

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Dubai Health Authority

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Additional Contacts

I do not wish to list additional contacts

Page: Entry Information

Entry Title

Dubai Health Authority

Category

A01 - A31 Employer of the Year > A24 - Employer of the Year - Non-Profit or Government Organizations

Employer of the Year Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

The Dubai Health Authority (DHA) oversees the regulation and governance of the healthcare sector in Dubai, setting policies, strategies, and standards for both public and private providers. Its mandate covers health insurance, investment, tourism, public health, and medical education, aiming to enhance economic growth and population wellbeing. Key achievements include the implementation of Law No. 14 of 2021, streamlining governance and aligning with national strategies such as "We the UAE 2031" and the Dubai Plan 2030. DHA expanded health coverage to 92.7% of the population and licensed nearly 4,900 facilities and 59,000 professionals. It ranked 1st in the Arab world and 6th globally in medical tourism.

DHA also led in innovation, launching NABIDH (a unified patient record system) and RASED (a cost-saving virtual inspection model), and secured ISO 56002 certification. Through the EJADA initiative, it introduced value-based healthcare, reducing claim costs by 13.8%.

Other achievements include 95% international hospital accreditation, a life expectancy of 83 years for Emiratis, and Dubai being named the World's Most Resilient City (2022). With strong performance systems, 76 strategic projects, and improved operational efficiency, DHA is a global model of excellence in health governance, resilience, and innovation.

b. Outline the organization's employee-relations achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required

Since the beginning of 2023, the Dubai Health Authority (DHA) has made significant progress in employee relations by fostering a culture of agility, collaboration, and continuous development. The Authority maintained a strong focus on employee wellbeing during organizational restructuring, increasing staff satisfaction despite major changes. Emiratisation reached 64.4% in 2024, up from 41.5% in 2021, reinforcing DHA's commitment to national workforce development.

Employee engagement and satisfaction rose steadily, with happiness scores reaching 87%. The Authority emphasized team cohesion, as reflected by an 87% satisfaction rate in teamwork and collaboration in 2024. Staff support and change management efforts also improved, with employees' perception of leadership backing rising from 77% to 85%.

DHA completed 97% of its administrative training plan and delivered an average of 24.65 training hours per trainee . These efforts enhanced workforce capabilities and adaptability. Cross-functional collaboration was boosted through the formation of 39 committees, completing 85% of their initiatives.

To align employee efforts with strategic goals, DHA implemented the "Thermometer" performance system, which connects business unit goals to broader organizational objectives. This has fostered a culture of accountability and purpose across all levels.

Overall, DHA's employee relations strategy in 2023 exemplifies a proactive, well-supported approach that balances operational demands with staff empowerment, ensuring high engagement and institutional resilience.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the organization's past performance (up to 250 words). Required

The Dubai Health Authority's employee-related achievements are unique and significant for several reasons. First, they reflect resilience and agility during organizational transformation, following the legal separation of regulatory and service functions under Law No. 14 of 2021. Despite structural changes, DHA not only sustained but improved staff satisfaction and operational efficiency—demonstrating an exceptional capacity for change management.

Second, the rapid increase in Emiratisation from 41.5% in 2021 to 64.4% in 2024 within a year underscores DHA's strategic alignment with national priorities and commitment to empowering local talent in a high-stakes, specialized sector. This result is particularly notable given the complexity of the healthcare workforce and the need for specialized skills.

Third, the deployment of the Thermometer performance management system is a standout example of integrating strategic goals with individual and team accountability. It enables real-time performance tracking and aligns daily operations with broader strategic outcomes—an innovative move for a public sector entity.

Moreover, DHA's employee development and cross-functional collaboration achievements are underpinned by measurable outcomes: 97% training plan completion, 85% project completion by internal committees, and a notable rise in teamwork satisfaction to 87% in 2024. These figures reflect a highly engaged, skilled, and mission-driven workforce.

In a global context, few healthcare regulators demonstrate such integrated and data-driven approaches to human capital management. DHA's model offers a benchmark for public sector organizations striving to enhance workforce performance, resilience, and strategic alignment under evolving mandates.

1 of 3

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

- 1. Internal Communication Package 2024 – Showcases leadership engagement, staff dialogues, and transparent communication frameworks.
- 2. Proud of You and Kafu Rewards Programs 2021-2025 A structured and multi-tiered recognition system for exceptional performers.
- 3. Graduate Training Policy-Nokhba (Decision 57 of 2024) – Details the structured onboarding, mentorship, and competency-based training for UAE Nationals fresh graduates.
- 4. Mental health Strategy Report – Articulates the vision, activation plan, and KPIs for employee mental health and wellbeing, which includes a dedicated mental health clinic and hotline.
- 5. DHA will introduce the Leadership Development Program 2025– Curriculum and outcomes of DHA's integrated leadership acceleration tracks.
- 6. SPARC Resilience Framework Whitepaper – DHA's proprietary methodology for organizational agility and change-readiness.
- 7. HSE Compliance Guide – Details DHA's health, safety, and green office benchmarks in alignment with Dubai's sustainability goals.
- 8. Manaar Medical Training Platform Overview – Illustrates DHA's digital learning infrastructure and free accredited courses for healthcare staff.
- 9. This nomination is substantiated by a suite of official DHA documents demonstrating the impactful implementation of employee-centered strategies. The Internal Communication Package 2024 highlights significant achievements in staff engagement, including 120 motivational messages and expanded recognition programs, leading to 90.1% satisfaction. Seven leadership communication initiatives enhanced transparency and dialogue, achieving 81% satisfaction, while 115 wellness events delivered 88% satisfaction and 100% implementation.
- 10. DHA also strengthened digital engagement, producing over 150 visual communication materials, achieving 100% satisfaction with newsletters and internal platforms. These initiatives support the authority's 2025 roadmap to cultivate a connected and motivated workforce.

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Would you like to add an additional webpage link?

No

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Would you like to add an additional supporting document?  
Yes

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[REDACTED]

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[REDACTED]

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Would you like to add an additional supporting document?

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