

2020 Annual Report

The Center for Improving Value in Health
March 2021



مركز تعزيز الرعاية
الصحية الحكيمة
The Center For Improving
Value In Health



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From our Chief Executive

It has been a unique challenge to launch the Center for Improving Value in Health in 2020 when the COVID-19 pandemic has made it the most difficult year in a generation for health systems in all countries.

In presenting this report of our first full year of operation, I hope you will agree that the Center made outstanding progress, pandemic notwithstanding. It is now well on its way to establishing itself as a source of credible insight and advice on value in health and delivering on its mission to support health transformation in Saudi Arabia to establish a genuinely high-value health system.

*This annual report presents the Center's achievements in 2020, and one highlight among these was the publication of our policy perspective **Definition of Value in Health in Saudi Arabia**. Through expert engagement and by bringing together international best practices and local perspectives, we presented the first definition of value in health specifically tailored to the needs of the Saudi population and our health system.*

Our plans for 2021 to increase the positive impact the Center makes are stretching. The Center's role is to accelerate system change and, guided by our commitment to broad stakeholder engagement and fact-based analysis, and knowing there is a great deal to be done, we look forward to our next year with determination, curiosity and optimism for the task ahead.

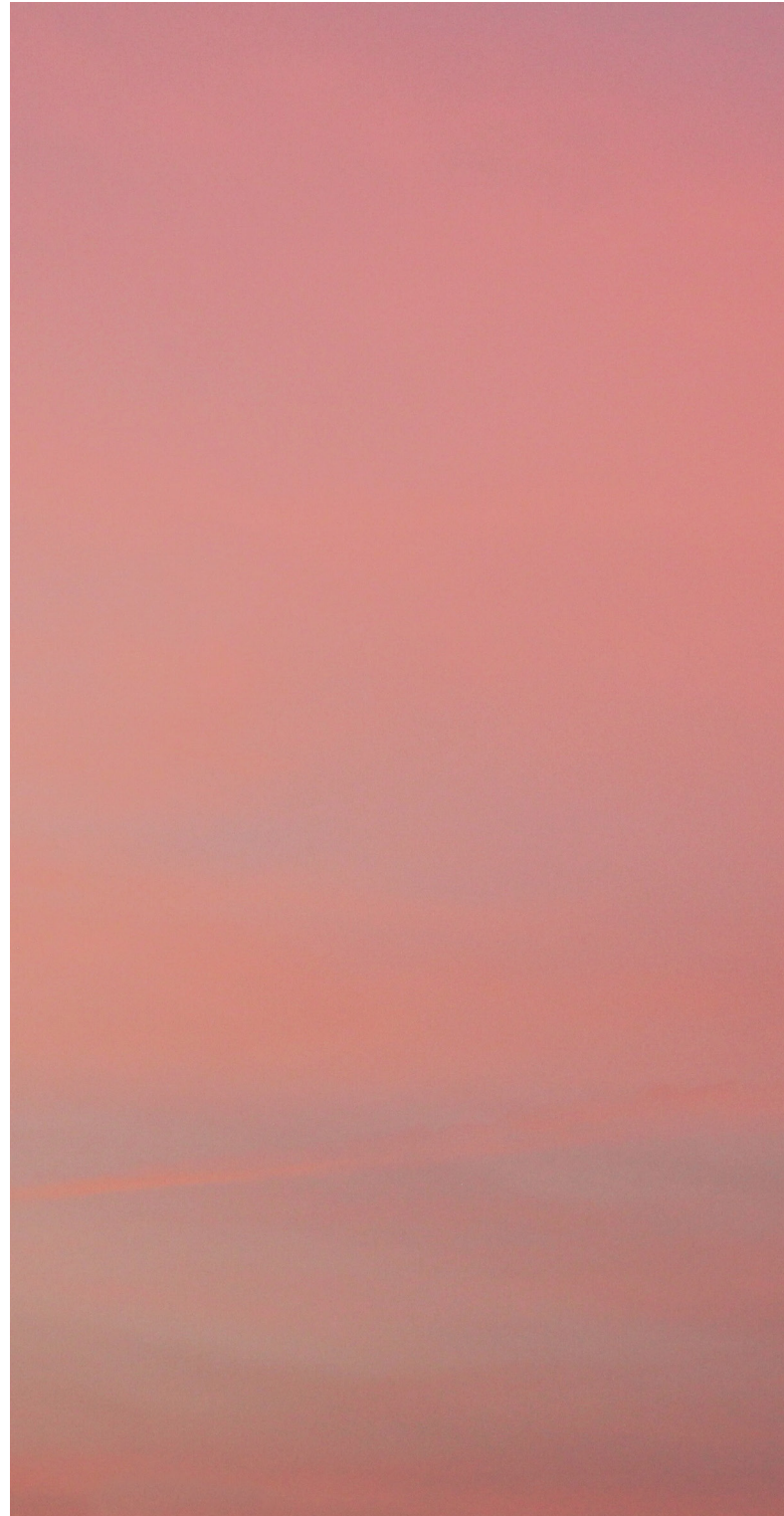
Reem Al Bunyan, Chief Executive



1. Exchanging international best practices on value in health

Many countries target improved value as a goal for their health system to achieve. The Center has a role in gathering best practices from other health systems for application within Saudi Arabia, and we will increasingly be sharing Saudi case studies and innovations with the rest of the world. Collaboration and partnership between countries to exchange relevant experiences and insights will play an essential part in helping all health systems deliver better value for their populations.

The Center was especially active in its international role during 2020. This related both to its pivotal contribution to the health agenda in the year of Saudi Arabia's G20 Presidency, which led to the establishment of the Global Innovation Hub for Improving Value in Health, and to the global pandemic, which strongly reinforced the importance of effective international co-operation on health topics.







The Center had early involvement in planning of the G20 Health Working Group's program of activities for 2020. Through our participation and advocacy, we were successful in ensuring the G20 Health Minister's declaration issued in November 2020 championed the concept of value in health.

Setting the agenda for value during Saudi Arabia's G20 Presidency



