used for all furniture, wood, and paper fires, but NOT for electrical or liquid fires.
- **BLACK:** CO₂; used for electrical or liquid fires.
- **CREAM:** Foam; used for oily, liquid, or grease fires, but NOT for electrical fires.
- **BLUE:** Dry powder; used for all types of fires.

For more information about fire safety principles, please refer to the fire chief or the EOC Manual, or consult your department head/supervisor.

Hazard Reporting Program

Materials Safety Data Sheets (MSDS) provide employees with information on the physical and chemical characteristics of the hazardous chemicals with which they may come in contact during their daily work. MSDS provide employees with information about health hazards and exposure limits, as well as first aid advice, after exposure to hazardous chemicals. Employees are advised to read the MSDS forms on any chemical they use or with which they come in contact.

Employees should report to their supervisor any safety problems and unsafe acts or conditions that they are unable to correct. If the supervisor is unable to correct the problem, it should be reported to the department head. If the problem cannot be corrected by the department head, it is then reported to the safety officer. The safety officer will notify the employee who reported the problem of the action taken to correct or eliminate the hazard. Plant Facilities and the Fire Department will maintain a log of Submitted Hazard Reports.

Signs and Labels

- Any blocked exits and damaged or inoperable exit signs should be reported to extension 1023.
- All chemicals must be properly labeled and stored.
- All emergency equipment shall be properly identified and maintained.

Electrical

- Report any defective electrical cords or equipment.
- Keep cords from becoming a tripping hazard.
- Portable heating devices are prohibited at KKESH.
- Do not overload electrical circuits.

Equipment

- Only authorized persons should operate equipment.
- Report malfunctioning or unsafe equipment.
- Do not inactivate any safety device or equipment.
- Inspect all equipment for defective parts prior to use.

General

- Use a step stool or ladder to reach a high shelf. Keep all work areas neat.
- Store all materials in a safe manner.
- Keep all file drawers closed when not in use.
- Arrange furniture to allow easy access to exits.
- Avoid walking through construction areas.
- Transport all materials safely.
- Do not stack material on top of filing cabinets.
- Doors to labs should remain closed at all times.

Incident Reporting

All accidents and incidents (including those occurrences that did not result in injury, lost time, or property damage) should be reported by employees to their supervisors, and the proper actions should be taken by employees in accordance with the policy and procedure on incident reporting.

QUALITY MANAGEMENT DEPARTMENT

The Quality Management Department is the “service” department of the hospital. Quality Management serves the needs of other departments throughout KKESH and helps these departments help themselves.

The Quality Management Department focuses on five major functions:

- infection control;
- risk management;
- clinical data abstracting;
- Joint Commission International Accreditation(JCIA) activities;
- performance improvement/quality management activities.

Infection Control

Infection is the growth and multiplication of infectious agents in the tissues of a susceptible host. Infection control is concerned with the detection, control, and prevention of infection. The infection control program at KKESH focuses on infections that are brought into the hospital by the patient and on nosocomial infections that are acquired by the patient during hospitalization. Both types of infections may affect patients, healthcare workers, and others who come in contact with patients.

The goal of the infection control program, under the leadership and supervision of the Infection Control Committee and the Infection Control coordinator, is to identify and reduce the risks associated with acquiring and transmitting infections among patients, companions, sitters, visitors, and all KKESH staff. Given the importance of all aspects

of infection awareness, hospital employees must attend an infection control class when starting employment and a refresher class every year during employment.

The KKESH Infection Control coordinator is here to assist, advise, and educate in regard to infection and infection control. Please feel free to call the Infection Control coordinator at extension 1452. Employees who are concerned about infections are encouraged to visit Employee Health. Employee Health will follow-up with the Infection Control coordinator.

Risk Management

The Quality Management Department conducts clinical and administrative activities to identify, evaluate, and reduce the risk of injury and loss to patients, visitors, staff, and KKESH itself. The aim of risk management activities is to identify risks that exist within KKESH and to take steps to avoid exposure to those risks.

The Risk Management coordinator works closely with the safety officer, the Security Department, and other departments to investigate and prevent injury to patients, visitors, and KKESH staff.

A very important part of the Risk Management Program is the "incident report." During the New Employee Orientation Program, you will be introduced to what incident reports are and why we use them. All employees are encouraged to use the Incident Reporting System to document all events and occurrences that are unexpected or unusual.

The Risk Management coordinator is here to assist, advise, and educate in regard to our Risk Management Program. Please review the Environment of Care Manual in your area and feel free to call the Risk Management coordinator at extension 1452.

Clinical Data Abstracting

The medical staff of KKESH has a leadership role in the organization and performance of activities designed to ensure that high-quality patient care is provided at KKESH. The medical staff provides leadership in measurement, assessment, and improvement in patient care processes, which include the following:

- assessment and treatment of patients;
- use of medications;
- use of blood and blood components;
- use of operative procedures and other procedures;
- efficiency of clinical practice patterns;
- significant departures from established patterns of clinical practice.

