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Health Transformation Program: Enablers and Complementary Roles for Improvement in the Areas of Leadership, Nursing, Social Work, Anesthesia, and Public Health

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Abstract

The main objective of the current scientific paper is to explore the Health Transformation Program and the complementary roles of certain medical departments that contribute to improving healthcare services. The research methodology adopted in this study is the documentary approach, which involved reviewing previous studies and research related to the topic.

The study's findings emphasized that health transformation aims to enhance the quality of healthcare services and ensure their integration to meet community needs. Nursing plays a key role in providing comprehensive care, while public health focuses on promoting prevention and community awareness. Social work contributes to supporting patients psychologically and socially, healthcare leadership plays a pivotal role in guiding medical teams and achieving efficiency, and anesthesia ensures patient safety during procedures, thereby enhancing collaborative efforts for optimal healthcare delivery.

The paper recommended strengthening public-private partnerships to develop healthcare services and achieve economic efficiency while directing private investments towards innovative projects such as research centers. It also suggested developing integrated health information systems and training medical professionals to improve patient management. Accelerating the localization of healthcare jobs and enhancing the participation of women and youth in the sector were highlighted as critical. Furthermore, the study called for focusing on prevention through comprehensive health insurance models and leveraging technology and artificial intelligence to support diagnostics and treatment.

Introduction

Health provided by governments to their citizens is a fundamental human right, as it represents one of the key determinants of sustainable development. Health is an investment in human capital, which directly impacts individuals' efficiency and their ability to engage in productive activities within society, as well as participate in economic and social activities. In the Kingdom of Saudi Arabia, Article 5 of the Health System stipulates that the Ministry of Health is responsible for providing both therapeutic and preventive healthcare services to all members of society, thereby enhancing quality of life and contributing to overall societal development.

The Kingdom of Saudi Arabia is the largest country in the Arabian Peninsula, with a landmass of 2250,000 square kilometers and an estimated 33.4 million population . It is considered an energy superpower and one of the world's top twenty economies. The Kingdom espoused "Vision 2030" as a strategy for economic development and national growth. The vision demonstrated the Kingdom's objectives to become a pioneer nation globally by achieving three main goals: a vibrant society, a thriving economy, and an ambitious nation. In April 2016, the Kingdom launched its "Vision 2030", comprised of 96 strategic objectives, governed by several Key Performance Indicators (KPIs). A few initiatives, known as vision realization programs (VRPs), were developed in this regard and under the different governmental, private, and non-profit organizations' implementation processes to achieve that goal. A practical and integrated governance model was set up by the Council of Economic and Development Affairs to translate "Vision 2030" into multiple VRPs working parallel to achieve the strategic objectives & realize the vision. In June 2016, the National Transformation Program (NTP) was launched as a VRP involving 24 government agencies to build the capacity and capabilities required to achieve the ambitious goals of "Vision 2030" The NTP aims at three main goals: achieving governmental operational excellence by raising the quality of services; improving economic enablers by supporting the growth of the private sector, raising labor market attractiveness, ensuring the sustainability of vital resources, and developing the tourism and non-profit sectors; and enhancing living standards with improved systems of social services, health care, and safety. The NTP consists

of thirty-seven strategic objectives under eight themes. The health care transformation is one of the eight themes of the NTP (Chowdhury,Other 2021).

Research Problem

The Kingdom of Saudi Arabia has placed great emphasis on healthcare since its establishment, with this focus beginning during the reign of its founder, King Abdulaziz Al Saud. King Abdulaziz recognized the importance of developing the healthcare system to improve the quality of life for citizens, and the state began establishing hospitals, health centers, and providing essential healthcare services to the population. Over time, this system evolved significantly under the successive leadership of Saudi rulers. In modern times, the healthcare sector has witnessed unprecedented development, with enhanced healthcare services through integrated prevention and treatment programs. This transformation is part of the rapid social change the Kingdom has undergone, aimed at improving the quality of life for its citizens and meeting their healthcare needs efficiently and effectively across the country.