Increasing the prominence of the concept of value in health

Excerpt from the G20 Health Minister's Declaration, 19 November 2020

We recognize that health systems in developed, developing and the least-developed countries face similar challenges, primarily: the increasing demand for, and utilization of, healthcare; escalating cost; financial hardship among users; health disparities, and outbreaks. These challenges have been greatly exacerbated by the COVID-19 pandemic. We note that among G20 members, at national and sub-national level, there are continuous efforts to develop approaches to improve value in the delivery of physical and mental health services in all the areas across the continuum of care. Investing in cost-effective prevention, with particular attentions to the main risk factors of NCDs and primary care, as well as placing digital health as a key element to health services infrastructure are key strategies to improve value in healthcare service delivery for greater efficiency and enhanced patient safety, participation and experience for better health outcomes [...]

We recognize the importance of accelerating learning and the adoption, measurement and evaluation of different approaches to improve value in countries at all stages of development.



As part of the Health Working Group's activities, we convened *Accelerating Transformation Towards Sustainable Health Systems through Value-Based Health Care* in January 2020. The event brought together leaders of international, national and regional government and commercial organizations to share ideas on accelerating value-based health.

Over 200 delegates attended the event from more than 25 countries. The insights gathered during the sessions were documented in the event report published by the Center later in the year.

Accelerating Transformation Towards Sustainable Health Systems through Value-Based Health Care - Summary of Findings

Value-based health care (VBHC) can be realized through common key enablers in diverse settings:

- VBHC requires innovative solutions to transform health systems to achieve greater value and sustainability
- A key enabler for the successful delivery of VBHC is the ability to identify and measure outcomes that matter most to patients/individuals
- Non-financial incentives and factors will impact the success of VBHC
- VBHC involves development of new data tools and analytic capabilities

Collaborations and knowledge transfer is necessary between organizations and countries:

- VBHC can be applied and have positive impact at different scales
- Reciprocity is key to successful collaborations
- Large-scale VBHC projects only succeed where roadblocks are removed
- Practical learning is transferable
- Leveraging other sector learnings can be effective to improve the health care sector



Arising from the G20 Health Working Group's discussions in 2020, the Global Innovation Hub for Improving Value is a new international collaboration to share best practices and design new value-based approaches.