The medical staff, through the Medical Director's Office, establishes criteria to review the patient care processes within KKESH. The clinical data coordinators in the Quality Management Department use these medical staff criteria to conduct chart reviews and advise the medical staff of their findings.

Additionally, the clinical data coordinators complete specifically requested and approved chart reviews for other KKESH departments.

Joint Commission International Accreditation (JCIA) Activities

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) is an independent, not-for-profit, American organization dedicated to improving the quality of care in organized healthcare settings. The major functions of the JCAHO include developing organizational standards, awarding accreditation decisions, and providing education and consultation to healthcare organizations. Most hospitals in the United States participate in the JCAHO accreditation process on a voluntary basis. KKESH has the distinction of meeting and maintaining compliance with these standards since the hospital's opening in December 1982.

In the year 2000, the JCI published its first Joint Commission on International Accreditation Standards for Hospitals outside the United States. JCAHO oversees domestic (United States) standards, whereas JCI has become the international version of it, with which KKESH complies. The JCI accreditation survey team visits every 3 years to evaluate KKESH's compliance with all applicable standards.

These standards affect every area, service, and department of KKESH. Please check with your supervisor or department head for an orientation of the JCI Accreditation Standards that apply to your job or department. Also, you may need to review the KKESH Performance Improvement and Quality Management Plan. The plan is available in your area.

The KKESH JCIA (KJCIA) Team is a standing Performance Improvement Committee (PIC) Team, which uses the continual process of conducting surveys year-round to maintain the high quality of care provided to patients. Patient care and management processes are reviewed in all departments and service areas.

If you have any specific questions about the JCIA Standards, please feel free to visit the Quality Management Department or call extension 4739.

Performance Improvement/Quality Management Activities

KKESH has assumed a performance improvement approach to meet the needs of patients and other individuals. This approach involves continually studying and improving the processes of providing healthcare services at KKESH. Some other names for quality improvement include continuous quality improvement (CQI), continuous improvement (CI), organization-wide performance improvement, quality improvement (QI), and total quality management (TQM).

The Mission of KKESH “is to serve as the center of excellence” We attain and maintain excellence by continually reviewing what we do, by devising new ideas and methods of how we can enhance our performance, and by improving our processes.

Everyone at KKESH is committed to and involved in continually improving KKESH's performance. Your input regarding improvement is not only welcomed but also expected. As you look around your daily work environment, keep asking yourself, “How can we do this better?” When you have an idea, discuss it with your supervisor and/or department head.

KKESH has a hospital-wide Performance Improvement Committee (PIC), which promotes the investigation of and action on performance improvement opportunities. The PIC establishes teams to review problems and/or opportunities for improvement and to recommend action(s) that will bring about improvement. Anyone at KKESH can suggest a team project to the PIC. The Quality Management Department is available to help you get your team idea processed.

For additional information, please review the KKESH Performance Improvement and Quality Management Plan in your area.

KKESH Committees/Teams

KKESH makes use of the established committee/team structure to oversee performance improvement and quality management functions for both medical and non-medical activities.

The Performance Improvement Committee (PIC) is responsible for coordinating hospital-wide performance improvement initiatives, activities, and processes, which are carried out by a number of hospital-wide committees. These committees are as follows: the Environment of Care Committee, the Infection Control Committee, the Health Information Management Committee, the Health Education Committee, and the Operative and Other Invasive Procedures Committee. The chair of each committee is a member of the PIC, and reports major activities and issues to the PIC on a monthly basis. PIC Teams are also chartered for a specific improvement opportunity and are disbanded once their objective has been met.

The Medical Executive Committee (MEC) is responsible for the activities related to the functions of the KKESH medical staff and for activities related to the functions of performance improvement of the professional services provided by individuals with KKESH clinical privileges. The MEC also has a number of committees and teams reporting to it (e.g., the Bylaws Team, the Credentials Committee, and the Medical Care Committee, etc.).

The director of Quality Management is a member of the PIC and is an invitee on all other hospital-wide performance improvement committees and medical executive committees. The medical director is the chair of the MEC and is a member of the PIC. In this way, information is exchanged between the two sides of the committee/team structure.

Both the PIC and the MEC report on a monthly basis to the Hospital Management and Operation Committee (HMOC), which in turn reports to the Overseeing Committee of KKESH.

RECREATION

The Recreation Department has three sections that are available to all hospital employees and housing compound tenants and their authorized dependents. These sections are as follows:

- Recreation Center;
- Community Center Plaza;
- Uphill Plaza.

Only guests with special permits from the manager of the Recreation Department and other authorized personnel are allowed to use the recreation facilities. When using the facilities, guests must be accompanied by a resident of KKESH as their sponsor and must possess a visitor pass. Subcontracting companies working at KKESH are also allowed to use the recreation facilities. Guests are allowed to attend employees' organized social/sports activities at the Recreation Center, Community Center, or Uphill Plaza.