Despite the previous efforts made to improve and develop healthcare services, the Kingdom of Saudi Arabia currently faces significant challenges, such as shifts in disease patterns, rising obesity rates, the increasing prevalence of chronic diseases like heart conditions, and the major changes in the demographic structure, The Kingdom of Saudi Arabia is experiencing steady population growth, with projections indicating an increase from 33.5 million in 2018 to 39.5 million by mid-2030. Concurrently, the number of elderly individuals, aged 60-79, is expected to rise from 1.96 million in 2018 to 4.63 million by mid-2030. In addressing the healthcare needs of its expanding population (Al-Hanawi & Qattan, 2019)

This shift in population dynamics is projected to be associated with an increased burden of diseases related to lifestyle and Non-Communicable diseases (NCDs) prompting a rise in demand for highly subspecializedmedical and surgical care in the Kingdom.

Additionally, geriatric related care, rehabilitation and home healthcare for population beyond the age of 60 years is projected to increase.4,14 It is anticipated that for Kingdom to be able to catch-up with the population growth an additional 20000 beds would be required by 2035 and based on global average bed density, in 2016 a gap of 14 000 beds was observed and this gap is projected to grow by 40 000 beds by 2035(Frank,2018)-

From this perspective, the need for fundamental changes in the healthcare sector emerged in line with Saudi Vision 2030, which has developed strategies aimed at improving the quality of healthcare services and addressing the future challenges facing the sector. This is being achieved through the implementation of the Health Transformation Program, which seeks to bring about sustainable improvements in the healthcare system. Accordingly, this paper aims to explore the role of the Health Transformation Program in enhancing healthcare services, as well as to analyze the challenges facing the healthcare sector in the Kingdom.

Research Significance

Theoretical Importance

This topic provides a framework for understanding the challenges and transformations occurring in the healthcare sector. It enables the analysis of how technology and innovation can be integrated to improve the quality of healthcare services. Additionally, it helps in understanding the role of health policies in medical departments within healthcare institutions in transitioning from a traditional system to an innovative health system, which, in turn, enhances the success of the Health Transformation Program

Practical Importance

By improving the healthcare system, there is better preparedness to face future challenges such as population aging, the rise of chronic diseases, and shifts in disease patterns. This contributes to building a sustainable healthcare system capable of meeting the needs of citizens in the future. On the other hand, the practical importance lies in assisting decision-makers in understanding how to effectively implement health transformation through the recommendations and proposals that this paper will address.

Research Objectives

The aim of this research paper is to explore the role of the Health Transformation Program in improving healthcare services as the main objective, with the following specific objectives:

1-To identify the goals and strategies upon which the Health Transformation Program is based

2-To examine the functional roles of medical departments within healthcare institutions that enhance the efficiency of the Health Transformation Program.

Research Questions

The main research question of the paper is:

What is the role of the Health Transformation Program in improving healthcare services

From this, the following sub-questions arise

1-What are the strategic goals outlined by the Health Transformation Program for improving the healthcare system?

2-How do medical departments within healthcare institutions contribute to enhancing the success of the Health Transformation Program?

Scientific Concepts

Concepts play a pivotal role in defining and clarifying the theoretical and practical frameworks of any phenomenon under study. A concept serves as the cornerstone upon which researchers rely to describe or

thoroughly explain a phenomenon, outlining its dimensions and parameters with precision. This enables researchers to achieve a clear and comprehensive understanding of the subject being studied. The importance of concepts lies in their ability to form a roadmap that guides researchers throughout all stages of the research process, ensuring that research efforts remain focused within the scope of the paper and do not deviate from its objectives.

Moreover, addressing concepts operationally helps translate theoretical notions into a practical framework that can be applied to the theoretical context. Through this process, the researcher is able to follow a consistent and systematic research path, ensuring the achievement of the paper's intended goals.

Thus, concepts facilitate the processes of analysis and organization, whether in understanding the phenomenon or in drawing conclusions of scientific and practical value. They are not merely definitional tools but also organizational and strategic mechanisms that ensure the study's coherence and its alignment with the guiding theoretical framework.

The Business Dictionary defined the term **Transformation** in an organizational context that it a "process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness. Unlike 'turnaround' (which implies incremental progress on the same plane)transformation implies a basic change of character and little or no resemblance with the past configuration or Structure" (Business Dictionary 2016)

The Health Transformation can be defined, according to the context of the current research paper, as: a set of procedures aimed at reforming and changing the healthcare system in the Kingdom of Saudi Arabia with the goal of improving the quality and efficiency of the healthcare services provided.