Establishing the Global Innovation Hub for Improving Value in Health

The Hub has a voluntary membership of G20 member and guest countries (Argentina, Australia, China, France, India, Italy, Japan, Jordan, Russia, Saudi Arabia, the Republic of Korea, Singapore, Turkey, the United States, and the United Arab Emirates) and international organizations (WHO, OECD and the Islamic Development Bank).

The Center has a vital ongoing role in hosting and providing the secretariat for the Global Innovation Hub as it progresses its program of work over the coming years.





Establishing the Global Innovation Hub for Improving Value in Health

Excerpt from the G20 Health Minister's Declaration, 19 November 2020

We support the establishment of a Global Innovation Hub for Improving Value in Health (the Hub), with a five-year mandate. G20 members and other nations can engage with the Hub on a voluntary basis at a level appropriate for them. The Hub could provide access to other states including developing and the least-developed countries and engage multiple stakeholders including the public and private sectors, civil society, community-based organizations and academia.

The Hub will make best use of its members' capabilities and link with relevant existing platforms in a collaborative manner to:

- **facilitate sharing of best practices and lessons learnt;**
- **expand successful initiatives;**
- **design new approaches to improve value in health, and enhance cross-learning among participating countries and stakeholders.**

The Hub will include a secretariat guided by a governance mechanism, comprised of representatives from participating countries, the Organisation for Economic Cooperation and Development, and the WHO, and while it may report its progress to the G20 Health Working Group and other interested parties, and it will continue independently.





In 2020, the Center supported the Global Innovation Hub to start sharing best practices between Hub member countries and organizations. Responding to the global COVID-19 pandemic was clearly of the highest priority to national policymakers in 2020, so the Hub commissioned the report *Value-Based Health Care in the Midst of the COVID-19 Pandemic Response - Lessons from Health System Innovations Responding to the Pandemic in 12 Countries*.

Sharing practical insights on value delivery between countries

The Center led the development of this report on behalf of the Hub, drawing together country contributions on seven topic areas relating to value and impacted by the pandemic. These comprised the case for change, financing and payment models, digital health, data and measurement, evidence-based practice, standards and guidelines, quality, safety and operational improvement, workforce, culture and capability, and patient and citizen engagement.

A well-received webinar accompanied the launch of this report. The webinar provided a useful opportunity for Hub members to discuss the report's implications for their health systems.





2. Supporting value in the Saudi health system

The Center exists to support Saudi Arabia to put in place a health system that delivers high value for its population. In 2020, we commenced work to develop the knowledge base for value in Saudi Arabia by addressing a crucial underpinning question: what exactly is meant by “value” in the context of the Saudi health system? The definition of value in health produced by the Center will be a critical step in building awareness and establishing a shared understanding of value across the Saudi health system.

In 2020, we started our work to collate, curate and communicate relevant evidence on value with policymakers and practitioners. We also initiated a range of projects to develop and share evidence-based insights to address key questions in the Saudi health transformation.







The Center developed a definition for value in health specific to the needs of the Saudi health system. The aim was to clarify the strategic goal of improving value in health within the health transformation and align all stakeholders on a shared understanding of value.

Defining value in health for Saudi Arabia

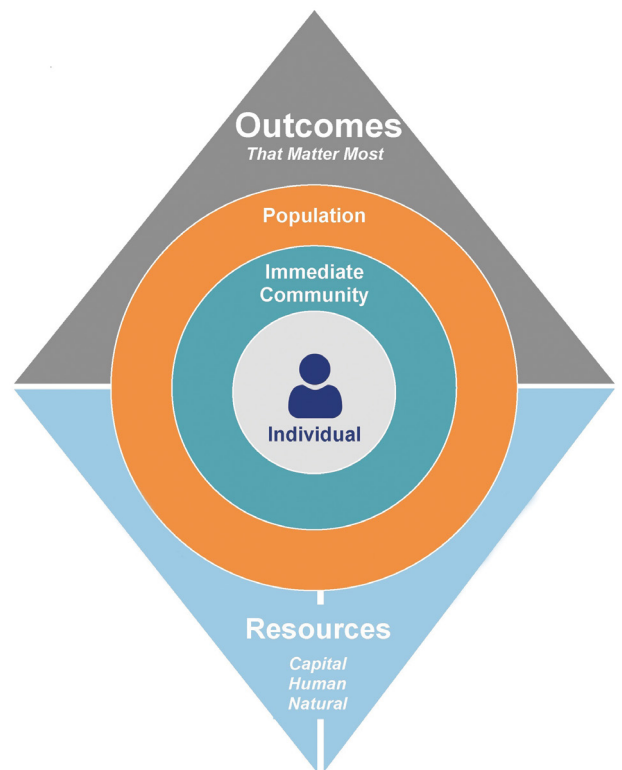
To develop the definition, we convened two roundtables with Saudi health leaders and international health policy experts, including Robert Kaplan, professor at Harvard University and leading thinker on value-based healthcare. The Center launched the definition at a webinar held in July 2020.