The dress code policies established by the hospital are to be adhered to while using the recreation facilities. Women are permitted to wear shorts while inside the exercise room; a concealing garment must be worn covering the shorts while women travel to and from these areas. Men are permitted to wear shorts while participating in any recreational activity. Shirts (not half-shirts) must be worn at all times.

Recreation Center

The Recreation Center is located next to gate #2. The center is open daily from 0600 to 0700 hours and from 1000 to 2200 hours. The following facilities are available:

- swimming pool;
- men's and women's weight rooms;
- aerobics room;
- kung fu room;
- dining hall for scheduled functions;
- cinema;
- library;
- youth activity room;
- ladies' activity room;
- table tennis/dart room.

Exercise rooms may be used by individuals who are 16 years of age and over. Those under the age of 16 must be accompanied by an adult and be granted special permission from the fitness and sports specialist. Guests are not allowed to use the exercise rooms.

A maximum of 1 hour of playing time is permitted per person on all games tables when there are people waiting. Tables must be made vacant upon the request of recreation staff to allow other participants to play. Equipment must be handled with care. Children must be supervised when at the Recreation Center.

Equipment is available at the Recreation Center for borrowing and can be checked out every day, including weekends. However, to receive the manager's approval, you must sign the borrower/checkout form sometime during the regular work week (from Saturday through Wednesday). The equipment must be returned in the same condition as it was borrowed and is the responsibility of the borrower. Equipment that is lost or damaged due to abuse or carelessness must be replaced or repaired.

Recreation programs/events are open to all KKESH employees and eligible dependents. However, the participants should meet and adhere to the requirements set by the Recreation Department (e.g., gender: male or female, status: single, families, general, age bracket, etc.) Registration for any recreation program should be made either in person at the Recreation Center or by telephone (extension 1095). Cancellation of registration must be made at

least 2 days before the event. Programs that required a deposit must be given to be considered registered. It is important that the participants log in their names and other necessary information when participating in any recreation program or when using any of the recreation facilities in order for the Recreation Department to meet the necessary requirements or to provide the appropriate amount and type of equipment.

Various rooms are available for reservation. Reservation forms for the dining hall, the cinema, and the uphill BBQ plaza should be filled out with the corresponding amount of deposit and approval from the appropriate personnel. Court reservations can be made by simply calling the Recreation Center at extension 1095.

Community Center Plaza

The community center plaza is located near the center of the housing compound, next to the Trading Post Store. It consists of three tennis courts and two swimming pools for KKESH families and authorized single men and women.

Uphill Plaza

The uphill plaza is located on the east side of the housing compound. It consists of four tennis courts, two volleyball courts, two basketball courts, a mini soccer field, a beach volleyball court, a barbecue area, and a large softball/cricket/soccer field.

SWIMMING POOLS

Recreation Center

An access card is required to gain admittance to the Recreation Center swimming pools (men's and women's) and to the Community Center swimming pools (A and B). The swimming pool form must be filled out at the Recreation Center. Locker keys are also made available. The men's and women's swimming pools at the Recreation Center are open from 0600 to 0700 hours and from 1000 to 2200 hours every day, except during specific official swimming classes and events conducted by the Recreation Department.

Access Cards

- A deposit of SR 50 is required to obtain an access card. This deposit can be refunded upon the return of the card within a given period of time.
- Employees/dependents must personally come to the Recreation Center to fill out the registration form and pick up the access card.
- Only authorized employees and dependents will be provided with an access card and be permitted to use the swimming pool. Dependents must be at least 16 years old and over.
- The lending/transferring of access cards is not allowed.

Pool Users

- Only eligible employees and authorized dependents are allowed to use the pool.
- Strictly no visitors (friends and relatives) are allowed.
- Except during swimming classes, children are not allowed under any circumstances to enter or use the pool.
- Pool users are expected to act responsibly.

Proper Conduct

- Pool users must take a shower before entering the pool.
- While at the pool, users must wear proper swimming attire.
- Pool users should report any misbehavior or incident happening in the pool area to the Recreation Department (extension 1095/4821/4830).
- Access to the pool is given strictly on a one card per person basis (i.e., no access card, no entry).

Community Center

The community center swimming pool may be used by employees and their authorized dependents in accordance with the following schedule:

Pool A

- For residents residing in villas and block buildings A to H and P:
- For individual single females or single females accompanied by children:
 - Saturday, Monday, Wednesday, and Friday, 1000 to 2000 hours.
- For individual single males or males accompanied by children
 - Sunday, Tuesday, and Thursday, 1000 to 2000 hours.

Pool B

- For families (couples with or without children) residing in villas and apartments:
 - Saturday through Friday, 1000 to 1930 hours.

The Recreation Department has the right to refuse or deny employee privileges in using the Recreation Center and the Community Center swimming pools should employees fail to comply with the abovementioned rules and as per Recreation Department's Policy and Procedure No. 700-507-016. Any violation of the abovementioned rules by the employee/dependents will result in disciplinary action against the employee.