The Health Transformation Program is defined operationally as a government initiative launched under Vision 2030, aimed at improving the healthcare system, reducing costs, and ensuring quality and sustainability.

Previous Studies

Previous studies are a key reference in building any scientific paper, as they provide a comprehensive examination of the concepts and theories discussed in the same context. These studies contribute to identifying the knowledge gaps that the current paper needs to address, as well as highlighting the methodologies and tools used that can be beneficial. They also assist in evaluating the challenges and opportunities related to the research topic, enhancing the understanding of the issues involved. Therefore, these studies are essential in guiding the scientific paper toward achieving its objectives and accurate conclusions.

Study (Mani,2024) title: Transforming Healthcare in Saudi Arabia: A Comprehensive Evaluation of Vision 2030's Impact This comprehensive rapid review meticulously evaluates the transformative influence of Vision 2030 on the healthcare sector in Saudi Arabia. Vision 2030, with its broad scope, targets an extensive overhaul of healthcare through infrastructure enhancement, digital health adoption, workforce empowerment, innovative public health initiatives, and advancements in quality of care and patient safety. By employing a rigorous analytical approach, this review synthesizes a broad spectrum of data highlighting Saudi Arabia's significant progress toward establishing an accessible, efficient, and superior healthcare system. It delves into the kingdom's alignment with global healthcare trends and its distinctive contributions, notably in digital health and public health, illustrating a proactive stance on future healthcare challenges. The analysis rigorously explores Vision 2030's ambitious objectives and the concrete outcomes achieved, providing deep insights into the evolving healthcare landscape in Saudi Arabia. Furthermore, it assesses the global ramifications of these reformative efforts, emphasizing the pivotal themes of innovation, equity, and excellence as the foundation for future healthcare advancements. This review not only sheds light on Vision 2030's extensive impact on Saudi healthcare but also positions the kingdom as an exemplar of healthcare innovation and reform on the global stage, offering valuable lessons for healthcare policy and practice around the world

Study (Al Shammari,2021) title: Electronic-health in Saudi Arabia: A review This review focuses on the state of e-health in Saudi Arabia, including studies on current trends and technologies used in this field. The research reveals that despite the implementation of e-health in Saudi Arabia, the adoption rate is very slow and appears to fall behind the desired and planned pace. Additionally, there are several challenges hindering the effective adoption and implementation of e-health, including a lack of awareness, a shortage of skilled workforce, and ineffective planning. It was concluded that if these challenges are overcome, e-health could be applied efficiently.

The study (Albejaidi,2020) titled" An Investigation into the Challenges Towards Implementation of Total Quality Management Under the Saudi Healthcare National Transformation Program-2020 aim to concludes that transformation of the healthcare system must focus on the provision of quality in healthcare services whereas, healthcare quality can only be improved by supportive visionary leadership, proper planning, education and training, availability of resources, effective management of resources, employees and processes, and collaboration and cooperation among providers

Sharaf study (2018), titled: "The Impact of Change Management on the Quality of Health Service: A Case Study of Ahmed Ben Ajila Hospital in Laghouat The study aimed to investigate the extent to which the healthcare institution relies on change management to improve the quality of health services provided. The study concluded several key findings, the most important of which is that there is a statistically significant impact of change management on the quality of health services in the institution under study. Based on the results, the study recommends focusing on qualitative change through proper training, as good training enhances the skills and knowledge of employees. Additionally, it is essential to align organizational structure changes with work

requirements. The study also emphasizes the need for management to engage positively with employees and prioritize human relations by appreciating the efforts made and establishing an incentive system to motivate employees".
Study(Al-Hanawi,Other ,2019) title: An Analysis of Public-Private Partnerships and Sustainable Health Care Provision in the Kingdom of Saudi Arabia This study concludes that, whereas the move towards a public-private partnership approach to health care provision has been touted as a precondition for modernisation and development, the precise fusion between government and non-government forces remains a source of conjecture. As a result, the study advocates caution when evaluating the benefits and pitfalls of partnerships between public and private actors.