A definition of value in health for Saudi Arabia

The Center proposes a multi-dimensional definition of value in health for Saudi Arabia:

Value in health is achieving the best health outcomes with the optimal and fair allocation and best utilization of resources, where “outcomes” relate to benefits delivered for individuals, communities, and the population; and “resources” include all human, capital, and natural resources.

The “value diamond” diagram summarizes the different relevant dimensions of value.



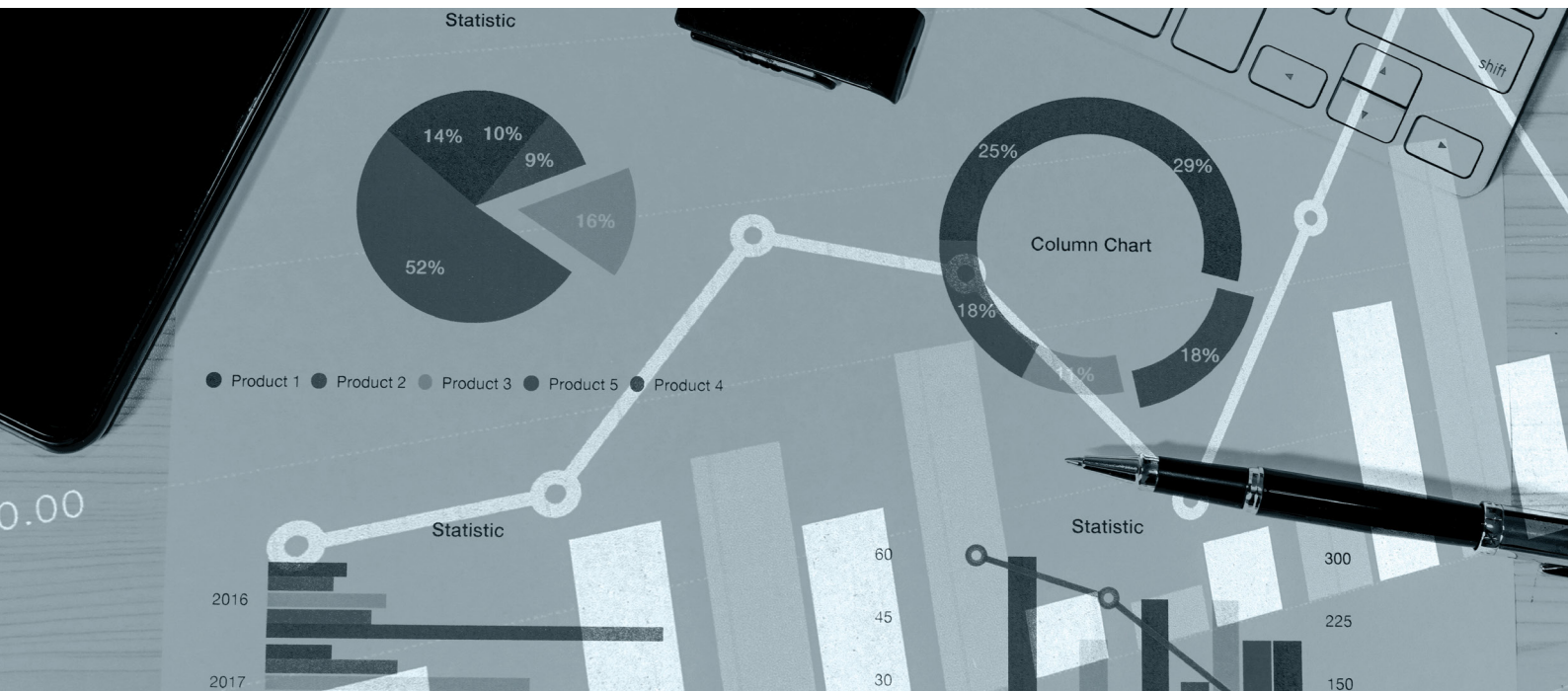




Early in 2020, the Center mapped priority policy topics on which it would gather evidence and data to support decision-making and practice for better value in the Saudi health system. Since then, we have been compiling relevant articles, reports and insights to address these key questions. Our expanding knowledge base for value has informed a range of reports, conference presentations and webinars that the Center produced during 2020, both in its own name and on behalf of the Global Innovation Hub. The Center defined a stretching program for policy and knowledge for 2021, which will build significantly on the early work completed in 2020.

Developing the knowledge base for value

One of the first papers published by the Center was *Whatever it takes? A comparison of health system responses to the COVID-19 pandemic*. This extensive and practically focused analysis was produced at pace in March 2020 and reflected early responses to the pandemic in different countries. The English language version of this publication and its Arabic summary have been read more than 4,000 times to date.





Key knowledge contributions in 2020

Reports

- Whatever it takes? A comparison of health system responses to the COVID-19 pandemic
- Whatever it takes? A comparison of health system responses to the COVID-19 pandemic (Arabic summary)
- Definition of Value in Health in Saudi Arabia, Policy Perspective

Conference presentations

- Focus on Defining Value-Based Health for the Region
- Value Based Health in Saudi Arabia
- A Look at the Resilience of Value-Based Healthcare Systems

Webinars

- Definition of Value for the Saudi Health system – launch event
- Transformation Towards Sustainable Health Systems Through Value-Based Health Care – launch event
- Value-Based Health Care in the Midst of the COVID-19 Pandemic

Reports are available at the Center's website: cvalue.sa



In 2020, the Center also initiated a multi-year research program in collaboration with OECD to measure patient-reported outcomes and experiences in primary health care. This initiative, OECD Patient-Reported Indicator Surveys (PaRIS), will deliver rich qualitative and quantitative insight into outcomes for patients with chronic conditions, which can be benchmarked to results from the numerous other countries participating in this international study.

