

Annual Report 2021

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From our Chief Executive

In its second full year of operation, **value in health** made strong progress in raising the profile of value-based healthcare in Saudi Arabia. The Center became increasingly involved in key discussions on the current progress and future direction of the Kingdom's health system transformation.

This annual report describes both the work in 2021 of **value in health** and that of the Global Innovation Hub for Improving **value in health**, which it hosts. Through these organizations, momentum and alignment continues to build for high-value health systems in Saudi Arabia and worldwide.



Dr. Reem Bunyan
Chief Executive



1. A GLOBAL OUTLOOK ON VALUE IN HEALTH

1. A global outlook on value in health

Established during the Saudi Arabian Presidency in 2020, the G20 Global Innovation Hub for Improving **value in health** (the Hub) was established to accelerate a global transformation towards value-based healthcare (VBHC).

The Hub envisions a new era of 21st century health, delivered through value-based care and works to achieve this vision through knowledge exchange, experience, and collaboration.



The Hub's vision

21st century health, delivered through value based care



The Hub's mission

Accelerating global transformation towards value-based care through knowledge, experience, and collaboration

In 2021, the Hub sought opportunities to advance the cause of value-based healthcare its organizational strategy through:

- Supporting the G20 through active engagement with the presidency and relevant working groups on annual basis
- Producing and sharing knowledge (e.g., reports, policy briefs, country case studies)
- Enabling innovation by hosting interactive labs on advancements in VBHC
- Educating stakeholders by working with top academic institutions to design tailored curricula and educational resources
- Informing policy through advocacy and thought leadership in the global discourse on VBHC
- Facilitating in-country pilots for Hub members and partners
- Delivering events (e.g., conferences, workshops) and experiences (study tours, in-person or virtual knowledge exchanges)

G20 Member Countries



The Hub is constituted by 15 member states and three international organizations. Member countries health spending accounts for over 70% of the world's total health spending.

There are a variety of global healthcare challenges which are common across various international systems. A paradigm shift towards Value-Based Healthcare is increasingly recognized as a key part

of the solution. Covid-19 has bolstered the need for a patient-centric healthcare model, with greater efficiency, equity and better outcomes.

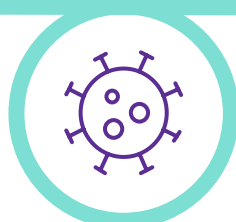
Global healthcare challenges



Rising costs of healthcare (E.g., USA)



Variations in care quality and experiences



Growing burden of diseases



Inequality in care (E.g., financial strain on households)



Wastage in resources and equipment



Healthcare errors/ safety issues



Lack of access to issues healthcare / UHC

The pandemic has had a global impact on all industries, and governments with positive & negative consequences for health. This has had many negative impacts, but it has also forced innovation and adaptation, providing multiple lessons to consider.

The Hub has focused on creating mechanisms (knowledge products, innovation labs, hybrid webinars) for health systems to learn from each other, promoting cross collaboration and learning.

Covid-19 impact healthcare

Indicators	Positive	Negative
Improve population wellbeing	<ul style="list-style-type: none"> • Improved patient health outcomes by defining appropriate care for specific population segments • Increased health education improving patient's ability of self-care 	<ul style="list-style-type: none"> • Decreased healthcare focus on the leading causes of death (i.e. strokes) • Increased waiting times for routine procedures and check-ups • Reduced focus on chronic and non-communicable diseases • Negatively affected mental health and created additional barriers for patients suffering from mental health illness
Adopt innovation in healthcare delivery	<ul style="list-style-type: none"> • Widely increased the application of digital technologies (i.e. virtual appointment, delivery of medication) • Provided an opportunity for healthcare systems to increase innovation and adopt a lean operation 	<ul style="list-style-type: none"> • Exhausted healthcare workers, mentally and physically • Limited the availability of necessary healthcare resources (equipment, medication) • Put a hold on planned pre-Covid transformations
Enhance healthcare system efficiency and effectiveness	<ul style="list-style-type: none"> • Exposed gaps and weaknesses within the system, providing an opportunity for leadership to improve them • Increased the use of medical data and healthcare records 	<ul style="list-style-type: none"> • Put a financial strain on healthcare systems and government funding delaying strategic projects • Decreased access to healthcare due to lockdowns and travel restrictions

