



Health Sector Transformation Program

Delivery Plan



Custodian of the Two Holy Mosques
King Salman bin Abdulaziz Al Saud

“ My primary objective is for our country to be a global model of excellence, on all fronts ”

His Royal Highness

Prince Mohammed bin Salman bin Abdulaziz

**Crown Prince, Deputy Prime Minister and Chairman of the
Council of Economic and Development Affairs**

The future of the Kingdom is one of great promise and potential. Our precious country deserves more than it has achieved. Therefore, we will expand and develop our talents and capabilities to craft this future

Foreword

In a wise and benevolent gesture from the rulers of this nation, may God protect them, the Basic Law of Governance of the Kingdom of Saudi Arabia guarantees free healthcare and treatment for citizens, as stipulated in Article 31: “The State shall be solicitous of public health and provide health care for every citizen in cases of emergency, illness, disability and old age.” Moreover, in the Royal Decree No. M/11, dated 23/3/1423 AH (corresponding to 4/6/2002 AD), Article 2 states that the system aims to ensure the provision of comprehensive, integrated healthcare to all the population in a manner that is fair, accessible and organized.

The launch of the Health Sector Transformation Program reinforces this human dimension, emphasizing continuity, development of the health system in general and enhanced quality of care and services provided. As part of Saudi Vision 2030, the Health Sector Transformation Program was established to contribute to the realization of the “Vibrant Society”, one of the main pillars of the Kingdom’s vision. To meet its objectives, the program seeks to restructure the health sector, consequently enhancing its capabilities as an effective, integrated ecosystem that sets the health of every member of society at the forefront of its priorities.

The program will work to achieve improved health and healthcare services in cooperation with all public & private health sector bodies, and in alignment with the strategic national objectives for Vision 2030.

The program will also work to complete the implementation of the four strategic objectives set out for the Kingdom’s health system, having transitioned from the National Transformation Program to the Health Sector Transformation Program, as well as initiatives associated with it. The strategic objectives are: facilitating access to health services, improving the quality and efficiency of services, promoting prevention of health risks, and enhancing traffic safety.

Furthermore, the program will develop a national strategy for the transformation of the health sector as a whole, in cooperation with all associated parties, establishing a comprehensive plan encompassing all health and healthcare bodies at the national level and taking into account the responsibilities, specialties and previous successes of each entity.

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Preface

Saudi Vision 2030 has several strategic objectives and performance indicators built on the fundamental pillars of our joint commitments. Together, the public, private and third sectors will work to realize these objectives as mandated by the Council of Economic and Development Affairs and under the leadership of His Royal Highness Crown Prince Mohammed bin Salman.

The vision realization programs aim to translate Saudi Vision 2030 into multiple delivery plans designed to achieve its strategic objectives through innovative practices aligned with national objectives, following a specified timetable towards successful completion.

By royal decree, the Health Sector Transformation Program was launched to restructure the sector into a comprehensive and effective health ecosystem to meet the requirements and achieve the ambitions of Saudi Vision 2030.

Delivery Plan

In line with Saudi Vision 2030 and its aspirations for achieving the Kingdom's potential and untapped capabilities, a new phase of the Health Sector Transformation Program has been set into motion. The objective of this phase is to outline an operational plan for the program that will achieve an enhanced level of health and beneficiary services contributing to a prosperous, sustainable future.

Implementation of the delivery plan will launch efforts in the transformation of the health sector through a series of initiatives at the national level, clarifying and assigning responsibilities to achieve health and healthcare excellence in the Kingdom of Saudi Arabia.

Introduction

Saudi Vision 2030 was launched as a roadmap for economic and developmental efforts, setting objectives and defining commitments and responsibilities. To implement the Kingdom's ambitions, the Vision will reinforce the nation's position as a pioneering model of success globally and across various fields. Saudi Vision 2030 is built on three fundamental pillars: **a vibrant society, a thriving economy, and an ambitious nation.** They function in harmony to achieve the desired objectives and maximize the benefits of the vision.

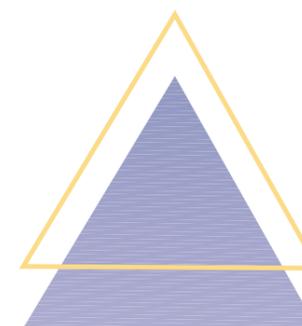


Kingdom of Saudi Arabia Heart of the Arab and Islamic worlds Investment powerhouse Hub connecting three continents



Vibrant Society

Saudi Vision 2030 strives to ensure a vibrant society by providing a rich and fulfilled life for all, and in doing so enabling society to be the driving force behind economic prosperity.



Thriving Economy

Saudi Vision 2030 endeavors to provide a supportive and empowering environment capable of releasing untapped innovation in the business sector, contributing to economic expansion and employment opportunities for all Saudis.



Ambitious Nation

Saudi Vision 2030 aspires to a transformation embodied by highly effective, transparent and accountable governance, enabling citizens, the private sector and non-profit institutions to explore all available opportunities to achieve their objectives.

We will achieve these objectives by drawing on the Kingdom's intrinsic strengths, its unique location and potential, and by attracting the best talent and increased global investments.



 **Chapter 1:**
Health Sector Transformation
Program Scope

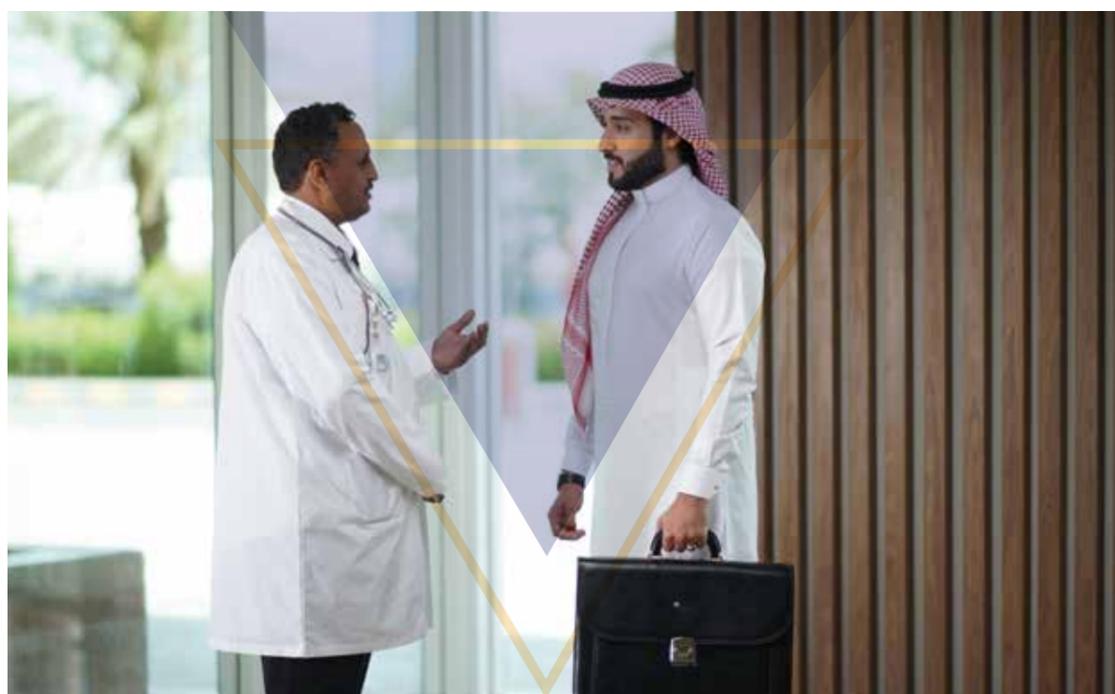
About the Health Sector Transformation Program



The program aims to restructure the Saudi health sector, enhancing its status and capabilities as an effective, integrated, value-based ecosystem centered on the health of the patient. The HSTP furthermore strives towards transparency and financial sustainability by promoting public health and disease prevention and implementing modern healthcare paradigms.

The program also aims to facilitate citizen's access to free health and healthcare services and insurance. This is accomplished by guaranteeing fair and comprehensive geographical coverage across all regions of the Kingdom, expanding e-health services and digital solutions, and improving the quality of healthcare. In addition, the program will focus on increasing levels of beneficiary satisfaction by implementing value-based healthcare and international best practices and enhancing community awareness of traffic safety.

Moreover, the Health Sector Transformation Program will work in cooperation and in coordination with all health sector bodies, Vision Realization Programs and relevant government entities to align with the strategic national and Vision 2030 objectives throughout the transformation journey.



HSTP Strategic Objectives



The program contributes to achieving:

- **Saudi Vision 2030 pillar**
One of the three major pillars
- **Level 2 objectives**
Branch objectives
- **Level 1 objectives**
Overarching objectives
- **Level 3 objectives**
Strategic objectives



Level 3 Direct Objectives

Through the creation of a detailed national strategy for the health sector as a whole, the program strives to achieve a series of direct objectives that have been transferred from the National Transformation Program to the Health Sector Transformation Program. Namely:



Facilitating
access to
healthcare services



Improving
the quality and
efficiency of health
services



Promoting
prevention of
health risks



Enhancing
traffic safety



2.1.1 Facilitate access to healthcare services: Four factors will be addressed to ensure beneficiary access to healthcare services at the right time and place: expansion of total capacity (hospital beds and medical staff), appropriate geographical distribution (distance between beneficiary and healthcare provider), timely access to relevant services, and the affordability of healthcare for individuals.



2.1.2 Improve quality and efficiency of healthcare services: This objective focuses on enhancing the quality and efficiency of healthcare services and free insurance for citizens by supporting the sector's response to the health needs and expectations of the community, and by promoting safe, effective and financially sustainable health coverage.



2.1.3 Promote prevention of health risks: This objective consists of strategies for better health throughout life: addressing social causes of health and health inequality, better health and healthcare for an aging population, chronic disease prevention, effective care for people with mental health and advancing the health of the general population. The objective covers preventive public health to reduce exposure to disease, and the management of health crises pertaining to both communicable and non-communicable diseases, including epidemics and natural disasters.



2.3.4 Enhance traffic safety: Traffic safety addresses the following factors, arranged by the magnitude of resulting damage: injuries, accidents, and the spread of serious violations.



Level 3 Indirect Objectives

3.1.2
Unlock state-owned assets for
the private sector

4.1.5
Provide quality resources for
distinguished talent in priority fields

5.1.2
Diversify government
revenues

5.3.3
Enhance interaction of government
agencies with beneficiary feedback

3.1.3
Privatize selected
government services

4.1.6
Ensure alignment of educational
outputs with labor market needs

5.2.3
Improve productivity of
government employees

5.4.1
Ensure developmental
and food security

3.1.6
Attract foreign and
domestic investments

4.1.7
Expand vocational training

5.2.4
Develop e-government

6.1.2
Encourage volunteer work

3.3.2
Develop digital economy

4.4.3
Attract global talent

5.2.5
Improve quality of services
provided to beneficiaries

6.3.1
Develop non-profit sector



Public Policies

The program abides by a comprehensive system of public policies to ensure the sustainability of reforms and increase spending efficiency. Centered around the four strategic objectives, HSTP policies cover several areas, including:

- | | | | |
|--|--|--|---|
| | <p>1
Preparedness to respond to health risks by strengthening health security</p> | | <p>2
Quality of care through effective strategy and governance</p> |
| | <p>3
Healthcare financing and resource allocation to ensure optimal value</p> | | <p>4
Health benefits based on real beneficiary needs</p> |
| | <p>5
Executive system for the provision of integrated healthcare services</p> | | <p>6
Competent, distinguished and adequate health workforce</p> |
| | <p>7
Healthcare innovation</p> | | <p>8
Healthcare system built on value</p> |
| | <p>9
Health inclusion across all policies</p> | | <p>10
Reducing deaths and injuries caused by traffic accidents</p> |