Key questions to be addressed in the PaRIS project

- How do people with chronic conditions feel about their own health?
- Do people with chronic conditions feel involved in decisions made about their care?
- To what extent do chronic conditions limit people in participating in social activities?
- How do outcomes and experiences vary with people from different socio-economic backgrounds?

The Center is pursuing multiple collaborations with academic institutions in Saudi Arabia and overseas. One key project launched in 2020, conducted in collaboration with King Fahd University of Petroleum and Minerals, will validate the Center's definition of value with a range of health system stakeholders and operationalize our definition to support practical implementation. This project is due to report in 2021.



We expect a significant need to build the capability of policymakers and practitioners in Saudi Arabia to implement value-based health. An initial step forward was to define the competencies required for value delivery and begin to understand capability strengths and gaps currently in the system. In 2020, the Center ran a physician engagement project to inform this topic, and one of the outputs of this project was a preliminary knowledge, competency and behavioral framework to support the delivery of value.

Building capability within the health system

Dimensions for practitioner value delivery - overview

- **Professional commitment and mindset:** understanding and role-modeling value
- **Integration of provision:** commitment to collaboration within and across organizations
- **Cost management:** applying best practice costed guidelines for clinical practice
- **Patient outcomes:** measuring and reporting patient experience and feedback
- **Data management and sharing:** using joined-up costing and coding practices

The Center is currently shaping its future capability-building services, which we envisage will be delivered in collaboration with local and national partner organizations. We ran our first pilot online training sessions in value-based health with clinicians and healthcare managers in December 2020.



3. Establishing the Center as a source of expertise

2020 was the first full year of the Center's operation, and we focused much of our effort on building our organization and promoting our role in the Saudi health system as a trusted source of expertise on value in health.





As new skills and behaviors will be needed from all stakeholders to support the Saudi health system transformation, we felt it was critical to engage broadly with different stakeholder groups to shape the Center's strategy and work program. We completed an extensive, structured stakeholder engagement exercise in 2020. We identified stakeholders representing various national and international organizations, including governmental entities, regulators, payers, providers, and international organizations.