RESEARCH DEPARTMENT

Research into eye disorders native to the Kingdom of Saudi Arabia is vital to the expansion of knowledge about diseases that affect the hospital's patient population. Research is also a means for KKESH to maintain its standing as a center of excellence in eye care. Research projects can range from case reports on unusual and unique medical conditions to complex, long-range studies, which involve substantial planning, the participation of many staff members, and extensive data accumulation over many years.

The administrative section supports the work of the 12-member Research Council and the 9-member Human Ethics Committee/Institutional Review Board (HEC/IRB), which are responsible for regulating and monitoring the research process. The HEC/IRB ensures that approved projects conform to global and national ethical standards for research involving human subjects. The services of a medical editor and biostatistician are available to facilitate the publication of scientific papers.

The coordination section supports research projects throughout the entire research process—from the initial stage of developing proposals to the more advanced stage of processing data. Services include liaising with other collaborating institutions, data banks, and government agencies; obtaining lists of patients; creating and maintaining databases; conducting family interviews; collecting specimens, and participating in field trips.

The laboratory section provides clinical laboratory and diagnostic support to researchers. It also provides investigative services requiring specialized techniques (e.g., polymerase chain reaction) and conducts molecular biology experiments for diagnostic and research projects in the hospital. Scientists working in this section offer support to medical staff on research projects and subsequent publications.

The Research Department publishes a comprehensive annual report on its activities and output for the year. It details all research projects that have been approved and completed during the year, and includes abstracts of every scientific paper published and every presentation made during the year.

THE KINGDOM OF SAUDI ARABIA

Geography

The Kingdom of Saudi Arabia covers an area of approximately 865,000 sq mi (2,150,000 km²). It is bordered on the north by Iraq and Jordan; on the east by Kuwait, the Arabian (Persian) Gulf, Qatar, and the United Arab Emirates; on the south by the Sultanate of Oman and Yemen; and on the west by the Red Sea.

Saudi Arabia can be divided into several geographically distinct areas:

1. The Hejaz, located in the west, is characterized by hills and a wide coastal plain. The western slopes of these hills drop sharply toward the sea; the more gentle eastern slopes have oases, which provide water for agriculture and for the seaside villages.
2. The province of Asir is located in the southwestern region of the Kingdom. It is made up of high mountains and the Tihama, an important coastal plain. This plain is extensively terraced, which makes Asir province the most productive agricultural region of Saudi Arabia.
3. The central portion of the Kingdom is a large plateau known as the Najd Plateau, which slopes eastward to the Arabian Gulf. The most important feature of this area is the series of oases in Riyadh, Burayda, and Al Kharj. It is the most densely populated area of Saudi Arabia.
4. The Najd Plateau is ringed on three sides by deserts, which cut it off from the rest of the Kingdom. To the north of the Najd Plateau lies the red sand desert known as the Nefud, 25,000 sq mi (15,625 km²) in area; to the east is the Dhna, a narrow strip of semi-desert running north and south, which provides areas for grazing during the winter and spring months; and to the south lies the Rub' al-Khali (the Empty Quarter), an enormous, forbidding, and mostly uninhabited desert, which is equal in size to France.
5. The eastern province of Saudi Arabia is called Al Hasa after its largest oasis and is the site of the Saudi Arabian oil fields. It is composed of a rocky plateau and sandy lowlands along the Arabian Gulf.

History

The Arabian Peninsula has had an important role in world history since the seventh century A.D., when it became the birthplace of Islam, one of the world's major religions. In this period immediately following the Prophet Mohammed's death (PBUH) in A.D. 632, Muslim armies conquered most of the Middle East in an attempt to spread Islam and free man from the rules of man, and honor him by submitting to his Creator, Allah, the Almighty. For the next century, the Islamic Empire was ruled from Mecca.

The modern state of Saudi Arabia can trace its origins to 1745 when Mohammed ibn Saud, ruler of the town of Diriyah near Riyadh, allied himself with the religious reformer Mohammed bin Abdul Wahab. For the next 70 years, the house of Saud spread its control and the religious reforms of Mohammed bin Abdul Wahab throughout most of the peninsula at the expense of their overlords of the Ottoman Empire. This early consolidation under the Saud family met with defeat at the hands of the Ottoman and Egyptian armies, resulting in the burning of Diriyah in 1819.

Saudi power declined throughout the rest of the 19th century, and the head of the Saud family was forced into exile in 1891.

In 1902, Abdul Aziz al Saud, son of the exiled family leader, recaptured the city of Riyadh and began the unification of the tribes in Arabia by attacking the Turks and their local allies. The fall of the Ottoman Empire following World War I removed Turkey as a force in the Arabian Peninsula. Abdul Aziz continued his unification process by conquering Najd and Al Hasa in the early 1920s, and Hejaz in 1925. In 1932, the territories under King Abdul Aziz's control were designated as the Kingdom of Saudi Arabia. The present province of Asir was added to the Kingdom in 1934, thereby bringing the Kingdom to its current boundaries.