HSTP Commitments and Ambitions

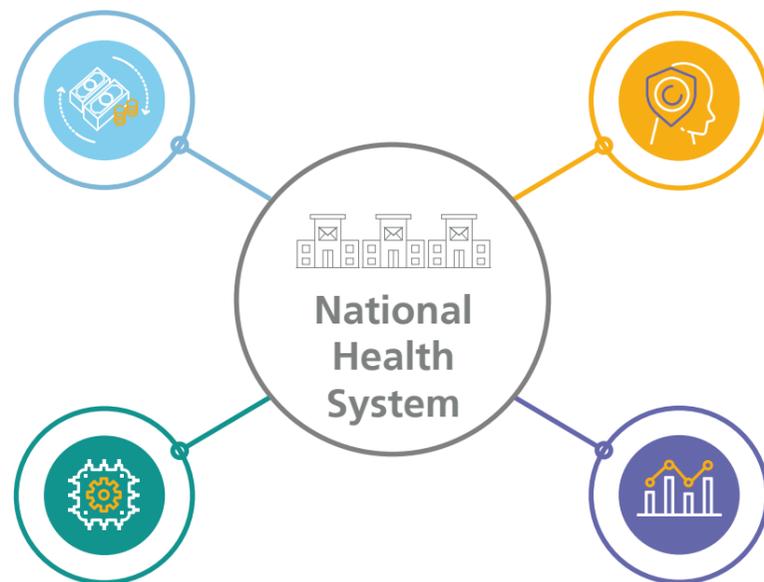


Through its four strategic objectives for health transformation, the program will contribute to achieving Saudi Vision 2030 aspirations and make a tangible positive impact on multiple fronts in the development of a national health system:

- Providing beneficiary-centered, integrated healthcare built on enhanced prevention, quality, efficiency and beneficiary satisfaction through outcome evaluation
- Achieving effective, sustainable financial resource management with the aim of improving the quality of outcomes and reducing waste and duplication
- Employing digital and virtual health tools, artificial intelligence, and best practice documentation to achieve effective quality healthcare
- Investing in private sector integration to create effective strategic partnerships in the pursuit of national health objectives

Achieving effective, sustainable financial resource management

Providing integrated, people-centered healthcare



Employing digital and virtual health tools and artificial intelligence

Investing in private sector integration to create effective strategic partnerships

The program aspires to achieve the following:

• **A healthy, improved life for the beneficiary** - supported by a modern healthcare model that contributes to enhancing the health of the beneficiary and preventing chronic diseases. Following the recent increase in average life expectancy from 74 to 75 years, planned changes will contribute to a further increase of five years in average life expectancy in the Kingdom – reaching 80 years – in line with Saudi Vision 2030 and life expectancy rates in G8 countries.



• **Improved healthcare in the Kingdom of Saudi Arabia** by setting national standards for quality and governance of monitored service provision (public and private sectors) by the health sector regulator and controller (Ministry of Health).



• **Improved efficiency of healthcare providers**, resulting in the financial sustainability of national healthcare, as well as a decrease in the average growth rate of public spending on healthcare. The private sector will also play a major role in providing healthcare to beneficiaries.



• **A strong and resilient Saudi health system**, able to protect the beneficiary in the face of various health challenges, including outbreaks of infectious diseases and epidemics, natural disasters and other emergencies. Among the aims of self-sufficiency are to secure 70% of the supplies specified as health security priorities, such as personal protection equipment, sterilizers and instant examination tools.



• **Beneficiary access to high-quality healthcare** that meets their needs while addressing dual eligibility for services and containing the costs of care. The program will develop health services based on best practices and successful precedents.



• **Coverage for all citizens.** The Center for National Health Insurance is a national entity concerned with paying healthcare costs, and its mission is to enhance the value and quality of healthcare. As such, the Center will be responsible for providing free health insurance to beneficiaries by purchasing health services from providers. The aim of the center is to create a sustainable financing mechanism contingent on output, and which guides the process of health service purchase from health cluster operators in alignment with global practices built around beneficiary satisfaction. This mechanism guarantees the sustainability of free health services for citizens.



• **Provision of healthcare through health clusters,** an integrated health system modeled on international best practice. This will raise the level of beneficiary care by integrating primary, secondary and specialized care, and eliminating duplication of services. Digital technologies, e-health and information technology will be employed to provide virtual (remote) healthcare aligned with best practices and based on the verified implementation of the modern care model across the Kingdom's regions.



• **A developed infrastructure for revenue management,** across integrated healthcare institutions in coordination with local companies and all stakeholders.



• **A private sector motivated to participate** in the transformation of the health sector and an increase in the proportion of private sector investments in the health sector.



• **An updated and effective system of enhanced traffic safety** and a reduction in damages resulting from non-compliance with traffic rules, such as deaths, injuries, violations, and general accidents.





Chapter 2: Current Conditions



The Saudi population has seen a remarkable improvement in health since the launch of Saudi Vision 2030, which has played a significant role in raising the Kingdom's readiness to face health crises, including:

- Swift implementation of effective measures to promote and protect public health, thereby curbing the spread of disease.
- Rapidly establishing national and regional command centers to manage the healthcare response to the novel coronavirus (Covid-19) pandemic and to avoid overwhelming the healthcare system.
- Implementing a phased return to normal social and economic conditions while prioritizing containment of the novel coronavirus (Covid-19).

This section outlines the current status of the four strategic objectives, around which the program will build a national strategy for health transformation incorporating all program participants.



Core Challenges



The four strategic objectives of the health system address eight challenges facing Saudi healthcare:

1 An average of 90,000 citizens annually suffer premature deaths from chronic diseases. The average life expectancy is 5.2 years below the global average. Therefore, preventive care measures must be taken to address multiple health conditions, including heart disease, stroke, diabetes, respiratory diseases, mental health, congenital diseases and traffic accidents.



2 In 2016, the number of people with diabetes reached 4.6 million. This number is expected to almost double by 2030, rising to 8.4 million. Therefore, corrective measures must be taken to reinforce preventive health.



5 The high rate of deaths and injuries resulting from traffic accidents causes significant human, societal and financial losses. It also places substantial pressure on the health sector due to the costs allocated to providing healthcare and rehabilitation for the injured. Traffic accidents cause not only human loss and reduced life expectancy in the Kingdom, but also lifelong suffering as a result of injuries that change the quality of life of survivors.



6 The overlapping roles of the regulatory body and the health or financial service provider leads to conflicts of interest. This gives rise to the necessity for a single regulatory body – at the level of the health sector – to enhance coordination efforts between government entities, implement monitoring and accountability mechanisms, and reduce absenteeism by clarifying roles and responsibilities.



3 In parallel with its renaissance, the Kingdom is also witnessing an accelerated level of population growth. The total population is expected to increase from 33.4 million in 2018 to 39.4 million in 2030, causing a rise in demand for health services.



4 In addition to developing agility in response to emergencies, there is a need to strengthen governance systems that contribute to reducing challenges to the health of the population and the quality of health services provided.



7 Effort must be made to address duplication of health service provision and financing for the same beneficiary.



8 The gap between supply and demand in the health workforce has led to an increased dependence on foreign labor.



Key factors contributing to these challenges

- The current healthcare model tends towards **treatment rather than prevention**, expending great efforts to deal with and treat diseases instead of focusing on avoiding them in the first place through preventive principles. Similarly, the current health system tends more towards finding solutions related to resources and personnel than those related to beneficiaries.
- **Poor integration between primary, secondary, and specialized care**, and their balanced distribution throughout the Kingdom. In addition, there is a need to develop extended care services such as rehabilitation, long-term care and home healthcare, as well as enhanced management of bed occupancy according to the level of care required.
- **The current infrastructure requires development** to support electronic, digital and virtual (remote) healthcare, which has become a necessity in light of current challenges, especially those related to pandemics and health threats.
- **Policies and legal frameworks need updating** to allow for enhanced cooperation and integration between government entities and the private sector as it pertains to investments and implementation of tasks.



- **Inaccessibility of required services to beneficiaries**, in terms of both quality and quantity, can be remedied with the implementation of treatment protocols and mechanisms to measure healthcare outcomes. There is also a need for the sector to empower its workforce and raise its capabilities through various development programs, as well as improve efficiencies by reducing duplication of services for patients who have dual eligibility, and who receive care across multiple healthcare institutions.
- **The Ministry of Health's position as payer, regulator and service provider** may affect the governance of the health sector, in addition to impacting coordination of healthcare provision and investments between the ministry and both the public and private sectors. Separating functions will promote greater governance, transparency and clarity of the roles and responsibilities through checks and balances to ensure high-quality care and services to all beneficiaries and an appropriate response to health security concerns.
- **Traffic safety policies, protocols, laws and regulations** are inconsistent with best practices and comprehensive standards. Policy development will contribute to enhancing traffic safety by setting standards for emergency service and rapid response to traffic accidents in the Kingdom of Saudi Arabia.

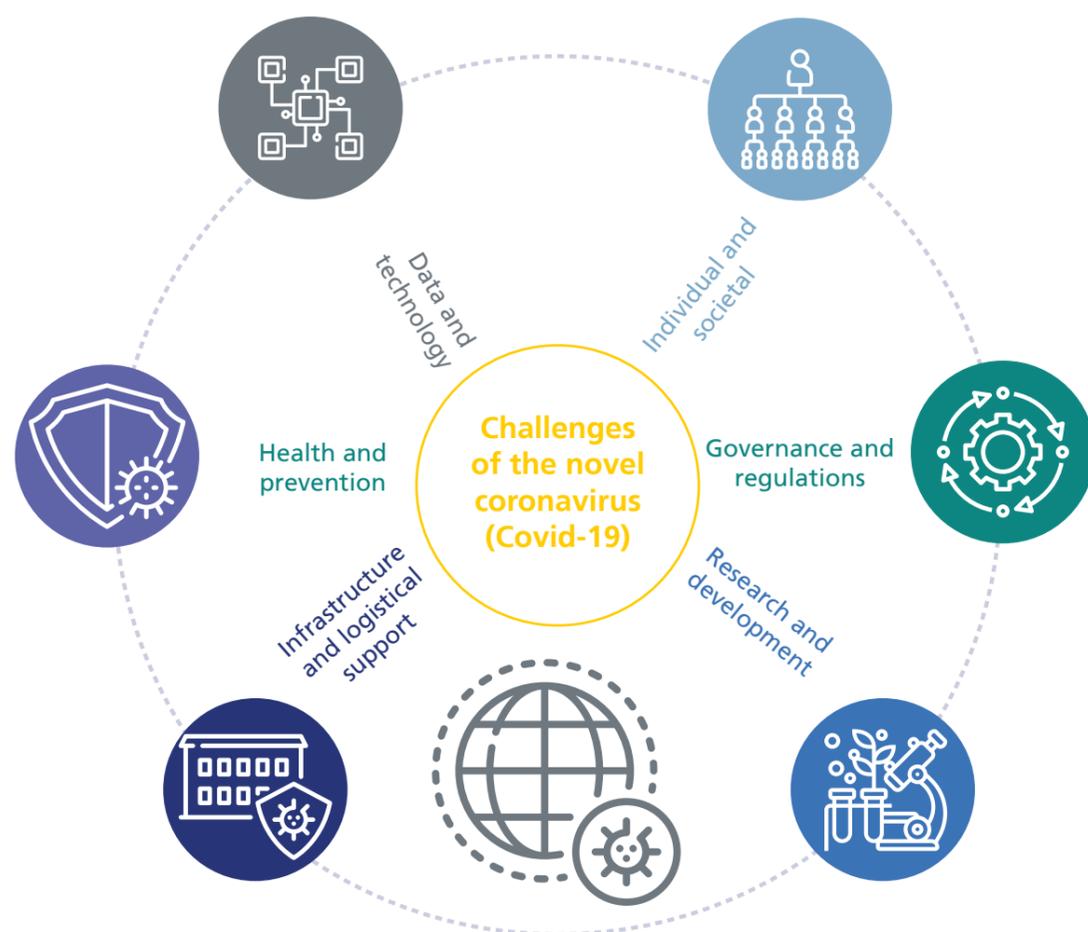


Challenges arising from the novel coronavirus (Covid-19) pandemic

The Kingdom of Saudi Arabia has achieved great success in combatting the novel coronavirus (Covid-19) pandemic, proving its capabilities as one of the most effective national responses to the virus and avoiding potentially vast losses.