Engaging with stakeholders across the system

We remain firmly committed to engaging stakeholders in the development and evaluation of the Center's products.

Stakeholder engagement

In 2020, we engaged with stakeholders from across the Saudi health system and the global health policy community, including representatives of the following organizations:

Saudi Arabia

- Council of Cooperative Health Insurance
- Health Leadership Academy
- King Faisal Specialist Hospital & Research Centre
- Ministry of Health
- National Center for Health Workforce Planning
- Program for Health Assurance and Purchasing of Health services
- Saudi Health Council
- Vision Realization Office and Vision Realization Program for Health

International

- Harvard Business School
- International Consortium for Health Outcomes (ICHOM)
- Islamic Development Bank
- Leapfrog to Value
- OECD
- Oxford Center for Triple Value Healthcare
- World Bank
- World Economic Forum, Global Coalition for Value in Healthcare
- World Health Organization



To deliver on our mission, the Center needed to grow its team and develop its capabilities. In 2020, we focused on recruiting multi-skilled people with diverse health policy experience and high levels of expertise who shared the Center’s values and culture. We refined our working procedures to operate in a lean, fully agile and highly technologically enabled way during the year. We worked with subject matter experts from around the world and expanded our networks in academia and business. We continue to develop strategic alliances with our most closely aligned partner organizations in Saudi Arabia and overseas. We were pleased to launch the Center’s website at the end of 2020.

Building our organization





Meet the Team



DR REEM BUNYAN / Chief Executive
Value-based health in the Saudi health system transformation, consultant neurologist



ISSRA BARGO / Program Manager
Health economics, policy analysis, program management, decision modelling and data analytics



CRAIG BARRATT / Senior Advisor
Leadership in healthcare organizations, management of programs of clinical change, healthcare financing



DR SARA ALMUNIF / Senior Policy Analyst
Public health, policy analysis and research in health systems, health system resilience, outcomes measurement



DR JOHN MCGHEE / Policy and Knowledge
Value-based health policy, health system transformation, strategic foresight, healthcare financing, building system capability



LEE HAWKSWORTH / Advisor
Strategic and operational management in healthcare, organizational planning and delivery, health technology



KHALED SHARAHILI / Intelligence Manager
Health informatics, systems and data management, project management, policy analysis



HANEEN ALHUSSAINAN / Office Support
Process management and administration.










TERRINA GOVENDER / Global Innovation Hub
Government policymaking in national and international contexts



4. Our plans for 2021

We aim to build on the successes of 2020 in our work during 2021. While we have a detailed, defined work program, we know the Center operates in a complex adaptive system, so we will remain flexible in our approach during this year to respond to new opportunities and challenges as these arise. In 2021, we will focus on eight main programs of work.

-  Increasing the system impact of our knowledge collation and curation
-  Delivering evidence-based insights to inform the evolving national health system strategy
-  Engaging with stakeholders to define and share policy insights
-  Building capability to deliver value with the health system
-  Strengthening outcome measurement and reporting
-  Sharing analysis of available health system data to inform decision-making
-  Completing the build of the Center organization
-  Hosting the Global Innovation Hub for Improving Value in Health



The Center for Improving Value in Health

What we want to achieve

Vision

To be an internationally recognized catalyst for improving value in health

Mission

We are a national independent Center that exists to enable continuous improvement of value in health by sharing knowledge, influencing policy, building capability and enhancing transparency.

What will be needed to achieve this

Enabled policymakers	Empowered practitioners	Evidenced progress	Supportive public	Collaborative global community
Knowledgeable and capable decision-makers setting strategy to deliver system value	Clinicians and management improving their ability to deliver high-value services	Trusted data demonstrating progression toward high-value health system status	Citizens embracing the goals of value-based health care	Health systems improving value delivery through exchange of good practices

How we will achieve our goals - Activities

Sharing knowledge	Influencing policy	Building capability	Enhancing transparency
Collate, curate and communicate evidence and data needed to drive change	Provide evidence-based research, insight and tools, and engage across the system	Identify and address critical gaps in knowledge and skills needed to deliver health system value	Develop and share data and analysis to promote common understanding of system performance

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The Center for Value in Health
Spring Plaza 2nd Floor
King Abdul Aziz Road
Riyadh 13315

improvingvalue@phap.sa
cvalue.sa

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