King Abdul Aziz al Saud died in 1953 and was succeeded by his eldest son, King Saud ibn Abdul Aziz al Saud, who ruled until 1964. During his reign, King Saud was assisted by Crown Prince Faisal bin Abdul Aziz al Saud, his younger brother, for 6 of the 11 years Saud was on the throne. In 1964, pressure from the Royal Family forced Saud to abdicate in favor of the Crown Prince. King Saud died in exile in 1969.

King Faisal's 11-year reign modernized and reformed Saudi society without destroying the nation's stability or the heritage of Islam. To bring about modernization and reformation, King Faisal sponsored Saudi Arabia's dynamic Five Year Plan (1970-1975), which called for an expenditure of 10 billion dollars and an annual economic growth rate of 9.8 percent. These projects were made possible by the increasing oil revenues of the 1960s and early 1970s. Saudi Arabia's growing presence in the economics of the world was demonstrated in 1973 when King Faisal reacted to the renewed Arab-Israeli conflict by imposing an embargo on the sale of oil to nations that supported Israel. Oil prices escalated in 1973 and 1974, resulting in an increase of revenues that enabled the Saudi government to pursue its projects and goals with increasing vigor.

Crown Prince Khaled ibn Abdul Aziz al Saud assumed the throne following Faisal's assassination by a deranged nephew on March 25, 1975. The transfer of power was orderly and without incident. Prince Fahad ibn Abdul Aziz al Saud, another son of the late King Abdul Aziz al Saud and former Minister of the Interior, became the new crown prince. In spite of poor health, King Khaled maintained an active role in the day-to-day governing of the Kingdom.

In 1982, King Khaled died. He was succeeded by his brother, Prince Fahad ibn Abdul Aziz. King Fahad was a devout Muslim and an experienced statesman. He participated closely in the shaping of the modern state and its relations with the outside world. In 2005, King Abdullah ibn Abdul Aziz ascended to the throne following the death of King Fahad.

Religion

Islam is the state religion and the only one that may be practiced in the Kingdom of Saudi Arabia.

The doctrines of Islam were first proclaimed by the Prophet Mohammed in A.D. 610 to his wife and a few close friends. The message of Islam, received by Prophet Mohammed from the angel Gabriel, stressed the total dependence and submission of man upon one God (Allah) who has perfect knowledge and power and who transcends all things and beings. The message establishes man's responsibility for the poor and the weak and adds that all will undergo judgment in the next world for the deeds of this world. Goodness will be rewarded, and evil punished.

The tenets of belief have remained constant throughout the history of the religion and mold the lives of its adherents today as it did nearly 1400 years ago. To maintain an awareness of God, all Muslims are expected to perform ritual prayers five times a day facing Mecca. The Glorious Quran is the last revelation, which contains the entire message of Islam, the rules of government and life, the history of past generations, and the explanation of the hereafter and life after death. Muslims are also obliged to maintain the fasting of Ramadan (abstinence from food, drink, smoking, and sexual relations from sunrise to sunset during the ninth month of the Hegira calendar) and to observe various dietary laws (primarily abstinence from alcohol and pork) throughout their lives. In addition, Muslims must act fairly in business dealings, and, if they can, give to the poor and provide for widows and orphans. Finally, each believer should make the pilgrimage to Mecca at least once during his/her lifetime.

These religious obligations and responsibilities are often referred to as the five pillars of Islam: recitation of the profession of faith, prayers, fasting, alms giving, and pilgrimage.

Most Saudis are of the Sunni sect, which professes the strict Wahabi doctrines of the 18th-century reformer, Mohammed Abdul Wahab. These doctrines were a fundamentalist reaction to then popular religious practices, such as the veneration of sacred tombs and the worshipping of saints. Followers of the doctrines of Mohammed Abdul Wahab believe these practices to be a perversion of the original purity of Islam, and blame these practices for the intellectual and political decline of the Arab people. Sunni Muslims seek a return (an Islamic renaissance) to the uncompromising monotheism of the Glorious Quran as the first precondition of an Arab.

Today, this Islamic puritanism exerts a powerful force on life in Saudi Arabia. Islamic law is the basis for Saudi law, and the scholars of religious doctrine play a strong role in social, political, and legal affairs. In day-to-day life, the enforcement of dress codes and the prohibition against alcohol and drugs give witness to the strength of Islam.