A comment on the previous studies
These studies align with the goal of the scientific paper in addressing the prevailing concepts discussed in the paper. These studies are of significant value in evaluating the challenges and opportunities faced by the Saudi healthcare system under Vision 2030 and the National Transformation Program. The importance of these studies lies in analyzing the impacts of change management, total quality management, e-health, and public-private partnerships. However, it is essential to intensify future studies to include practical experiences from other countries and provide concrete solutions to address the challenges identified.

Literature Review

1-The Healthcare Sector in Saudi Arabia: Origin and Development

Kingdom of Saudi Arabia has prioritized the healthcare sector since King Abdulaziz Al Saud assumed the throne, making health issues one of his top prioritiesThe Kingdom of Saudi Arabia has made notable progress in improving its population's health over recent decades, particularly in the areas of child and maternal mortality and the reduction of infectious diseases The Kingdom of Saudi Arabia has made notable progress in improving its population's health over recent decades, particularly in the areas of child and maternal mortality and the reduction of infectious diseases.The healthcare sector in the Kingdom of Saudi Arabia has gone through several phases, which can be outlined as follows:
Development can be categorized into 5 stages: local leadership(1925–1950), centralized planning (1951–1970), growth (1971–1990), leapfrogging (1991–2010), and health service boom (2011–2020). Looking to the future,service expansion is planned in accordance with *Vision2030* (2021–2030).

Local Leadership (1925–1950)
The first local public health department was established in Mecca in 1925 by a royal decree from King Abdulaziz This public health department was initially charged with monitoring population health through the establishment and sponsorship of hospitals and dispensaries.
While this was an important first step in providing curative medicine, the allocated resources were not enough to achieve major advances in healthcare .The majority of people continued to depend on traditional medicine, and the incidence of infectious diseases remained high among the population. In 1926, the Saudi government issued another decree to fund the Health and Emergency Department (HED). The HED was responsible for promoting public and environmental health, establishing hospitals and healthcare centers,managing human resources within these centers, legislating policies and procedures to ensure public safety, and promoting medicine and pharmacology standards. The first school of nursing opened in the same year,
followed by the first school of health and emergencies in 1927.
The Saudi MOH, a governing body for the healthcare delivery system, was established in 1951 under the Royal Decree ,25 years after the creation of the HED. During the 1950s, preventive services were improved. For example, malaria control and prevention campaigns/programs were introduced through the collaborative efforts of the MOH, WHO, and Arabian American Oil Company (Aramco).

Centralized Planning (1951–1970)
Health services expanded in 1951 with the leadership of the MOH. In response to educational needs, school health units were established in 1954 and mainly provided curative services and a few preventative services related to immunization, counseling, and health lectures
The Ministry of Education accepted only men as pupils, teachers, and employees into these health units, and they were available only in major cities such as Riyadh, Makkah, and Jeddah. During this stage, the healthcare system in the KSA began its transformation from traditional medicine to modern healthcare

Growth (1971–1990)
This period is characterized by economic booms that stimulated the growth of the healthcare system in the KSA .Due to the massive oil revenue influx in the 1970s, the government was able to invest in the industrial, agricultural, transportation, communication, education, and healthcare sectors. The aim of the first and second development plans (1970–1979) was to improve the national healthcare system and implement vaccination plans for infants and children. As a result, from 1970 to 2011, the mortality rate was reduced substantially from 250 deaths per 1,000 to 19.1 deaths per 1,000

The 1980s was a very successful decade for the Saudi healthcare system, during which time the third development plan resulted in the construction of numerous hospitals and primary healthcare centers. During a 2-year period, an impressive total of 377 healthcare facilities were
built, of which 65 were hospitals and the rest were primary healthcare centers. At the end of the 1980s to the mid-1990s, during the fourth and fifth development plans, oil prices plummeted leading to a relatively flat MOH budget and a slowdown of the growth of the private healthcare industry .Since the MOH budget did not allow for price fluctuation, money was allocated primarily for curative care, resulting in fewer resources for preventive care.