Hub progress to date

Hub has established partnerships with the G20 Presidency, key international organizations (WHO, OECD, Islamic Development Bank), industry bodies (Global Health Partnership) and top academic institutions (Harvard T.H. Chan School of Public Health, Oxford University). The Hub's partnerships have yielded the inclusion of VBHC in the G20 health agenda, the G20 Joint Health and Finance Task Force, seminal publications (on health systems resilience and pandemic preparedness), innovation labs, and policy discussion series.

Knowledge sharing sits at the core of the Hub's strategy. Examples of the Hub's recent and planned publications include:

Value-Based Healthcare in the Midst of the COVID-19 Pandemic Response

Value-Based Approaches to Manage the Elective Backlog during the COVID-19 Pandemic Response

Health System Resilience and Pandemic Preparedness through Value-Based Healthcare

Value-Based Health Systems: Global Benchmark Study (in press)



The Hub dedicates a 25% of its effort to engaging with the G20, through joint efforts with the Presidency and also individual countries. During 2021 the Hub has attended and addressed the Health Working Group. The Hub was also referenced in both the Health Ministerial Declaration and Leaders Declaration.

Leaders Declaration:

We will pursue our engagement with the Global Innovation Hub for Improving **value in health**

Health Ministers Declaration:

We reiterate our commitment to promote the work started under the Saudi G20 Presidency, in co-

operation with relevant international organisations and strengthen our engagement with the Global Innovation Hub for Improving **value in health**.

Pandemic Preparedness and Response has been at the forefront of multilateral discussions. During 2021, the Hub Contributed a paper to Health and Finance Ministers Meeting. The Hub worked closely with the Italian Presidency to build on expert recommendations from the High-Level Panel, IPPPR, Pan European Commission and OECD. The work aimed to brief the Joint Health and Finance Ministers on pandemic preparedness, resilient health systems and value-based care.



2. PROMOTING VALUE IN THE SAUDI HEALTH SYSTEM TRANSFORMATION

2. Promoting value in the Saudi health system transformation

Building knowledge, advising on policy

In 2021, the Center continued to contribute evidence and thinking to support the Saudi health system transformation. Our knowledge base for value expanded rapidly during the year, with new reports, references and evidence collected from Saudi Arabia and other health systems. **value in health** was represented at a range of major system-wide and specialty meetings and the team shared insights to numerous national and regional stakeholders in different forums.

A major initiative was the Value Pioneers program, a series of webinars on case studies of value delivery in the Saudi health system. The program culminated in a virtual conference where the Center's library of case studies was launched. Additionally, the Center's work to design training programs to build the capability of policymakers and practitioners in Saudi Arabia to implement value-based health was rapidly advanced in 2021. These courses are due for launch in 2022.



مشروع دراسة
تجربة ومخرجات مرضى
الرعاية المزمنة

PaRIS
Patient Reported Indicator Surveys



The Patient-Reported Indicators Survey Project in Saudi Arabia (PaRIS)

PaRIS is the OECD's Patient-Reported Indicator Surveys initiative where countries work together on developing, standardizing and implementing a new generation of indicators that measure the outcomes and experiences of healthcare that matter most to people.

The International Survey of People Living with Chronic Conditions is the first of its kind to assess

the outcomes and experiences of patients managed in primary care across countries. The PaRIS survey aims to fill a critical gap in primary healthcare, by asking about aspects like access to healthcare & waiting times, as well as quality of life, pain, physical functioning & psychological well-being.