GUIDELINES FOR PUBLIC CONDUCT

1. Employees and dependents should always dress conservatively in public areas.
2. Women should always wear an abaya over loose-fitting clothing and carry (or wear) a head scarf when off the compound.
3. Men should wear long trousers and a shirt that is closed at the front when off the compound. Do not wear any gold jewelry other than a wristwatch.
4. Whenever you leave the compound, make sure that you always have your iqama (or photocopy) in your possession. Always let someone know where you are going and the approximate time when you expect to return.
5. It is recommended that women not travel off compound alone.
6. Always carry the following hospital phone numbers with you when you leave the compound:
 - Main Number 482-1234 extension 1024/1000
 - Security (direct line) 482-6387 (24-hour hot line)
 - Administrator On Call Beeper No. 611
7. If you are stopped by one of the local religious authorities (mutawas), you should do the following:
 - Do not argue; try to remain calm.
 - If women are asked to put on a head scarf, do so and quietly walk away.
 - If you have complied with the request and feel you are being harassed, quietly walk away and return to the compound by an approved carrier.
 - If you are touched or harmed in any way, firmly protest in a loud manner. Do not strike or hit the person. Try to disfranchise yourself from the encounter. Insist on a uniformed police officer being present. Do not surrender your iqama, except to a uniformed police officer who has properly identified himself.
8. If you are arrested, you should do the following:
 - Insist on calling the director of security or the administrator on call.
 - Let the director of security or the administrator on call know where you are. Provide him/her with as much information as possible. Be as observant as you can as to where you are being taken. During transit to the incarceration/interrogation destination, take note of your surroundings (e.g., landmarks, time elapsed, direction, etc.).
 - Do not sign any papers unless you clearly understand what you are signing.
 - Try to keep yourself together and remain calm.
 - If you cannot call, the person who has knowledge of your whereabouts should notify the Security Office if your anticipated return has been unduly delayed.
 - The director of security and the administrator on call will locate your whereabouts and attempt to secure your release as quickly as possible.
 - When you return to the compound, provide the Security Department with as much written detail as possible regarding the incident, with a copy being sent to the hospital administration.

Remember

- You are a guest in this country and should conduct yourself accordingly at all times.
- Dress conservatively.
- Be observant.
- Be assertive, but not aggressive, when confronted.
- Try to avoid places known to be frequented by the Society for the Prevention of Vice and Propagation of Virtue (mutawas).
- Do not surrender your iqama, except to a uniformed police officer who has properly identified himself.

SHOPPING AND EATING IN RIYADH

Riyadh has always been a trading center, and once you become familiar with the city, you will be amazed at the scope and variety of goods and services available. Traditional souks normally specialize in one or two particular items and limit their merchandise to these specialties. Because souks specializing in similar items tend to cluster together, it will be necessary for you to go from one area to another if you wish to purchase several different items. You should allow more time than you would normally expect in scheduling your shopping trips. You will also find that transactions are conducted at a more leisurely pace in Riyadh than in the United States or Europe. It is not uncommon for the merchant to offer you tea or coffee while you make up your mind, particularly if you are making a sizable purchase.

Inflation is a concern in most countries around the world, and Saudi Arabia is no exception. Just emerging onto the industrial scene, the country still imports most of its needs. Although there is little or no import tax on items, transportation costs are high, and this is reflected in the retail price of goods. The government subsidizes many items, especially foods; however, most Westerners prefer to use brands with which they are familiar—at a much higher cost than they would normally pay. Most products are available in Riyadh, and the selection is generally good. However, it may take more time trying to find a particular item or greater patience waiting for it to come into stock again.

There are an increasing number of western-type shops in Riyadh that generally offer a wider selection of merchandise than the smaller souks. The prices of these western-type shops tend to be high and fairly rigid; however, they do stock a wide range of imported items unavailable elsewhere. Whether you are going to the traditional souks or the western-type shops, your first visits to downtown Riyadh will be more productive if you go with someone acquainted with the area.

Business Hours

In general, the business hours in Riyadh are as follows:

- governmental offices 0730-1430 hours
- business offices 0730-1400 hours and 1600-2000 hours
- banks 0830-1230 hours and 1700-1900 hours
- stores 0830-1300 hours and 1600-2100 hours

All governmental offices and most business offices are closed on Thursdays and Fridays. Banks and some stores are closed on Fridays. The final closing hours of stores vary according to the type of store and location.

Prayer Time

As prayer time occurs five times daily, it is probable that your shopping will be interrupted when the souks close for “salah” or prayer, which usually lasts between 10 and 30 minutes. You can plan your trips to avoid these breaks. Because the calls-to-prayer are given in relation to sunrise and sunset times, you cannot always be precise. If you are in a shop when the salah is called, or notice the mutawa (religious police) signaling merchants to close, you should leave. If you stay, and the merchant does not tell you to go, he can get into trouble, which may include revocation of his license to do business. Even if you are about to strike a fantastic bargain, leave and return later if asked. Some larger western food stores allow people to remain inside during prayer, but no money transactions are conducted, and you will not be allowed to leave until prayer time is over.

Bargaining

The larger western-type shops tend to have fairly fixed prices; however, the traditional souks still expect the customer to haggle over the price. Do not feel inhibited about bargaining. Souk keepers may ask three times the price they will settle for, particularly from foreigners who are not used to bargaining. Before you make a major purchase, find out what others have paid for similar merchandise. Shop around; prices will vary from souk to souk.

Comments on Shopping and Services Available in Riyadh

Dry Cleaning. There are many dry cleaners throughout Riyadh. There are good ones located in the Intercontinental Hotel near KKESH and in the larger supermarkets and shopping malls. Dry cleaning can also be left with the Trading Post Store in the Community Center. Please check the posted prices as they may be higher than you are probably accustomed to paying.