Nonetheless, the Kingdom seeks to reach even greater levels of efficiency and accomplishment, setting clear objectives to be a global pioneer of crisis management and prevention.

The novel coronavirus (Covid-19) pandemic has presented many challenges to nations around the world, affecting various sectors. The challenges facing the Kingdom can be summarized in the following six branches:



Quick solutions and measures to combat the novel coronavirus (Covid-19)

Infrastructure and Logistics:

- Developing and operating existing and unoccupied healthcare facilities, including hospitals, laboratories and medical cities, to function at full capacity, thereby bridging the gap and increasing response levels to disasters and crises
- Utilizing the capabilities and expertise of the private sector to increase capacity and infrastructure and meet the growing demand for health services
- Implementing integrated mechanisms to track and monitor the provision of medical supplies and security stocks
- Facilitating access to healthcare in remote geographical areas



Data and Technology:

- Accelerating the development and activation of the unified health record and integration with the Absher system
- Completing and accelerating the full implementation of virtual care and telemedicine services
- Updating the national digital transformation strategy to include advanced technology solutions
- Introducing more community interaction applications to follow up and report cases
- Establishing a unified national database that issues status reports in real-time



Health and Prevention:

- Monitoring the implementation of public health policies in densely populated areas
- Utilizing national health data to identify, address and contain segments of the beneficiary population most exposed to health risks
- Accelerating the implementation of the modern healthcare model at the national level to leverage its strength in raising awareness and educating the individual and society
- Securing personal protection equipment for health practitioners as well as residents to limit the spread of diseases and epidemics
- Enhancing medical capacity by supporting and activating the role of the non-profit sector and volunteer programs
- Increasing local security stocks of essential medicines, supplies and medical devices
- Initiating the constituent elements of primary care, telemedicine and virtual healthcare

Governance and Regulations:

- Establishing a national committee for preparedness and response to health emergencies (epidemics, health disasters, etc.) under the leadership of the Ministry of Health, defining committee roles and responsibilities to allow for rapid and effective response to conditions
- Developing a health security and self-sufficiency strategy to guide all phases of planning, managing, securing and nationalizing the needs of the Kingdom in terms of medicines, medical supplies and equipment
- Recommending the necessity to initiate and strictly enforce regulations and laws related to crowded areas, informal residential areas (slums), and worker housing
- Enforcing compliance of social distancing and limitations on crowding through the use of modern technologies (cameras, drones, etc.)
- Addressing the phenomenon of illegal residents through a period of voluntary disclosure
- Carrying out continuous sterilization of gathering places and imposing penalties on violators
- Enhancing sources of financing and provisions allowing flexibility of procurement policies in times of crisis, as was successfully accomplished during the Covid-19 pandemic

Research and Development:

- Documenting lessons learned from current and previous crises (successes and challenges)
- Developing a strategy and governance system for research and innovation in the relevant fields
- Utilizing the existing infrastructure and facilities in the field of research and development and enhancing them to be ready to operate at full capacity
- Consolidating research and development efforts among entities across various fields, including legislation, governance, infrastructure, systems and human resources
- Benefiting from the budget allocated for research and development and employing it to serve national priorities
- Providing a centralized platform through which research and development systems are integrated
- Focusing efforts on diagnosing and developing vaccines and new treatments
- Doubling national expertise and human capital in the field of research and development and enhancing capabilities to meet growing needs

Individual and Societal:

- Enhancing the quality of awareness toolkits familiarizing citizens and residents with health guidelines and the importance of regular check-ups
- Diversifying communication channels to reach the largest number of beneficiaries of different nationalities, and ensuring that awareness-raising content is standardized and produced in multiple languages
- Developing capabilities, efficiencies and skills related to planning and response to crises and epidemics





 **Chapter 3:**
Strategic Cornerstones of
the Health Sector
Transformation Program

Health Sector Transformation Program



The Health Sector Transformation Program encompasses all health entities of the Kingdom's health ecosystem within a strategic framework, directed towards key objectives and built on the fundamental pillars of Saudi Vision 2030. The program consists of a series of initiatives that aim to facilitate access to health services, improve the quality and efficiency of care, enhance prevention against health risks and raise the level of traffic safety.



Key areas facing challenges

Despite the many achievements made during previous years, since the launch of Saudi Vision 2030, the health sector continues to face challenges. These challenges fall into four general categories:



Challenges to Public Health:

- Average age of the individual
- Level of non-communicable diseases posing a health threat



Challenges to effective delivery of quality healthcare:

- Prevalence of major health risks in the Kingdom of Saudi Arabia
- Traffic accident deaths and injuries
- National response to health emergencies



Challenges to financial sustainability of the healthcare system:

- The cost of healthcare is increasing at a faster rate than the increase in national income, which reflects the challenges facing the current healthcare model and the huge costs it bears for treating diseases rather than preventing them in the first place.
- Dual service provision and poor coordination between providers, which leads to high costs of care stemming from the duplication of services for the same case.
- Poor incentives within the system to reduce cost and maximize value.
- Limited participation of the private sector in financing and providing public healthcare.



Challenges to workforce size, capabilities and participation:

- Attracting and retaining doctors, nurses and other skilled healthcare professionals in sufficient numbers to meet the needs of beneficiaries.
- Effective recruitment consistent with education, especially in light of the transformation of the welfare system in the Kingdom of Saudi Arabia.
- Inconsistency of policies with employment practices in the health sector, and an absence of linkage between reward and the provision of value-based healthcare.



Strategic Cornerstones

The program's efforts to transform the health sector are built on four strategic cornerstones:



Better health



Better care



Better sustainability



Better workforce



HSTP aspirations for the future of the health sector

The program aspires to bring about a qualitative transformation in the healthcare and service provision model, and will work to provide significant improvements in both public health and health services across these four strategic cornerstones by 2030.



Better health Public health improvements will include:



Raising the average life expectancy in the Kingdom from 75 to 80 years by launching a series of initiatives within the National Transformation Program aimed at reducing health risks affecting average life span and quality of life



Health is an integral part of government policies. Policies are evaluated in terms of their health effects on Saudi society and their effectiveness in promoting the general health of beneficiaries.



Focusing on preventive health to address the key health challenges facing the population to reduce the health burdens of non-communicable diseases such as diabetes, cardiovascular disease, respiratory diseases and common mental illnesses



Focusing on the principle of health security thereby enhancing the Kingdom's ability to respond to and recover from health challenges, including epidemics, outbreaks of infectious diseases, and negative health consequences resulting from major natural disasters and industrial accidents



Working to reduce the number of road deaths in line with international figures: 10 per 100,000 people





Better care Radically improving beneficiary healthcare services by:



Enabling all beneficiaries to access healthcare services regardless of place of residence or category of provider.



Providing quality healthcare to a national standard, integrated across all service providers. In addition, standards will be regulated and verified, and treatment results will be measured to ensure caregivers are committed to providing quality care.



Restructuring healthcare delivery to ensure compliance with the modern model of care, in line with international and local best and good practices, and maximizing results while minimizing costs.



Enacting a digital revolution in the field of healthcare, with e-health and virtual care as the core, making it easier for beneficiaries to access care services. Digital technologies, including artificial intelligence, will be employed to help make better clinical decisions, and hospitals will have instant access to each patient's comprehensive healthcare record.



Providing a sufficient number of doctors, nurses and other healthcare professionals, raising the level of their capabilities, and ensuring their optimal distribution to secure high-quality healthcare provision for all beneficiaries.



Better sustainability Controlling healthcare cost by:



Implementation of the modern care model will reduce the cost burden on healthcare budgets, and the negative impact of high-cost, widespread diseases such as diabetes will be minimized.



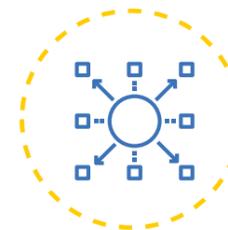
Reducing ineffective care, and carefully evaluating treatments in terms of clinical effectiveness and affordability, thus enhancing spending efficiency.



Improving coordination between caregivers to ensure optimized capacity and fully utilized facilities capable of responding to urgent needs. This will contribute to reducing duplication of healthcare service provision and the resulting misuse.



Offering incentives to encourage all healthcare providers to deliver better value. Financing mechanisms will be significantly reformed and budgets based on health needs.



The private sector will be a strategic contributor to healthcare and will play a major role in developing and providing healthcare services to beneficiaries, including those availing government health services.



Better workforce Sufficient and capable health workforce



The workforce strategy will focus on ensuring the appropriate number of health professionals, such as doctors and nurses, and creating optimal multidisciplinary teams. The strategy will also address recruitment and training of personnel to provide effective, value-aware, quality services.

Effective workforce planning will take into consideration demography, comorbidities, healthcare use, and GDP growth, and relies on an understanding of the healthcare models, skills and professional expertise required to meet health needs. Planning should incorporate the workforce as a whole and take into account all factors related to supply and demand.

Results will reveal a clear correlation between the reward system and value-based care, so that the income of health professionals increases according to their contribution to the provision of value-oriented care and the achievement of desired objectives.

Mechanism for achieving future aspirations

To achieve **better health, better care, better sustainability** and a **better workforce**, the Health Sector Transformation Program will complete implementation of the radical transformation approved for the Ministry of Health, the largest healthcare provider in the Kingdom.

This is accomplished through strategic reform initiatives designed to achieve the target conditions:

1. Health sector governance initiative
2. Modern care model initiative
3. Institutional transformation of healthcare facilities initiative
4. National health insurance and new financing models initiative
5. E-health initiative
6. Workforce initiative
7. Private sector participation initiative

Health sector governance

Health governance is being radically reformed to advance the objective of improving the quality and value of care, in line with international best practices. As such, clear and distinct markers will differentiate the roles of healthcare regulator and monitor, provider, and financier.

The role of the Ministry of Health will be redefined as the regulator and monitor of the health sector. On this basis, the Ministry will cease its role as a care provider in order to perform its future function, which is to ensure that all beneficiaries receive care that meets the standards set at the national level for quality and that the health ecosystem works for the benefit of the beneficiary. The ministry will provide licenses to healthcare providers, conduct inspections to safeguard national standards of quality and value, and intervene effectively to protect the health of beneficiaries, ensuring that the healthcare provider is accountable for meeting the established standards.

The ministry will also play a role in ensuring that the system's needs are understood and acted upon, bringing an end to service duplication, securing investment in low-access areas, and defining the national health strategy, especially as it relates to beneficiary health and disease prevention.



■ Modern Care Model

Health clusters will work to fundamentally change beneficiary care to meet the standards set by the modern care model in the Kingdom of Saudi Arabia. All hospitals and primary care centers will be allocated to health clusters across the Kingdom, each serving approximately one million people. Each cluster will consist of primary care centers, general hospitals, and specialized services, so that any beneficiary undergoing examination in the cluster may avail of all the required services through an integrated administrative system. Cluster administrations are responsible for ensuring the flexibility of service procedures, the speed of service delivery, and beneficiary satisfaction.