Leapfrogging (1991–2010)

During the 1990s, in order to build the healthcare workforce, the school health units established female schools in rural and urban areas. These school health units also expanded their services to promote a healthy lifestyle, including information on nutrition, oral health, personal health/hygiene, smoking cessation, and physical activity through services provided by general physicians, dentists, nurses, and public health professionals
.Medical education also expanded in the late 1980s, with 340 doctors and 89 dentists graduating from 5 medical colleges and 2 dental schools in 1998, respectively.
Subsequently, a large number of health research projects started in many fields of medicine and health sciences, leading to the creation of 16 Saudi medical journals (moh.2014)

Health Service Boom (2011–2020)

The healthcare sector was one of the major beneficiaries of public spending during the oil boom in this period. The total healthcare spending increased by an average of 0.5% per year from 5% in 2003 to 9% in 2018 . In 2014, the healthcare budget reached SAR 84.4 billion (USD 22 million). As a result, the number of hospitals increased from 415 in 2010 to 453 in 2015, and correspondingly, the number of beds increased from 58,126 to 64,694. On April 25, 2016, the KSA unveiled an ambitious plan called Saudi Vision 2030 to transform its economy by diversifying the sources of income and reducing dependence on oil. In addition, the National Transformation Program (NTP) was enacted as an economic action plan and as part of the Vision 2030 development plan. The NTP aims to improve quality of patient care and provide integrated healthcare matching the highest international standards through an initiative developed by the MOH. The NTP 2020 is the first step toward realization of the Vision 2030. It maps out an economic development process that balances general policies, special targets, and ongoing commitments to become a pioneering model at all levels, including the healthcare system.

To the Modern Era with Vision 2030 (2021–2030)

The main goal of Vision 2030 is to diversify the economy by reducing its reliance on hydrocarbons (petroleum and natural gas) and encouraging more private participation by encouraging both local and international investments in several key industries such as healthcare. The privatization of government services is expected to meet the goals of Vision 2030 by increasing the private sector's contribution to the GDP from 40 to 65% by 2030
The NTP has identified 3 healthcare transformation objectives to be achieved by 2030: (1) increasing access to healthcare services, (2) improving the quality and efficiency of healthcare services, and (3) promoting disease prevention through improved access to care and preventive services (vision,2030).
Despite these developments, many health issues still need to be addressed. For instance, the rates of avoidable injuries and non-communicable diseases remain high compared to regional and international standards. There is still significant potential to reduce preventable mortality and avoidable morbidity among the working and elderly populations. Areas of concern that can be addressed include heart disease, stroke, diabetes mellitus, respiratory diseases, mental health, road traffic accidents, and congenital disorders.
Therefore, the need has emerged, especially in the current era and within the objectives of Vision 2030, to move towards the Health Transformation Program, which aims to develop the healthcare system by enhancing prevention, improving the quality of healthcare services, and expanding the scope of primary healthcare. The program also focuses on promoting public health and reducing the burden caused by chronic diseases and preventable accidents.
The healthcare sector in Saudi Arabia has undergone a gradual evolution, marked by several key stages:

Humble Beginnings and Gradual Transformation:

The journey began with the establishment of the first public health administration in 1925, where efforts focused on providing basic preventive and curative services, despite limited resources that did not fully meet the population's needs.

Expansion Through Centralized Planning:

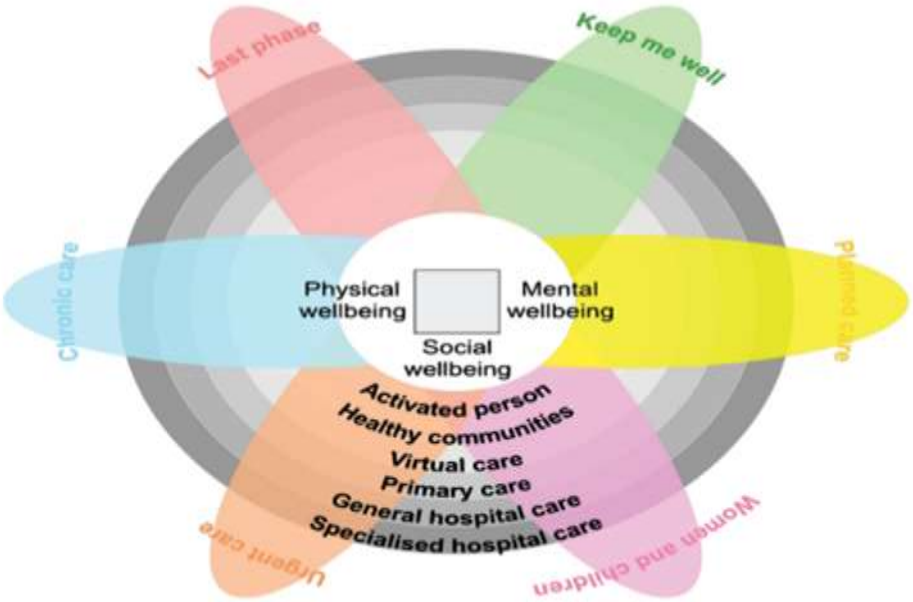
Between 1951 and 1970, the government began implementing central plans to develop healthcare infrastructure, leading to an expansion of services, especially in major cities, with a clear focus on disease prevention. A medical education system was also established to train healthcare professionals.