Hairdressing. Barbers are available throughout the city, but there are no beauty shops for ladies. Ladies can visit hairdressers and beauticians at private Western compounds.

Shopping malls and souks. There are several large modern enclosed shopping malls in Riyadh. Bus service from KKESH is available, or you may take a limousine.

Buying and Preparing Food

Supermarkets. There are several good-sized grocery stores in the city, including Riyadh Supermarket on Mataar Street, Sadhan Market on Sitteen Street, City Supermarket on King Faisal Street (Olaya), and Circle Supermarket in the Sulaimania area. The KKESH shopping buses visit Tamimi, Al-Azizia, and Euromarché each week (please refer to the bus schedule).

The markets in Riyadh have a wide variety of American and European products, and many brands will be familiar to you. All food prices are higher than you are accustomed to because of the much higher shipping and handling costs. As all items are not carried by each store, you will probably need to shop around. Nearly all markets carry a limited line of household items, toiletries, and a sufficient variety of cleaning supplies.

The markets carry many frozen items (pastries, vegetables, and meats) as well as fresh produce and meat. Frozen meats primarily come from the United States, Australia, and the Netherlands, and are usually of good quality. An excessive layer of frost on any frozen food can mean that it has thawed in transit and may have spoiled. Good fresh meat buys can be made at the larger markets, but use discretion when buying and ask questions about the product. Beef, ground and in a few cuts, lamb and mutton, veal, and a Polish beef, which looks and tastes a lot like ham, among other meats, are available.

You may find that some meat you buy will taste better after it is aged a bit (e.g., marinated for 12 hours prior to cooking). Fresh meat should be washed and cooked thoroughly before it is eaten so as to avoid contracting a parasitic infection.

Check canned and other packaged goods for expiration dates as an indication of freshness. The shelf life of a product may extend for a month beyond the date indicated. DO NOT buy badly dented cans or those with bulging or rusted seams, or bottles with broken seals. This type of damage creates air pockets in which microorganisms causing botulism can grow. Do not be surprised if dry packaged goods (e.g., flour, cereals, grains, spices, etc.) are infested with weevils. Simply return the item to the grocer and try again. You may go ahead and use infested flour or meal AFTER fine sifting if it is to be used in cooking; heat will retard further growth.

Fresh Fish Souk. The fresh fish souk is located a little south of Washem Street, which is the continuation of University Street, westward from Mataar. Fresh fish is usually flown into Riyadh every Monday and Thursday in the afternoon. The large selection of fresh fish is packed and displayed on ice, and is as fresh as, or fresher than, refrigerated fish sold in western coastal markets.

Most varieties of fish sold by the kilo are reasonably priced. You can test for freshness of bony fish by picking it up by the tail; if it is flexible, it is fresh. You can freeze whatever you buy, but the flavor will be better if you prepare and eat it immediately.

Fresh Produce Souk. The major produce souks are located in the southwest corner of Riyadh on the Mecca Road. There are smaller, but good, vegetable souks in Malaaz as well. Fruits and vegetables sold by the kilo are of greater variety, usually of better quality, and priced lower than those found in supermarkets. The freshest produce is available early in the day. Vegetables that are especially good are the small sweet carrots, aubergine (eggplant), cauliflower, green beans, and several kinds of lettuce.

Fresh Spice Souk. You can purchase most spices, herbs, and condiments at the supermarkets, but the fresh spice sellers should be visited if only to enjoy the rich aroma. Curry, mint, cinnamon, ginger root, cardamom, along with pistachios, sunflower seeds, peanuts, cashews, and other in-the-shell nuts, are good buys. The largest spice souks are located in Dira and Batha, but there are also a few in Malaaz. There is an especially good nut shop in Malaaz on Chicken Street.

Coffee Shops. There are many fine coffee shops in Riyadh that will grind coffee beans to your taste, priced by the kilo. Most shops carry a dark black Turkish coffee bean and a milder one, as well as Arabic coffee and a good Columbian bean. For palates unaccustomed to Turkish coffee, a good blend to order is one between 1/2 and 1/3 Turkish and the rest Columbian.

Arabic coffee is a mixture of finely ground mild coffee and ground cardamom. This beverage is served in very small quantities and sipped slowly. Like most coffee and tea in Saudi Arabia, it is served very hot. Another popular hot beverage in Saudi Arabia is Arabic tea, a very dark, sweet tea, which is occasionally flavored with mint and is served in small glass cups. It is commonly consumed in souks, business establishments, and homes. If you are invited to join, do so; it is really good. It is considered impolite to refuse.

Please remember that public restroom facilities are scarce. To indicate when you have had enough coffee or tea, waggle your cup from side to side and say “La, shoukran” (No, thank you).