In line with Saudi Vision 2030, and as part of endeavors to develop a healthcare system that contributes to empowering beneficiaries, the model of care was designed based on the following principles:

- Enabling beneficiaries and their families to control their health
- Providing beneficiaries with the necessary information, as part of their treatment, and raising their awareness to the ways they may have better control of their health
- Seamless integration of the health system on the beneficiary level
- Maintaining a holistic view of the health of the individual by taking a preventive approach rather than a solely curative approach
- Providing treatment that focuses on both the curative results and the treatment's suitability to the beneficiary – neither suboptimal nor excessive

Impact on the beneficiary



Increase in health system capacity



Reduction in waiting time for services



Care closer to home



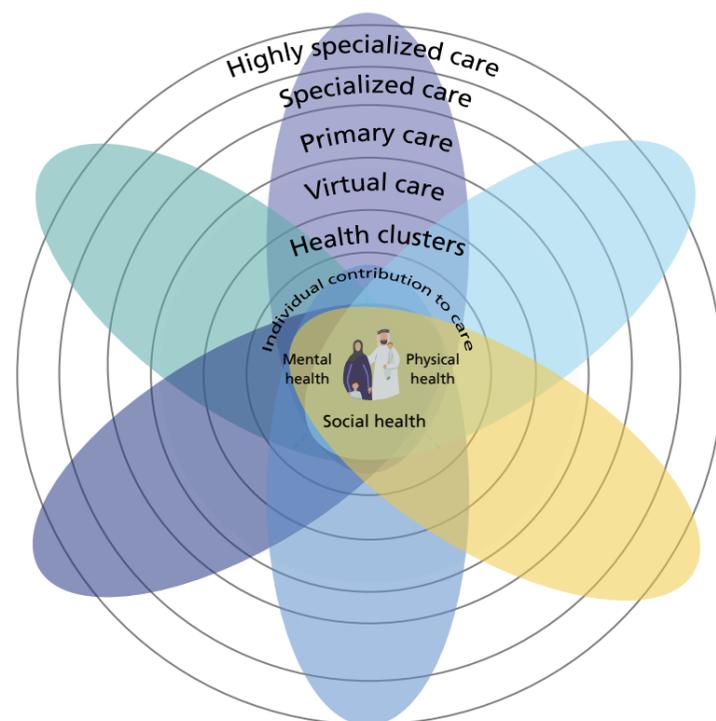
Healthcare based on end results and beneficiary satisfaction



Comprehensive healthcare within one system (cluster)



Institutional Transformation of Healthcare Facilities



Care Systems



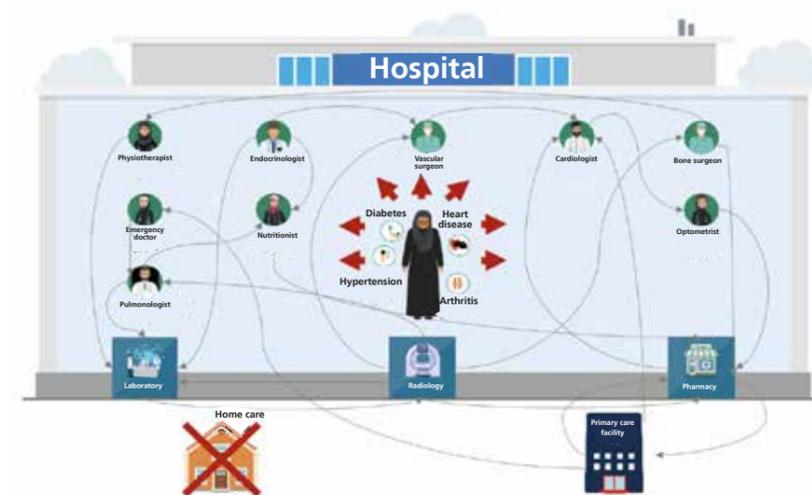
The modern care model ensures safe, swift, beneficiary-centered care provided efficiently and effectively

Chronic disease care	Managing chronic diseases (e.g., diabetes)
Preventive care	Promoting health and disease prevention
Palliative care	Providing care to beneficiaries in the final stages and to their families
Child and maternity care	Providing care for pregnant women and newborns
Urgent care	Treating emergency and critical cases
Scheduled care	Providing elective care for non-critical cases

This will result in enhancing the value and quality of the beneficiary care experience, improving upon the current state:

Meet Sarah, a 70-year-old woman

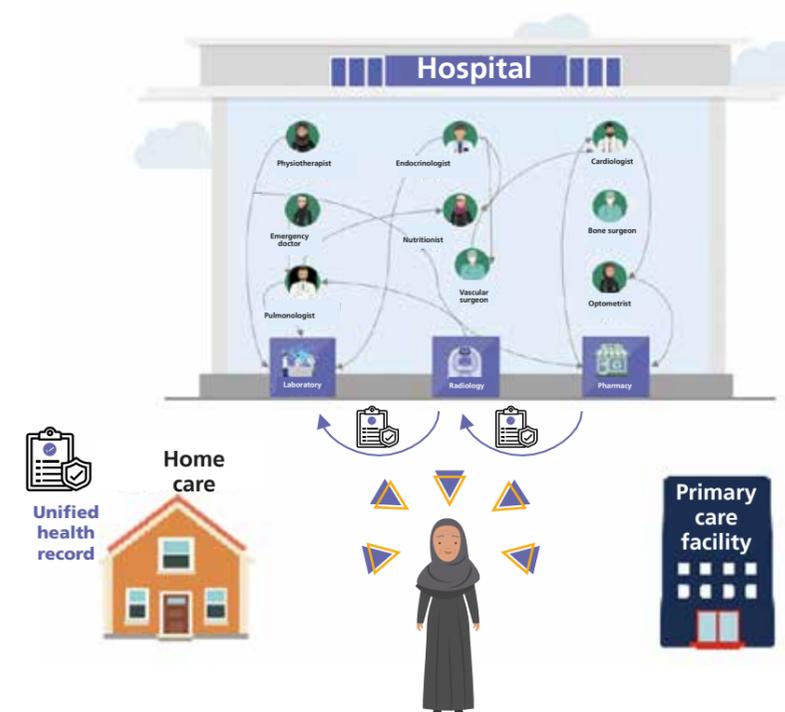
Current healthcare delivery system (non-integrated)



- 1- Healthcare focus on hospital treatment provided after the onset of illness
- 2- Limited efficiency and quality (access to costly, repetitive, uncoordinated care)
- 3- Absence of appropriate tools to enable beneficiary effective access to the necessary healthcare

To the future state:

Pleasant care experience in the target system



- 1- Healthcare focus on prevention and treatment
- 2- Efficient, quality care benefitting from integration and coordination to provide treatment at the lowest cost
- 3- Digital tools enabling the beneficiary to easily access care

■ National Health Insurance and new financing models within the Ministry of Health's transformation strategy



Establishing a national body (namely, the Center for National Health Insurance) to pay for healthcare costs serves to enhance the value and quality of health services. The entity will be funded by the Ministry of Finance, securing the strategic purchase of services, and will form contractual agreements with health clusters to provide free, quality care based on needs, whereby the citizen will enjoy 100% comprehensive medical coverage of all healthcare requirements, free of charge.

The Center for National Health Insurance will be established as the only national body covering citizen healthcare costs, in line with international best practice, creating a clear distinction between the caregiver and the financier. This enables the financier to focus solely on paying the value of the service, ensuring quality of care while continuing free treatment for citizens.

In effect, the center will receive funding from the Ministry of Finance to meet the needs of citizens benefitting from health services. In addition, a benefit package will be created and made available to all citizens grounded firmly in evidence confirming clinical and cost effectiveness to ensure the provision of appropriate value care. The center will also provide a new financing mechanism for the purchase of health services from service providers. This will contribute to achieving universal health coverage, whereby all citizens receive the health services they need without charge.

The Center for National Health Insurance will finance health clusters through customized payment structures according to the needs of each, which will be based on an accurate national census implementing international best practice. In addition, the center will create a pace-of-change policy to drive adoption among health clusters of a spending methodology built around individual targets, ensuring the continuity of current services while providing strong incentives for development.

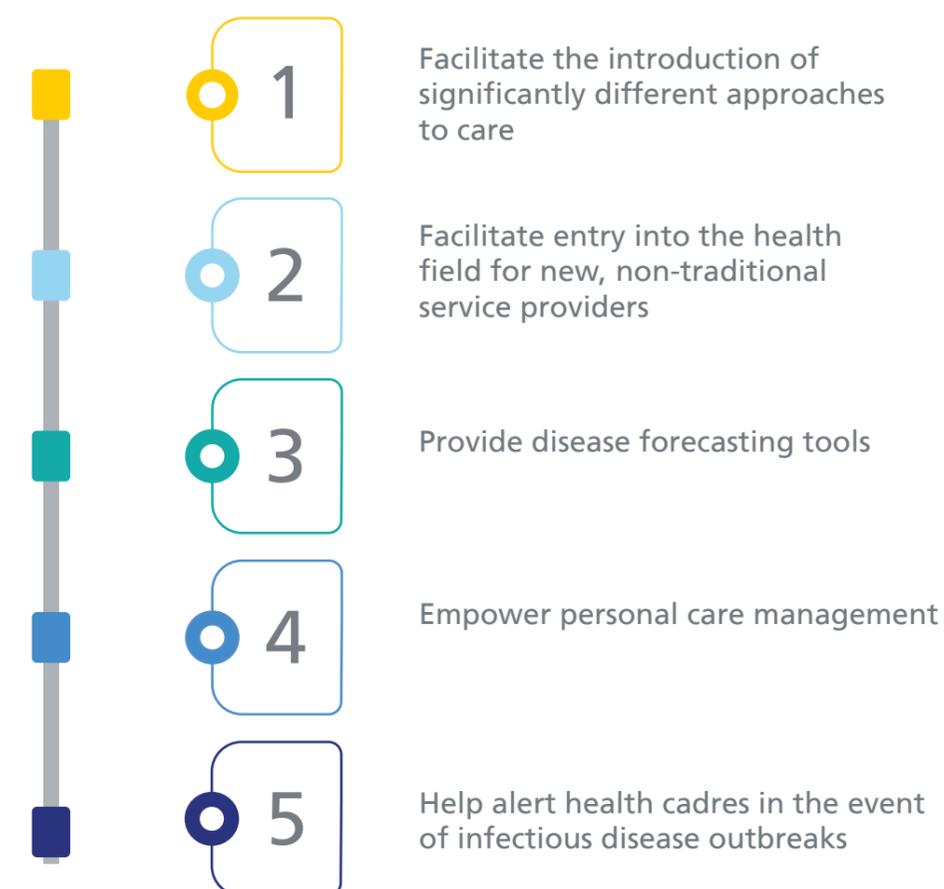
For financing the remaining health sector services, the procurement strategy will be determined based on the health sector transformation strategy.

■ E-health Initiative



E-health is the effective, safe use of information and communication technologies to support health and its related objectives. This includes healthcare services, health monitoring, health literature, health education, knowledge and research.

Effective e-health implementation will:



E-Health Initiative



Investment in e-health in the Kingdom is expected to offer multiple benefits, including the following:



A flexible personal experience, and responsible approach. E-health offers beneficiaries new ways to interact with and improve the health system. A spatial healthcare system may be further enhanced with virtual applications, improving access to services at the time and place required by the beneficiary. E-health also allows individuals more control over their lifestyle and health, and builds a greater sense of responsibility.



Safer, more effective services. Quality healthcare relies on full knowledge of the patient's health status so that critical healthcare decisions may be made based on available diagnostic and clinical information, helping to avoid costly medical errors and negative results due to absent or erroneous information.



Increased productivity for healthcare practitioners. Given the vital role played by skilled medical practitioners in the Kingdom, e-health will offer the health workforce the tools necessary to enhance productivity by automating administrative tasks, supported by digital information and knowledge bases in the provision of the required healthcare.



Effective, integrated system. Efficient use of healthcare resources is the key to achieving a sustainable health system. E-health will enable better integration of the various healthcare systems across facilities and allow the sharing of data, ensuring access to consistent information for curative care and reducing duplication of services.



Creation of a new knowledge industry. Implementing digital technologies is a challenge that requires a trained workforce. Global experience has shown that e-health programs have created tens of thousands of job opportunities, in addition to a large number of startups in the field of health informatics. Moreover, investing in e-health benefits not only the health system, but also the economy of the Kingdom of Saudi Arabia as a whole.