The survey provides insight into what care really delivers to people. This information is essential to

help policy makers better understand how their health systems are performing and how this could be improved. The survey will shed light on how successful health systems are and, in particular, how primary care, or other ambulatory care systems are responding to the needs of patients. It will tell what is working well in these countries and identify the areas that require policy attention.

Healthcare providers who participate in the PaRIS survey will receive feedback information. This aggregated information shows them the outcomes and experiences of their patient populations and how these compare to peers. This type of feedback information has proven to be a powerful tool to improve quality.

Generating systematic data on outcomes and experiences is only a means to a goal: helping health systems becoming more people centered. Therefore, patients will ultimately benefit most from the PaRIS survey.

Although Saudi Arabia is a country with a relatively young population, over the past three decades, there has been a substantial increase in non-communicable chronic diseases. There has been a major issue in chronic disease management due to the weak implementation of primary healthcare services and the dependence on secondary and tertiary services that are provided free of charge by the government. Which is causing major burden on the healthcare system for offering free services for all chronic diseases and their complications and creating pressure on specialized hospitals that are caring for those patients, resulting in long waiting times, sub-optimal care and dissatisfaction in the services provided.

The Kingdom of Saudi Arabia has embarked on a system wide health transformation project, as part of the national Vision 2030 program, that aims to foster a vibrant society, a thriving economy, and an ambitious nation. To create a more sustainable healthcare system, a health system transformation has launched, which will focus on achieving three main objectives; ease access to health services, improve quality and efficiency of health-care services, and promote prevention against health risks, with an overarching goal of improving preventive and therapeutic healthcare services.

The Saudi health system will fundamentally reshape how care is delivered across the country. It has three goals: to improve health, improve healthcare, and improve value. The centrality of value in this holistic transformation requires a high level of coordination across all the ongoing programs to ensure that the enablers of value-based healthcare are adequately embedded in the future model design and that the definitions and measures of value are consistent.

The Center for **value in health**, as the Saudi national body tasked with promoting value based healthcare, is taking a country-wide lead in the delivery of this primary survey in PHCs primarily to measure patient reported outcomes and experiences in order to identify the potential areas for improvement in care provision and to maintain focus on achieving improved value especially through this period of intense transformation and distraction.

Assessing the outcomes and experiences of care delivery in PHC through this project will be an opportunity to address the gaps in care provision at PHCs, shed light on whether the care patients receive contributes to better health results.

The implementation of the study is carried out in three phases:

2020-2021

Phase 1

Development of the survey questionnaire and data collection methodology.

2021-2022

Phase 2

A field trial, to test the procedures on a small sample.

2022 ONWARDS

Phase 3

The main survey on a large sample at a national level.

Progress of the PaRIS Project in Saudi Arabia during 2021:

Many milestones have been achieved for the PaRIS project in Saudi Arabia during 2021 including the following:

- Translating both the patient and provider surveys from English to Arabic following a TRAP-D approach with a double translation and adjudication model
- Validating the surveys through a two-round cognitive testing approach to ensure internationally comparable data and to identify any problems with the source questionnaires and issues with translations
- Engaged with relevant high level stakeholders to help in guiding the project
- Agreed on a governance structure including the establishment of a KSA national project Steering Committee
- Developed a national sampling methodology with the sampling partner- Directorate of Primary Healthcare at the Ministry of Health
- Obtained ethics approval from the Central Institutional Review Board (IRB) at the Ministry of Health
- Joining the OECD's PaRIS Working Party



Value Pioneers Program 2021

The Center for **value in health** is the national knowledge center for **value in health** in Saudi Arabia. The center's role is to accelerate the achievement of a high-value health system. One way we do this is by collating, curating and communicating insights and evidence on what works in the design and delivery of value-based care. We convened a program of webinars.

Webinar 1: Integrating Services, Innovating Population Health

With a deeper understanding of population health needs generated through data analytics, better health services can be designed and delivered. Which practical approaches work best to integrate services and manage population health in Saudi Arabia?