Bakeries. There are many good bakeries in Riyadh where you can buy many types of bread (e.g., Arabic bread, sliced white or wheat bread, round rolls, hot dog-shaped rolls, French bread, etc.). A large variety of cookies and pastries are available and are sold by the kilo. You will also find fresh bakeries in most of the major supermarkets. The breads and pastries are excellent.

Shopping in Riyadh can be an adventure and an opportunity to see sights not found in the West, so travel around Riyadh and become familiar with the city and its inhabitants. It is a once-in-a-lifetime opportunity to interact with a culture in which centuries-old customs still exist, but are rapidly changing. Don't miss out.

Dining Out

Restaurants. Riyadh has a large number of restaurants that serve a variety of foods. All of the major hotels have excellent restaurants. They also have specialty nights and usually serve a brunch on Fridays. Check with the Recreation Office in the Community Center for flyers from the hotels and ask others on the compound for recommendations. Please remember that restaurants ask women to sit in a separate area reserved for women and families. A waiter will show you to the family area. For a change of pace, try Kentucky Fried Chicken/Wimpy's, as well as Taco Bell, Wendy's, Pizza Hut, Pizza Inn, Shakey's, and Popeye's restaurants in various locations around the city.

Sidewalk Eateries and Tearooms. Tearooms and some of the restaurants located throughout the city will not serve women. Sidewalk sandwich vendors are more accommodating and just as numerous. For an inexpensive snack, try a shawarma. A shawarma stand is easy to identify as it features meat on a vertical spit, which is combined with a mixture of seasonings, onions, and tomatoes and served in a pita/Arabic bread wrap. The quality varies with the vendor—from okay to delicious. Another popular snack is the muttabak, which is a meat, egg, and vegetable mixture wrapped in a soft tortilla-like shell and fried in oil. There is also a banana-and-egg muttabak, which is excellent. Whole, small grilled chickens are also available from sidewalk rotisseries. When choosing a chicken, pick one that is browned the most thoroughly (i.e., well done). They are quite good, and one serves two adequately. Yet another tasty snack is the falafel, which is made from chickpeas deep-fried in meal (which is similar to hush puppies).

USEFUL INFORMATION

Time Differences

Deduct from Riyadh Time

- 13 Fairbanks, Anchorage, Honolulu
- 11 San Francisco, Los Angeles, Vancouver, Seattle
- 10 Calgary, Denver
- 9 Houston, Mexico City, New Orleans
- 7 Buenos Aires, Santiago
- 6 Rio de Janeiro
- 3 London, Dakar, Paris, Madrid
- 2 Rome, Stockholm, Berlin, Algiers
- 1 Athens, Cairo, Cape Town, Helsinki

Add to Riyadh Time

- +2 Karachi
- +2½ Mumbai, Colombo
- +3 Dhaka
- +4 Bangkok, Singapore, Djakarta
- +5 Manila, Hong Kong
- +5½ Seoul
- +6 Tokyo
- +7 Sydney

Size Equivalents

Men

Coats, Overcoats, and Pajamas

USA & UK	34	36	38	40	42	44	46	48
Continental	44	46	48	50	52	54	56	58

Jackets (Suits)

USA & UK	38	40	42	44	46	48	50	52
Continental	96	101	106	111	116	122	127	132

Pants - Waist

USA & UK	32	34	36	38	40	42	44	46	48
Continental	81	86	91	97	102	107	112	117	122

Shirts

USA & UK	14	14½	15	15½	16	16½	17	17½	18
Continental	36	37	38	39	41	42	43	44	46

Shoes

USA & UK	5½-6	6½-7	7½-8	8½-9	9½-10	10½-11
	11½-12	12½-13				

Continental	31 - 32	33 - 34	35 - 36	37 - 38	39 - 40
	41 - 42	43 - 44	45 - 47		

Sweaters

USA & UK	34	36	38	40	42	44
Continental	44	46	48	50	52	54

Underwear

USA & UK	32-34	36-38	40-42	42-44
Continental	5	6-7	8	9-10

Women

Blouses

USA & UK	32	34	36	38	40	42
Continental	38	40	42	44	46	48

Dresses, Coats, and Costumes

Junior Sizes:

USA	9	11	13	15	17	
UK	9	11	13	15	17	
Continental	34	36	38	40	42	44

Young Ladies' Sizes:

USA	10	12	14	16	18	20
UK	10	12	14	16	18	20
Continental	36	38	40	42	44	46

Ladies' Sizes:

USA	36	38	40	42	44	
UK	34	36	38	40	42	44
Continental	42	44	46	48	50	52

Shoes

USA	5 1/2-6	6 1/2-7	7 1/2-8	8 1/2-9	9 1/2-10
UK	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2
Continental	37 - 38	38 - 39	39 - 40	40 - 41	41 - 42

Stockings

USA & UK	8 1/2	9.00	9 1/2	10.00	10 1/2	11.00
Continental	8 1/2	9.00	9 1/2	10.00	10 1/2	11.00

Sweaters, Jumpers, and Cardigans

USA & UK	34	36	38	40	42	44
Continental	40	42	44	46	48	50