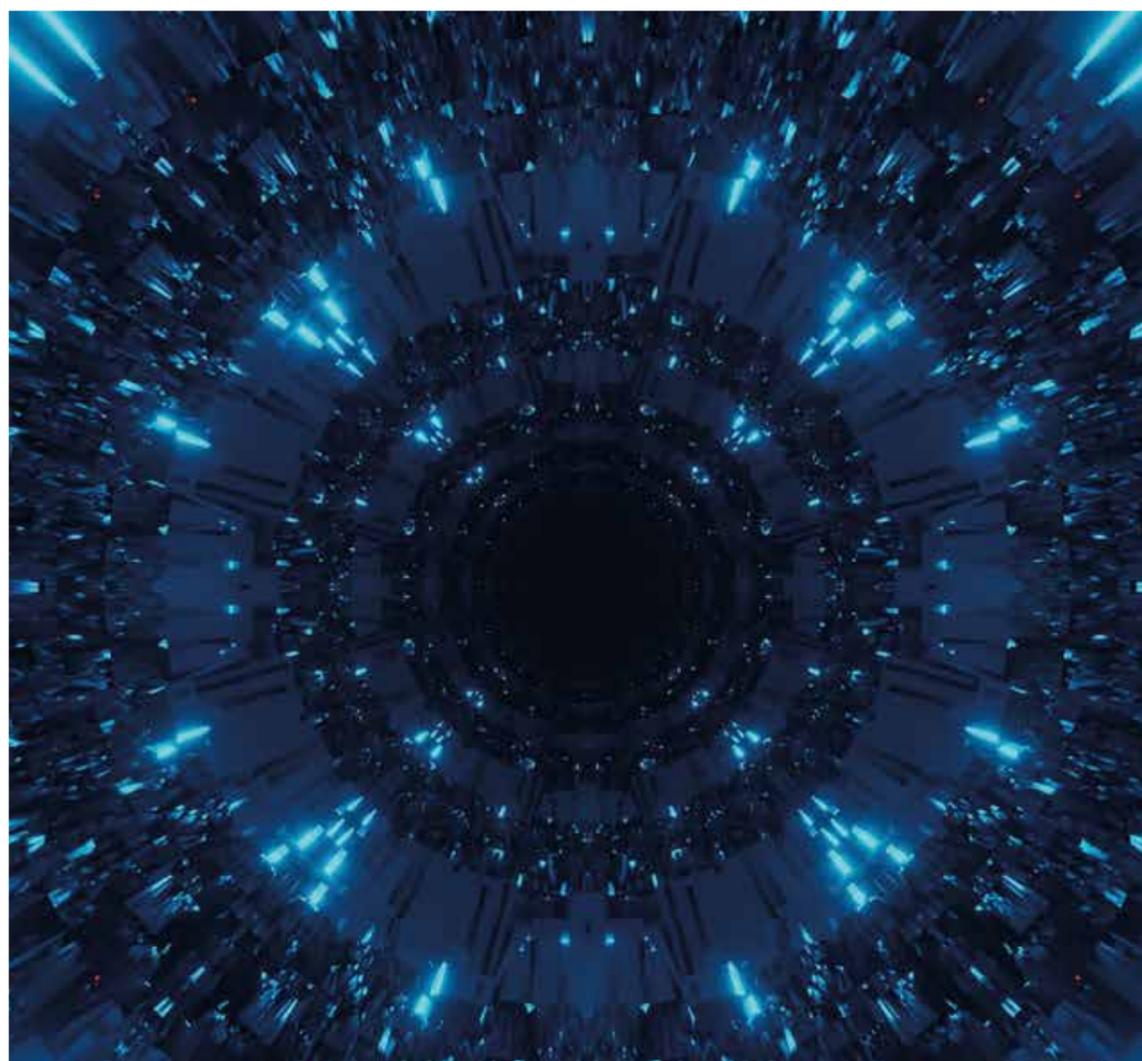
E-health is one of the main enablers of the healthcare system within the health sector transformation strategy and would achieve the following:

- 1 Strengthening compliance and application of quality and safety standards in health practices
- 2 Facilitating the upload of performance reports and the monitoring of target achievements
- 3 Providing residents with personal care tools to assist them in making better health choices, raise levels of health education, and allow interaction with the health system
- 4 Integrating continuity of care at all levels within the modern care model and supporting the flow of health information
- 5 Ensuring effectiveness of operations and service provision results
- 6 Monitoring and ensuring optimal use of healthcare resources such as manpower, assets and services
- 7 Allowing access to high-quality data that supports medical research, policy development and decision-making
- 8 Achieving targeted effectiveness in financial and human resource services, informatics services, supply chain management, supporting medical services and quality control
- 9 Approving service costs, patient accounts, revenue cycles and claims management

E-health Strategy and the role of the Saudi Health Information Exchange



The Kingdom of Saudi Arabia's e-health strategy consists of important elements relevant to the health sector as a whole, incorporating the Ministry of Health, other government services and the private sector. The Saudi Health Information Exchange constitutes an essential mechanism for the integration of digital capabilities across all sectors of the health system.



Workforce Initiative

In the coming period, we must focus on several points, including:

- | | | | |
|----------|--|-----------|--|
| 1 | The need for more health professionals | 6 | Establishing a process of regular reviews of clinical staff performance and safety |
| 2 | Raising the ratio of clinical staff (especially nursing) to population | 7 | Focusing on resources and expertise in health sector support professions such as finance, health economics, planning and the legal field |
| 3 | Increasing the productivity of health staff | 8 | Establishing a periodic renewal system for medical and clinical staff licenses |
| 4 | Promoting Saudization in medical and nursing roles | 9 | Increasing the number of subsidized medical training locations for graduates |
| 5 | Increasing retention rates of nursing staff | 10 | Improving data and statistics on the Saudi health workforce |

Understanding workforce capabilities and demand



The Health Sector Transformation Program is currently preparing a national strategy for the health workforce that would identify and analyze categories of current workers in the Kingdom. This includes, but is not limited to, understanding the major specialties and subspecialties in relation to region and facility for all categories of employees. This measure will support the development of annual forecasts for workforce demand and determine the gap between supply and demand annually until 2030. The forecast will take into account supply and demand drivers, including changes in technology, the modern care model, and the corporate system.

Building workforce capacity



Workforce challenges necessitate efforts to strengthen the capabilities of national healthcare practices in all major and subspecialties as this will ensure a fair distribution of skills throughout the Kingdom based on needs. This includes the ambitious endeavor of encouraging qualified Saudi health workers (whether currently in Saudi Arabia or abroad) to return to the health workforce in the Kingdom, a path that may include (re)education and training. Also under development is an initiative to improve the attractiveness of nursing and other healthcare professions.



Building workforce capabilities



Serving the objective of capability building, a national initiative covering all major and subspecialties will target the needs identified through the planning phase. The initiative will include providing accreditation to teaching hospitals that provide training and establishing family medicine academies across the Kingdom.

Private Sector Participation



Private sector participation falls within the strategic context of detailed information in nine main areas:

- | | | | |
|---|----------------|---|---|
| 1 | Rehabilitation | 6 | Primary healthcare |
| 2 | Long-term care | 7 | Radiology |
| 3 | Home care | 8 | Laboratory services |
| 4 | Pharmacy | 9 | Service launches for hospitals and medical cities |
| 5 | Extended care | | |

HSTP Strategic branches

Based on the four cornerstones of **better health, better care, better sustainability**, and a **better workforce**, the Health Sector Transformation Program exists within a framework closely related to the entire health sector. Accordingly, the program will work with all stakeholders to develop a strategy across the following eight strategic branches:

Health sector governance and regulation



Health sector value and cost



Private sector participation



Workforce and education



Integrated care provision



Economic contribution



Data and digitalization



Public health and health security



Health Sector governance and regulation



- 1 Employing governance in the health sector to achieve the target scenario by 2030
- 2 Regulating the health sector to ensure continuous access to high-quality, value-based healthcare
- 3 Improving healthcare capacity to ensure value and eliminate duplication of service provision

Health Sector value and cost



- 1 Need-based financing for government care providers and strong incentives for cost control and efficiency
- 2 Financing and reimbursement, including funding agency model and financial reforms to raise efficiency while maintaining free treatment for citizens
- 3 Health benefits package based on actual needs of beneficiaries to ensure value and cost-effective care

Private Sector participation



- 1 Private sector roles required for the financing and operation of publicly funded healthcare services
- 2 Main areas of opportunity for the private sector
- 3 Practical models to maximize the role of the private sector

Workforce and Education



- 1 Employing data to gain a clearer understanding of the major healthcare professions required to deliver the modern care model
- 2 Drafting a supply and demand strategy for increasing local supply, recruitment and employee retention
- 3 Coordinating with academic institutions to secure market needs
- 4 Linking incentives and compensation to value-based care delivery for healthcare professionals

Integrated Care provision



- 1 Building service provider models based on the requirements for integrated care
- 2 Transitioning all beneficiaries in the Kingdom from traditional healthcare provision to the modern care model
- 3 Focusing on public health and prevention services
- 4 Improving the quality of care by establishing centers of excellence

Economic Contribution, includes the following:

- 1 Attracting investment
- 2 Research and innovation
- 3 Biotechnology
- 4 Saudization



Data and Digitalization

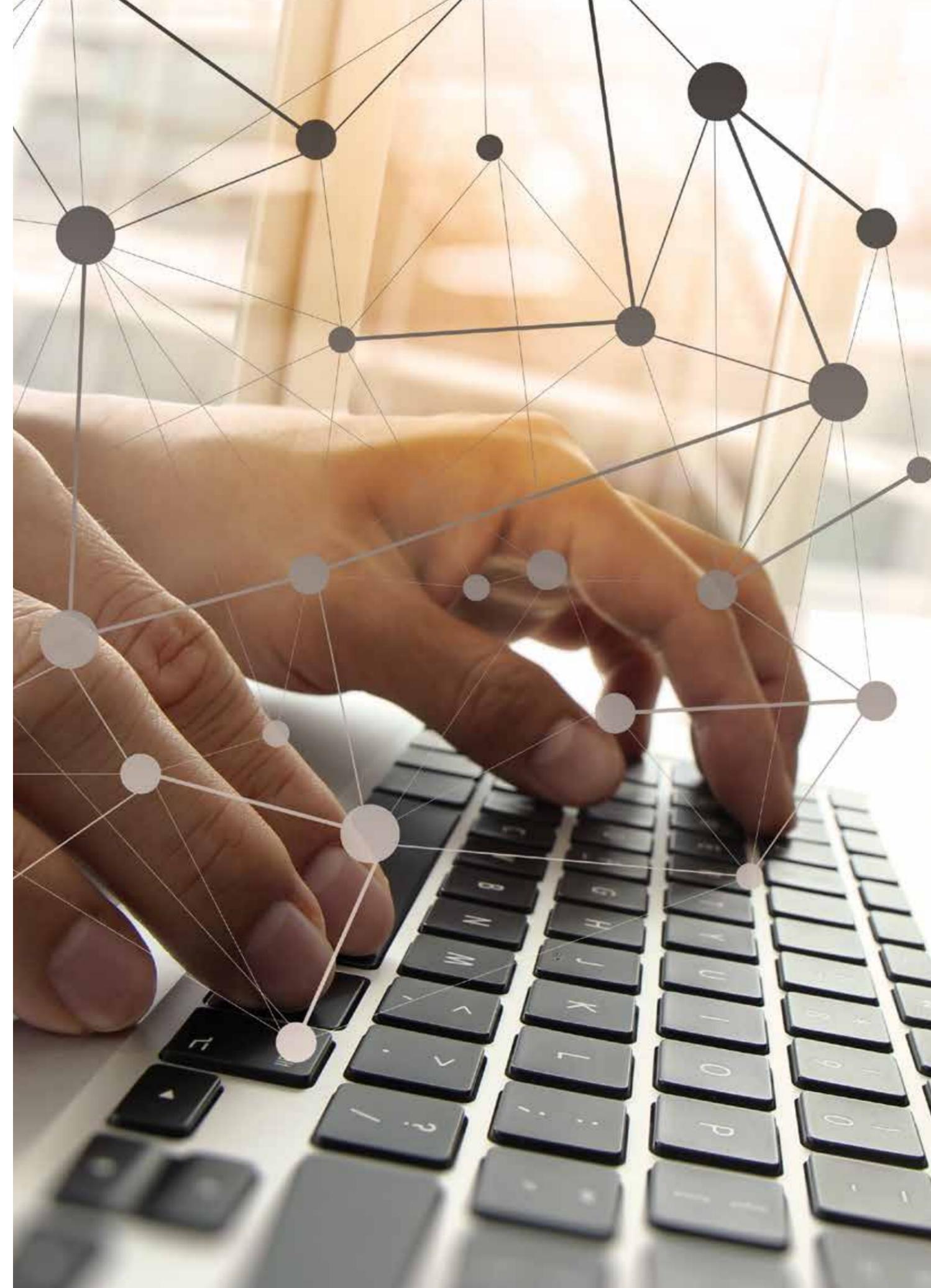
- 1 Unified electronic health records for all
- 2 Virtual care and e-health models
- 3 Cybersecurity and health data protection
- 4 Information systems and information technology infrastructure