Case study: The 200K Service-Riyadh

Through new proactive, holistic, and patient-centered preventative care, patients with chronic diseases avoid complications and deterioration. Case management, underpinned by data analytics and cross-organization collaboration, delivers improved costs and outcomes in Riyadh First Cluster.

Webinar 2: Transforming Patient Outcomes

Quantifying and reporting costs and outcomes is foundational to value-based healthcare. How should measurement be incorporated in transformation initiatives, and how can we ensure decisions are grounded in relevant data?

Case study: Improving Outcomes After Primary Coronary Interventions in Qassim

Appropriate use of PCI leads to better outcomes and more efficient resource usage. Expanding access to this effective treatment delivered greater value in a leading cardiac center in Qassim.

Webinar 3: Innovating Microsystems

The scope for clinicians to lead successful microsystem improvement has never been greater, with widening awareness of new evidence-based interventions and access to innovations and technologies from around the world. How can improvement science be applied most effectively to the Saudi context?

Case study: Tele-Stroke in Madinah Region

Pathway improvement involving technology deployment, collaboration, and standardization, improves clinical outcomes for stroke across Madinah. Learn how rigorous planning, evidence-based design and effective implementation proved critical.

Webinar 4: Empowering Patients and Citizens

In high-value health systems, citizens and patients feel empowered to manage their own health and wellness, and make informed decisions on their own treatment. What practical steps can be taken to ensure those using health services do so prudently?

Case study: Remote support for patients and caregivers in King Fahad Specialist Hospital, Dammam

Patients at the end of their lives can have complex needs for physical, social, and emotional support. Better experiences for patients and caregivers, and more effective use of resources, are delivered through remote palliative care support in Dammam.

Value Pioneers Conference:

Anticipating the Value-Based Future of Health and Care in Saudi Arabia

Case Studies:

Case study 1: Saudi Virtual Hospital- Ministry of Health

Case study 2: Delivering value in King Faisal Specialist Hospital & Research Center

Case study 3: International Medical Center Hospital PROMs and PREMs experience

Panel Discussions:

- What the value-based future of health and care will mean for different stakeholders in the Saudi health system
- How pioneers are delivering clinical change in Saudi Arabia that has successfully improved value
- Practical insights, tools, and approaches that you can use in your own change projects
- Opportunities to join with other changemakers in the vanguard of the shift to value-based healthcare

3. Becoming the trusted knowledge partner on value

To deliver on our mission, the Center needed to grow its team and develop its capabilities. In 2021, we continued to recruit multi-skilled people with diverse health policy experience and high levels of expertise who shared the Center's values and culture.

We continue to develop strategic alliances with our most closely aligned partner organizations in Saudi Arabia and overseas. (**value in health**) brand was refreshed during 2021 and launched in 2022.

4. Our plans for 2022

We aim to build on the successes of 2021 in our work during 2022. 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 2022, we will focus on eight main programs of work.



Increasing the system impact of our knowledge collection 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 within the health system



Strengthening outcome measurement and reporting



Sharing analysis of available health system data to inform decision-making



Completing the building of the center organization



Hosting the global innovation Hub for improving **value in health**

About Value in Health

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

Knowledgeable And capable Decision-makers Setting strategy to delivery System value.

Empowered practitioners

Clinicians and management improving their Ability to deliver High-value services.

Evidenced progress

Trusted data demonstrating progression toward high-value health system status.

Supportive public

Citizens embracing the goals of value-based Healthcare.

Collaborative Global community

Health systems improving value delivery through exchange of good practices.

How we will achieve our goals-activities

Sharing knowledge

Collate, curate and Communicate evidence and data needed to drive change.

Influencing policy

Provide evidence based research, Insight and tools, and engage across the system.

Building capability

Identify and address Critical gaps in Knowledge and skills Needed to deliver Health system value.

Enhancing transparency

Develop and share data and analysis to Promote common understanding of system performance

Meet our team



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