Public health and health security



- 1 Public health (health in all policies) - health impact assessment and promotion of health quality
- 2 Crisis preparedness - ensure the Kingdom's readiness for any health challenges
- 3 Roads and traffic - measures needed to reduce death and injury rates
- 4 Hajj and Umrah - health measures to support a safe pilgrimage





▶ Chapter 4:
Initiatives Portfolio

Priority Initiatives

A detailed study was conducted to outline the lessons learned from the novel coronavirus (Covid-19) pandemic, the findings of which necessitate the following steps are taken:

1. Developing a clear methodology for crisis response and a national plan for crisis and disaster management incorporating health regions and clusters
2. Developing the capability to establish shelters, hospitals, testing centers and temporary tents to enhance response to disasters and crises
3. Improving the infrastructure of remote residential areas to improve healthcare coverage, enhance communication, and enable remote services, especially health services
4. Investing in artificial intelligence, simulation models and data analysis tools to support decision-making
5. Investing in and providing various technological solutions to aid response to emergencies
6. Accelerating the full implementation of virtual care and telemedicine services
7. Surveying and using population health data to identify various beneficiary segments and focus on the most vulnerable
8. Nationalizing the pharmaceutical, medical devices and supplies, and vaccination industries
9. Empowering and promoting national industry and local content in terms of diagnosis, vaccination and treatment
10. Developing a strategy for change management and communication during crises and disasters, including objectives, indicators, initiatives and implementation plans
11. Developing a national awareness program to cover cultural and behavioral practices (distancing, compliance, personal hygiene and combatting the spread of infection)

Based on the lessons learned, the following initiatives have been proposed as priority initiatives:

- HSTP strategy preparation initiative
- Health innovation initiative
- National e-health initiative
- National health security initiative



Priority Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative name		Initiative description	Leading party
<p>Improving sustainability and financial transparency</p> <p>Improving the patient experience</p> <p>Increased clinical (medical) effectiveness</p> <p>Safety in health facilities</p>	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	HSTP strategy preparation		<p>Update the scope of the current strategic plan to include the entire health sector in order to improve and promote healthcare services in the Kingdom. The themes of this strategy are the health of the population, providing safe, high-quality care in line with international best practices, financial sustainability and transparency by implementing value-based healthcare concepts. This is in addition to the workforce pillar, that aims to secure and qualify the right leaders, health professionals and administrators, and digital and innovative services. Among the objectives of the strategy is to reach a flexible system that enables effective governance to counteract and manage health challenges.</p>	 <p>برنامج تحول القطاع الصحي Health Sector Transformation Program</p>
<p>Improving sustainability and financial transparency</p> <p>Improving the patient experience</p> <p>Increased clinical (medical) effectiveness</p> <p>Safety in health facilities</p>	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	Health innovation		<p>Develop national innovation for the health sector to create an ecosystem that accelerates and drives innovation, contributing to sustainability, broader opportunities and increased products and solutions with added economic value in the health sector. Innovation areas include biotechnology, preventive, curative and rehabilitative services, public health and e-health, to name a few. The innovation system is essential to achieving transformation in the health sector.</p>	 <p>برنامج تحول القطاع الصحي Health Sector Transformation Program</p>
<p>Increase geographical coverage and expand health service</p> <p>Facilitate access to emergency medical care</p> <p>Accessible health services</p>	 <p>2.1.1 Facilitate access to healthcare services</p>	National e-health		<p>Designing an integrated plan for virtual and remote healthcare to enable the transformation of the health sector at the level of service providers in all sectors. Constituent elements:</p> <ul style="list-style-type: none"> • Remote care follow-up services • Artificial intelligence to support decision-making in the health field • Saudi Technical Health Academy • Individual platform for electronic self-care • Remote monitoring for advanced home care • Virtual clinic platform <p>This includes setting standards and methodologies to assess the current situation and ways to improve the virtual health and infrastructure of sectors in the Kingdom, studying global and regional best practices, and then defining the framework and principles for integrated design. Accordingly, a comprehensive execution plan will be defined for each of the elements, as well as the functional and technical requirements to develop a roadmap for the implementation stages. The scope of work also includes developing a stakeholder participation plan and a communication plan, in addition to the initiative's governance framework to define roles, responsibilities and working relationships between the concerned authorities.</p> <p>This will be followed by the adoption of the model by service providers, its development and launch according to the approved roadmap. Support will be provided and work progress and performance indicators monitored through interactive electronic control panels based on the governance model, which will reveal potential challenges, risks and support requirements, and address them in a timely manner.</p>	 <p>برنامج تحول القطاع الصحي Health Sector Transformation Program</p>

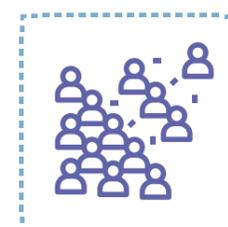
Priority Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative name		Initiative description	Leading party
Raising the level of preparedness for health disasters	 2.1.3 Promote prevention against health risks	National health security		Preparing a national health security system based on a comprehensive strategic approach to assess, prevent, prepare, respond to and recover from health threats, emergencies and disasters (such as disease outbreaks, epidemics, natural disasters, chemical, biological and radiological emergencies, etc.). Developing self-sufficiency and building the foundations for long-term resilience in order to reduce dependence on other countries in the health and pharmaceutical fields, reduce exposure of professional health personnel, fill gaps in critical and qualitative medical services, and develop scientific research in the field of health security.	 برنامج تحول القطاع الصحي Health Sector Transformation Program

Current Initiatives



Program ambitions and commitments, as well as strategic pillars and considerations, have been translated into a number of initiatives designed to fulfill its objectives. These initiatives constitute a fundamental building block in achieving the aspirations of Saudi Vision 2030 in the following ways:



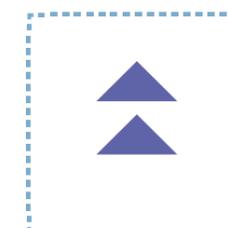
1
Impact on population



2
Contribution to attracting the private sector



3
Contribution to improving the macroeconomic index



4
Contribution to level 3 and 4 indicators

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name	Initiative description	Leading party
<p>Facilitate access to consultation with the required medical specialty</p> <p>Increase geographical coverage and distribution of health services</p> <p>Accessible health services</p> <p>Upgrade infrastructure and health capacity</p>	 <p>2.1.1 Facilitate access to healthcare services</p>	1-16-027-1207	Reformation and restructuring of primary healthcare services	<p>The initiative aims to ensure access to health services for all beneficiaries, and to achieve an average number of 4 visits per person per year (a global indicator) by increasing the number of visitors to primary health care services. This will be achieved by the following:</p> <ul style="list-style-type: none"> • Implementing the initiative to achieve geographical coverage of primary healthcare services for all beneficiaries and facilitating access to primary healthcare through the implementation of extended hours and urgent care for 312 selected health centers • Upgrading existing primary healthcare center facilities • Providing modern, advanced medical equipment for diagnosis and treatment • Developing the capabilities of staff specialized in the field of family medicine and various medical specialties (children, internal medicine, obstetrics and gynecology etc.) to provide health services to beneficiaries • Employing data and implementing the health information system based and unified medical record • Facilitating healthcare access for beneficiaries in remote areas through mobile clinics • Developing existing centers to become consulting centers offering all medical specialties (pediatrics, internal medicine, surgery, gynecology and obstetrics, ENT, dermatology) • Providing exploratory examinations for early detection of diseases among school students, and provision of curative and preventive services through school health programs 	 <p>وزارة الصحة Ministry of Health</p>
<p>Facilitate access to consultation with the required medical specialty</p> <p>Upgrade infrastructure and health capacity</p>	 <p>2.1.1 Facilitate access to healthcare services</p>	1-16-027-0948	Improved performance of Ministry of Health hospitals and medical centers	<p>Improving the performance of hospitals and specialized centers of the Ministry of Health by increasing production efficiency and using resources to reduce waiting time in clinics, in addition to reducing the waiting period for patients who receive emergency or urgent medical care.</p> <p>The initiative was launched to improve the quality of healthcare services provided to patients, with a focus on bridging gaps through a set of performance development projects in the following areas: mental health, public health, home care, long-term care, laboratories, emergency care, diabetes, kidney disease, heart disease, tumors, and organ transplantation. Other aims include improving general behavior and growth in hospitals and specialized centers, contributing to the development of leaders and their workers through improvement projects and continuous evaluation and follow-up.</p> <p>The initiative's work includes the following:</p> <ul style="list-style-type: none"> • Defining the scope of work and performance indicators for health evaluation in hospitals and specialized centers • Developing and raising the efficiency of hospitals and specialized centers in line with best practices in project and quality management • Training workers in performance indicators and methods of collecting the data necessary to measure these indicators • Determining the baseline for key performance indicators • Transferring knowledge to workers in hospitals and specialized centers through on-the-job training. 	 <p>وزارة الصحة Ministry of Health</p>

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Upgrade infrastructure and health capacity	 2.1.1 Facilitate access to healthcare services	1-16-027-1209	Improved performance of Ministry of Health primary health care centers		<p>This initiative aims to improve the quality of health service provided in primary care centers through a set of performance improvement projects in a number of categories: quality, radiology, information technology, diabetes, and laboratories for 671 health centers by studying the current status of the centers and identifying and implementing development projects. The initiative would also contribute to the training of leaders and workers through follow-up in all projects and continuous evaluation.</p> <p>The initiative's work includes the following:</p> <ul style="list-style-type: none"> • Defining the scope of work and performance indicators for health evaluation in hospitals and specialized centers • Developing and raising the efficiency of hospitals and specialized centers in line with best practices in project and quality management • Training workers in performance indicators and methods of collecting the data necessary to measure these indicators • Determining the baseline for key performance indicators • Transferring knowledge to workers in hospitals and specialized centers through on-the-job training 	 وزارة الصحة Ministry of Health
Facilitate access to consultation with the required medical specialty	 2.1.1 Facilitate access to healthcare services	1-16-027-1208	Saudi Center for Medical Appointments and Referrals		<p>The initiative aims to launch the Saudi Center for Medical Appointments and Referrals to manage the movement of medical referrals and make reservations for all patients referred between health facilities inside and outside the Kingdom at all levels of medical service provision.</p> <p>This will be done by designing a unified electronic system for referral and reverse referral so that appointment reservation becomes dependent on real and transparent information regarding the capabilities of hospitals (health specialties, medical personnel, family status, etc.) for all health sectors (the Ministry of Health, other government sectors, the private sector) in real-time when referring or booking appointments.</p>	 وزارة الصحة Ministry of Health
Facilitate access to emergency medical care	 2.1.1 Facilitate access to healthcare services	1-16-097-1211	Raised level and support of emergency medical services		<p>The initiative aims to raise the level of emergency preparedness by increasing the number of emergency teams and centers to ensure geographical coverage, in line with regional and global standards, which in turn will improve the response time to emergency alerts. To achieve this, the initiative aims to open and operate 140 new aid centers by building 35 emergency centers, providing 35 aid centers through the third sector, and renting 70 ambulance centers with the provision of all operational requirements. This raises the number of emergency centers in the Kingdom and contributes to improving ambulance response time, reducing the gap with global standards for those centers.</p>	 هيئة الهلال الأحمر السعودي SAUDI RED CRESCENT AUTHORITY

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Facilitate access to emergency medical care Increase geographical coverage and distribution of health services Upgrade infrastructure and capacity	 2.1.1 Facilitate access to healthcare services	1-16-027-1206	Societal participation strategy for select healthcare professions		The initiative aims to increase the attractiveness of the nursing profession and encourage citizens to change behavior towards nurses and the negative societal image of the nursing profession. This is achieved by revising current policies and regulations, drawing up a strategy for developing nursing practices, in addition to carrying out several campaigns aimed at supporting community participation and awareness.	 وزارة الصحة Ministry of Health
Upgrade infrastructure and health capacity	 2.1.1 Facilitate access to healthcare services	1-16-027-0896	Development of intensive care and emergency departments to ensure service speed and quality		The initiative aims to raise the level of medical service provision in hospitals through the following scope of work: <ul style="list-style-type: none"> Developing the infrastructure of intensive care departments for 13 hospitals in various regions of the Kingdom. The development includes 17 intensive care departments (adults, children, and newborns), and a revision of the targeted segments according to modern health standards. For example, but not limited to, the use of single rooms for each care bed, the use of anti-bacterial materials to prevent the spread of infection, the shift from the traditional system to the flexible system, which will ensure optimum utilization of the capacity in the departments and reduce the period of hospitalization. Medical operation of adult and neonatal intensive care units with 9 intensive care units (adults and newborns) in the following regions: Riyadh, Mecca, Al-Mukarramah, Eastern Province, Medina, Jazan, and Al-Qassim, in cooperation with the private sector 	 وزارة الصحة Ministry of Health
Facilitate access to emergency medical care	 2.1.1 Facilitate access to healthcare services	1-16-097-1210	Speed of ambulance response to emergency calls		The initiative aims to increase the field operational technical capacity of the Red Crescent and raise its readiness through integration and coordination with the health sectors (public and private) by linking the technical systems between them. Technical support will be provided to follow up the emergency situation from the time the report is received until the arrival of the emergency case at the hospital in question using an electronic tracking system for ambulance vehicles. The initiative also covers field ambulance services management systems (electronic paramedic) to facilitate the process of automating and recording reports and diagnosing an emergency case, as well as training the concerned about these systems in 13 administrative regions.	 مجلس الهلال الأحمر السعودي RED CRESCENT AUTHORITY

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Improve sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-0987	E-health		The initiative will enable comprehensive transformation, including free health insurance for beneficiaries, institutional transformation, and public-private partnerships. The main objective of the initiative is to improve the effectiveness and efficiency of the healthcare sector through IT and digital transformation. The initiative will work to achieve e-health implementation in health facilities, raise the efficiency of e-health outputs by establishing a secure information system and, work on linking all systems to create a unified electronic medical record.	 وزارة الصحة Ministry of Health
Safety in health facilities Increase clinical (medical) effectiveness Improve the patient experience Improve sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-0976	Medical insurance and healthcare service acquisition initiative		The initiative aims to establish and operate the Center for National Health Insurance to create a sustainable financing mechanism so that the center purchases health services from health cluster operators in accordance with the global best practices, which includes beneficiary satisfaction and improvement of indicators. This mechanism ensures free, sustainable health service provision to beneficiaries while creating incentive programs for service providers.	 وزارة الصحة Ministry of Health
Safety in health facilities	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-1216	Ensure provision of basic safety standards and emergency reforms of health facilities		The initiative aims to unify standards and procedures that guarantee the safety of health facilities, their employees and beneficiaries, as well as ensure the effectiveness of equipment and support systems to achieve safety standards. Verification is conducted to ensure the availability of the necessary systems and rehabilitate the facilities in line with safety standards in design and engineering infrastructure, in addition to qualifying and training the workforce to activate these systems and apply the necessary safety procedures, including: <ul style="list-style-type: none"> • Verify the availability and effectiveness of safety and fire protection systems in health facilities • Rehabilitation of health facilities' design and engineering infrastructure to achieve safety standards • Plan effective safety and fire protection systems • Train and qualify workforce 	 وزارة الصحة Ministry of Health

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
<p>Safety in health facilities</p> <p>Increase clinical (medical) effectiveness</p> <p>Improve the patient experience</p> <p>Improve sustainability and financial transparency</p>	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	1-16-027-0985	Institutional transformation of healthcare facilities		<p>The Ministry of Health is currently carrying out the following tasks:</p> <ol style="list-style-type: none"> 1. Providing healthcare services 2. Financing healthcare services 3. Supervising and regulating the health sector <p>The initiative aims to provide higher quality healthcare services to standards of efficiency and productivity, and to separate the provision of health services from the Ministry through the formation of 22 health clusters divided into two separate groups. One group of 5 clusters will be launched by ministerial decree as a test phase to prove the concept of institutional transformation. The second group consists of 17 clusters, to be launched and operated through five units across business regions - which will be established - supervised by the health holding company - which will be established as a government-owned company - so that the work units oversee the health clusters through a centralized decision-making process. The groupings will eventually be integrated into healthcare organizations (Accountable Care Organizations) to provide services. Shared functions include: supply chain, information technology, laboratories and engineering, in addition to the establishment of centers of excellence to cover human resources, financial and technological information, and revenue cycle management for cost coding. The health clusters include a number of service provision facilities including primary care centers, hospitals, medical cities, and specialized hospitals. All necessary decisions are taken by the administration. These include all actions and decisions related to the cluster, such as employment and maintenance decisions and transferring beneficiaries between facilities, and transfer of health personnel between clusters according to specialty requirements, allowing swift responses to situations without the need to confer with the Ministry.</p>	 <p>وزارة الصحة Ministry of Health</p>
<p>Improve sustainability and financial transparency</p> <p>Improve the patient experience</p> <p>Increase clinical (medical) effectiveness</p> <p>Safety in health facilities</p>	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	1-16-027-0908	Modern healthcare model		<p>The initiative aims to map the pathways of healthcare provision services starting with preventive care – which promotes health and makes the beneficiary a partner in the responsibility of maintaining health – and extending to all paths that address various health challenges. This is done by designing six pathways to healthcare provision: preventive care, emergency care, voluntary care, maternity and childcare, extended care, and palliative care.</p>	 <p>وزارة الصحة Ministry of Health</p>

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name	Initiative description	Leading party
Improve sustainability and financial transparency	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	1-16-027-1162	Planning, developing and management of health sector workforce	<p>The initiative aims to study the current human resources within the health sector in various disciplines and professions and identify the gap between supply and demand to build a national labor force strategy to bridge the gap. This is achieved by linking educational outputs and the labor market through workforce planning to identify sector demand in various disciplines of health, technical and human capital management in cooperation with educational and health institutions, and develop programs to build the capabilities of health workers.</p>	 <p>وزارة الصحة Ministry of Health</p>
Improve sustainability and financial transparency	 <p>2.1.2 Improve quality and efficiency of healthcare services</p>	1-16-028-1012	National Health Information Center - horizontal national e-health initiatives	<p>There exist many healthcare service providers under various executive bodies that include university hospitals, hospitals of the ministries of defense and the interior, as well as hospitals and facilities of the Ministry of Health. As electronic connectivity between the different agencies is not available, this causes a doubling of time and financial effort – such as the duplication of examinations and treatments – as well as the difficulty of estimating service requirements or their availability in the absence of electronic connectivity.</p> <p>Therefore, the initiative aims to build an electronic infrastructure that connects all service providers in a way that enables digital transformation in the health sector, allows the sharing of health information and avoids re-examination and duplication of services.</p> <p>The scope of this initiative's work covers developing the health infrastructure for digital transformation in the Kingdom through optimal planning with health and relevant authorities to define the basic components needed by the health sector to build an infrastructure capable of meeting the aspirations of e-health through 4 systems:</p> <ul style="list-style-type: none"> • Unified electronic health record • Health knowledge management • Prescription dispensing management system • National health payments system (DRG) <p>The initiative will review the relevant existing legislation and the new legislation needed for the optimal application of e-health in coordination with the authorities related to digital transformation in general, and healthcare providers in particular. Implementation of the horizontal e-health model and policies will follow, in coordination with all relevant sectors, and launch of the national electronic link between sectors operating within the Saudi health system. The initiative will also follow up on quality and sustainability by evaluating the results of the various horizontal national e-health initiatives in coordination with the relevant authorities.</p>	 <p>المجلس الصحي السعودي Saudi Health Council</p>

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name	Initiative description	Leading party
Improve sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-098-1229	Operational transformation	<p>The King Faisal Hospital and Research Center is in the process of transitioning to an independent, not-for-profit institution. The operational readiness of the institution is a major and fundamental requirement to provide support of the objectives of the Health Sector Transformation Program in the Kingdom.</p> <p>Therefore, the initiative aims to equip the organization's operational services, including clinical, financial, electronic and human resource services to apply international best practices to achieve efficiency and effectiveness, and enable the hospital to be self-sustaining.</p> <p>The initiative's scope of work includes the following:</p> <ul style="list-style-type: none"> • Developing medical, clinical and nursing services to raise the quality and efficiency of patient care • Establishing the Center for Medical Services and Genomics • Developing research and academic cadres to continue as a world leader in research and education • Developing the information technology infrastructure of the institution • Designing and implementing the target operating model • Improving the operational efficiency of the facilities to rationalize consumption • Improving and developing supply chain projects • Developing operational services, including financial and electronic services and human resources 	 <p>مستشفى الملك فيصل التخصصي ومركز الأبحاث King Faisal Specialist Hospital & Research Centre مؤسسة عامة Gen. Org.</p>
Improve sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-1215	Health sector governance	<p>The governance initiative aims to clearly define the functions and responsibilities of the regulatory roles in the health sector according to their respective competencies and scope in order to reduce duplication of tasks or functions, and bridge the gaps in the health system.</p>	 <p>وزارة الصحة Ministry of Health</p>
Improve sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-1218	Community participation	<p>The participation of the charitable and non-profit third sector in health care services is limited in comparison to the sector's contribution globally in this field, especially considering the size of charitable giving in the Kingdom. Therefore, the health sector must strengthen supportive legislation for donors to enable them to provide healthcare services. The initiative aims to create an enabling environment that supports and stimulates social components to participate in the provision of healthcare services.</p> <p>The initiative's scope of work includes creating and developing incentives and enabling systems and regulations for donations, endowments, volunteering in the health field; establishing entities at the national level and at the level of the Ministry of Health; and designing channels for directing community resources and capabilities to meet priority health challenges.</p>	 <p>وزارة الصحة Ministry of Health</p>

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Safety in health facilities	 2.1.2 Improve quality and efficiency of healthcare services	1-16-027-1214	Saudi Center for Patient Safety		The Saudi Center for Patient Safety will be fully designed and launched to promote a national culture of patient safety reporting and increased awareness on issues related to patient safety as well as improving capabilities and training.	 وزارة الصحة Ministry of Health
Improving sustainability and financial transparency	 2.1.2 Improve quality and efficiency of healthcare services	1-16-098-1228	Organizational development of King Faisal Specialist Hospital and Research Center Gen. Org.		<p>To keep pace with the requirements of transforming the King Faisal Specialist Hospital and Research Center into a non-profit institution, a set of measures must be implemented to ensure success. The initiative aims to prepare a new strategic plan by conducting the necessary studies, establishing support departments, equipping work teams, and preparing workshops and awareness programs to support and facilitate the process of implementing the new strategic plan. Goals will also be set and indicators tracked to evaluate the performance of the corporation's transformation into a non-profit institution.</p> <p>The initiative's scope of work includes the following:</p> <ul style="list-style-type: none"> • Implementing the general strategy of the institution • Initiating legal and regulatory arrangements to establish an independent, not-for-profit entity • Amending the framework and accounting practices in line with international standards • Evaluating fixed assets and determining their value • Establishing a transformation office for supervision until completion of the transformation into an independent, not-for-profit entity 	 مستشفى الملك فيصل التخصصي ومركز الأبحاث King Faisal Specialist Hospital & Research Centre Gen. Org. مؤسسة عامة
Increase clinical (medical) effectiveness	 2.1.2 Improve quality and efficiency of healthcare services	1-16-028-1224	Initiative for the promotion of organ donation in intensive care units and donator hospitals		<p>Initiative aims:</p> <ul style="list-style-type: none"> • Developing the performance of health workers in the intensive care unit and the departments concerned with organ donation and transplantation • Electronic notification • Advanced training for healthcare providers involved in the initiative • Optimizing the use of donors <p>The initiative's scope of work includes:</p> <ul style="list-style-type: none"> • Electronic incorporation of the intensive care units and establishing electronic registration through the website application • Rehabilitation and training of medical coordinators, administrators, and initiative workers 	 المجلس الصحي السعودي Saudi Health Council

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name	Initiative description	Leading party
Increase clinical (medical) effectiveness	 2.1.2 Improve value of healthcare services	1-16-097-1230	Improving skills of ambulatory care providers	<p>The initiative aims to work on developing and improving the ambulatory skills and knowledge required for service providers.</p> <p>The scope of work:</p> <ul style="list-style-type: none"> • Build the capacities and skills of the ambulance staff and establish five highly qualified training centers that enable the Red Crescent to increase the annual training capacity • Reduce the costs of assigning employees to the staff • Attract trainers from within the authority with experience and professional qualifications in emergency medical services to enable trainees to acquire scientific and practical skills in accordance with international standards • Improve quality by building capacities and skills in medical ambulance staff • Raise community awareness in first aid to deal with emergency cases, which reduces the ambulance requests in non-emergency cases, improving the overall value of health services 	
Improve sustainability and financial transparency	 2.1.2 Improve value of healthcare services	1-16-029-1219	Establishment of unified electronic system	<p>The initiative aims to develop and standardize procedures for investors and build a unified electronic system that achieves the efficiency and effectiveness of services that are carried out at the Food and Drug Authority. This will contribute to improving the speed and quality of transactions, supporting decisions and optimizing use of resources, as well as facilitating the process of communication, information exchange, decision-making and performance measurement.</p> <p>The initiative's scope is to unify the process flow, develop a general perception of the basic requirements, present recommendations to challenges, develop and analyze the requirements for each technical sector, and develop the technical infrastructure to build the unified electronic system.</p>	
Improve sustainability and financial transparency	 2.1.2 Improve value of healthcare services	1-16-027-1217	Tender for private sector submissions	<p>Several initiatives have been implemented recently aimed at addressing some of the issues of the current medical referral system to private sector facilities. For internal referrals, a committee has been established to purchase services from the private sector to enforce the guidelines for referral procedures and reduce referrals to the private sector by improving access to public sector medical facilities.</p> <p>Furthermore, the Ministry of Health has prepared an approved price list for treatment in private medical facilities, and contracted with a local claims management company to manage the purchase of health services from private providers.</p>	

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Safety in health facilities	 2.1.2 Improve value of healthcare services	1-16-028-1255	Implementation of initiatives supporting the healthcare strategy		<p>The initiative aims to promote the implementation of the healthcare strategy, under which all initiatives related to the development of the health sector are included, as this strategy studies all health legislation and regulations, sets priorities and designs initiatives after meeting their requirements. More than 60 projects fall under the initiative to implement the Kingdom's healthcare strategy. Most notably: the project overseeing the balanced distribution of health facilities and services; and partnerships with non-profit organizations such as the World Health Organization and the World Bank.</p> <p>The scope of work includes:</p> <ul style="list-style-type: none"> • Reviewing existing health policies and regulations • Identifying areas of duplication, conflicts, or overlaps between policies and systems • Proposing a list of existing health policies and regulations to be modified or supplemented • Proposing the list of required additional health policies and regulations • Proposing ideas that would improve harmony between the existing health policies and systems • Completing the draft national plan for inter-health referral • Completing the national framework for health disaster management project 	 المجلس الصحي السعودي Saudi Health Council
Improve sustainability and financial transparency	2.1.2 Improve value of healthcare services	1-16-029-1221	Creation of Track and Trace system		<p>The establishment of the electronic tracking system for pharmaceuticals to track their distribution and ensure their safety and availability within the Saudi market. Pharmaceuticals are tracked using a binary barcode.</p>	 الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority
Increase clinical (medical) effectiveness	 2.1.2 Improve value of healthcare services	1-16-028-1422	National Organ Failure Registry		<p>The lack of a unified medical record for patients with organ failure and living organ donors is a challenge that makes it difficult to study the size of the problem and develop future strategies to deal with patients with organ failure as required. Therefore, the initiative aims to establish an electronic system for a National Organ Failure Registry, which includes the following tasks: • Registration of patients with kidney failure, organ transplants, and organ donors • Follow up to establish the necessary procedures electronically</p> <p>The system targets patients with organ failure, which contributes to achieving the level 3 strategic goal and strengthening protection against health risks, especially chronic non-communicable diseases that cause organic failure. This is achieved by archiving data and conducting analysis at the Saudi Center for Organ Transplantation, which involves:</p> <ul style="list-style-type: none"> • Identifying the size of the problem and the number of new patients • Improving the survival rate of transplant patients • Improving the care of patients with terminal organ failure of the kidney, liver, heart and lung • Evaluating the quality and performance of services provided to donors and transplant patients in line with WHO requirements • Promoting prevention against health risks, especially for chronic non-communicable diseases that cause organ failure such as renal and cardiovascular insufficiency due to diabetes, high blood pressure and obesity 	 المجلس الصحي السعودي Saudi Health Council

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
<p>Reduce the incidence of infectious diseases</p> <p>Reduce the prevalence of risk factors for non-communicable diseases</p> <p>Raise the level of preparedness for health disasters</p>	 <p>2.1.3 Promote prevention against health risk</p>	1-16-027-0883	National Center for Disease Control and Prevention		<p>The initiative aims to activate the functions and operation of the National Center for Disease Prevention and Control, contribute to the reduction of communicable and non-communicable diseases, monitor and prevent their spread, promote health, and conduct research and studies in the field of prevention and control of communicable and non-communicable diseases.</p> <p>Initiatives include:</p> <ul style="list-style-type: none"> • Combatting Infectious Diseases Initiative, eg. tuberculosis, AIDS, viral hepatitis, influenza, emerging diseases such as the novel coronavirus (Covid-19), hemorrhagic fevers • Initiative for vector-borne diseases: eg. dengue, malaria, rabies • Non-communicable disease control initiative: eg. diabetes, obesity, smoking, cardiovascular disease, asthma, osteoporosis • Environment-related disease control initiative: all diseases resulting from the pollution of water, food and air • Health Promotion Initiative • Public Health Legislation Initiative which is related to health in all policies • International Health Regulations initiative • Antimicrobial Resistance Initiative (fighting antibiotic-resistant germs) • Healthy Cities Initiative • National laboratories with full scope for public health, including laboratories for genetic diseases, human genetics, epidemiological disease, common diseases, radioisotope and secondary calibration of radiometric devices • Health Surveys Initiative • Cancer Control Initiative: breast and colon cancer 	 <p>وزارة الصحة Ministry of Health</p>
<p>Reduce the prevalence of risk factors for non-communicable diseases</p>	 <p>2.1.3 Promote prevention against health risks</p>	1-16-027-0884	Health Research Center		<p>The initiative aims to raise the level of health research in the Kingdom based on a coordinated national strategy and a funding framework. This is achieved through the establishment and operation of the Saudi National Institute of Health, which will manage the scientific health research activities on a national level across all sectors involved. This also involves:</p> <ul style="list-style-type: none"> • Identifying and updating health research priorities periodically to direct health research expenditures and raise efficiency • Promoting the application of research regulations to protect the interests of individuals and society in the field • Encouraging participation, innovation and creativity in research • Contributing to the exchange and dissemination of knowledge • Benefiting from the outputs and recommendations of funded research to develop health policies and strategies to support public health and prevent health risks <p>Through the initiative, the Kingdom of Saudi Arabia will be in a better position to address public health priorities, develop highly qualified talent, strengthen the infrastructure for health research and innovation, and contribute to the diversification of the Kingdom's economy through research and innovation.</p>	 <p>وزارة الصحة Ministry of Health</p>

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Raise the level of preparedness for health disasters	 2.1.3 Promote prevention against health risks	1-16-027-0949	Preparedness for health emergencies		Despite the notable performance of the Saudi health sector in dealing with the novel coronavirus (Covid-19) pandemic, the Kingdom seeks to improve local capabilities to respond to disasters and crises and to double specialized centers. Therefore this initiative aims to prepare and equip crisis and disaster management centers to face challenges through the provision of appropriate infrastructure including mechanical and electrical works, and technical infrastructure such as the Internet, wall screens, communications equipment, etc. The initiative targets all health areas and will contribute to achieving the strategic goal aimed at strengthening the prevention of risks as well as raising the Kingdom's readiness level to deal with various crises.	 وزارة الصحة Ministry of Health
Reduce the prevalence of risk factors for non-communicable diseases	 2.1.3 Promote prevention against health risks	1-16-029-1231	Interactive awareness initiatives		The initiative aims to raise awareness among community groups by launching specialized awareness campaigns based on the needs of the following groups: school students 7-12 years old, housewives, patients with chronic diseases and youths 18-22 years old. The initiative will also promote the role and regulations of the Food and Drug Authority.	 الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority
Reduce the prevalence of risk factors for non-communicable diseases	 2.1.3 Promote prevention against health risks	1-16-028-1234	Initiatives of the National Cancer Center		This initiative aims to develop and improve the services provided to oncology patients in the Kingdom through the development and application of policies and regulations in line with scientific and medical best practices in the field. This also involves strengthening the role of the National Oncology Center to assume greater responsibilities towards the target group (oncology patients) in the Kingdom, as well as contributing to the development of policies and measures to enhance the role of early detection of cancer as well as raise the level of awareness in the community.	 المجلس الصحي السعودي Saudi Health Council
Reduce the prevalence of risk factors for non-communicable diseases	 2.1.3 Promote prevention against health risks	1-16-029-1319	Pesticide Residue Inspection Centre		Establishing, equipping and operating laboratories for examining pesticide residues in vegetables and fruits	 الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority

Current Initiatives

Strategic pillars	Initiative link to level 3 objective	Initiative no.	Initiative name		Initiative description	Leading party
Reduce the prevalence of risk factors for non-communicable diseases	 2.1.3 Promote prevention against health risks	1-16-029-1220	Creation of halal center		<p>Several procedures are involved in issuing halal food certificates, and granting these numerous permits causes significant delays. Therefore, the situation requires unifying procedures and centralizing authority.</p> <p>The initiative aims to establish a center that deals with food and halal products in all its aspects, and to grant certificates. Scope of work for the initiative:</p> <ul style="list-style-type: none"> • Requesting the approval of the High Commissioner • Appointing a team to establish the center • Equipping the temporary headquarters • Official approval of the center's operations and procedures, technical committees, institutional identity, accreditation and launch 	 <p>الهيئة العامة للغذاء والدواء Saudi Food & Drug Authority</p>
Promote optimal road infrastructure	 2.3.4 Enhance traffic safety	1-16-031-0914	Road safety initiative to reduce road traffic deaths		<p>This initiative aims to reduce the rate of road deaths in the Kingdom by addressing road problems and dangerous sites (sites where deaths and accidents are frequent), which are represented by the high number of accidents on the road network. The initiative will also strengthen cooperation with government agencies, promote the sharing of information and identify hazardous sites, as well as coordinating the rapid response time among the concerned authorities, raising the level of awareness by implementing campaigns on road safety, and adopting the governance of the National Road Safety Center as a coordinating body that links the parties related to traffic safety.</p>	 <p>وزارة النقل MINISTRY OF TRANSPORT</p>
Promote the concept of awareness, education and community participation	 2.3.4 Enhance traffic safety	12832	Traffic safety for school students –instilling traffic culture in the hearts of youth		<p>This initiative aims to enhance the traffic culture of school students through training by male and female teachers using various tools such as: training bags and traffic safety boxes containing virtual traffic environments; educational materials, whether images, videos or models; and the use of driving simulators and seat belt devices. Students are also educated about mobile awareness through school campaigns.</p>	 <p>وزارة التعليم Ministry of Education</p>



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