Growth Surge with Economic Boom:

From 1971 to 1990, Saudi Arabia leveraged oil revenues to develop its healthcare sector. Numerous hospitals and healthcare centers were built, resulting in a significant improvement in healthcare services and their availability to a larger segment of the population.

Modernization and Provision of Advanced Services:
Between 1991 and 2010, the sector underwent a major transformation with an emphasis on preventive programs and enhancing school health initiatives. The number of doctors increased, and medical education programs expanded, contributing to the development of a workforce capable of meeting the growing healthcare demands.
Massive Expansion and Vision 2030:
From 2011 to 2020, the kingdom significantly increased its health budget, leading to the construction of new hospitals and an increase in bed capacity. With the launch of Vision 2030, the focus shifted to improving the quality of healthcare and enhancing the involvement of the private sector.
Shift Towards Privatization:
Vision 2030 aims to transform certain healthcare services towards the private sector, encouraging active private sector participation to enhance the efficiency of the healthcare system.
2-Health Transformation Program
The program aims to restructure the healthcare sector in the Kingdom to enhance its position and activate its components as an effective and integrated healthcare system, focusing on the health of beneficiaries based on the principle of value derived from outcomes. It applies the values of transparency and financial sustainability through the promotion of public health and disease prevention, as well as the implementation of a modern healthcare model. The program also seeks to improve access to healthcare services and provide free insurance to citizens by ensuring service coverage according to a fair and comprehensive geographical distribution, enabling the healthcare system to reach all regions of the Kingdom. It also aims to expand the provision of electronic health services and digital solutions, while enhancing the quality of healthcare services by focusing on improving the levels of beneficiary satisfaction through the application of the best international standards, in addition to raising public awareness of traffic safety.
The Health Sector Transformation Program will align and coordinate with all healthcare sector entities, Vision 2030 achievement programs, and relevant government agencies, to connect with national strategic goals during the transformation journey.
1-1-Health Transformation objectives
Through the development and preparation of a national strategy for the transformation of the entire healthcare sector, the program aims to achieve a set of direct strategic objectives transferred from the National Transformation Program to the Healthcare Sector Transformation Program, which are:
1-Facilitating access to healthcare services: Facilitating access to healthcare services for beneficiaries at the right time and place, through four elements: expanding overall capacity (hospital beds and medical staff), appropriate geographical distribution (the distance between the beneficiary and a healthcare provider), timely access to relevant services, and the affordability of healthcare for individuals.
2-Improving the quality and efficiency of healthcare services: This objective focuses on improving the quality and efficiency of healthcare services and providing free insurance to citizens, by supporting the healthcare system's response to the health needs and expectations of the community, enhancing effective and safe health coverage, while ensuring financial sustainability.
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
4-Traffic safety addresses the following factors, arranged by the magnitude of resulting damage: injuries, accidents, and the spread of serious violation.
1-2 The new Model of Care (MOC) Definition and background
The new MOC theme is a focal point for improved treatment and care modalities individually. There is a global trend of shifting from activity-based to outcome-based payment structures that incentivize better performance and care quality. The health providers are incentivized to manage the population's health care cost over the long term and help people live healthier lives longer. A shift to in¬creasingly autonomous and Accountable Care Organization (ACOs), delivering care through greater collaboration and integration, and budgetary responsibility are also evident. A National MOC will unlock multiple benefits that are core to the health care Transformation. The main advantages of the MOC.
The MOC concept started with understanding the current state and collecting learnings. The global health care developments and key directional trends also inspired this. More than 60,000 citizens participated in the public survey around the patient-centric design, 2500+ health care professionals engaged in e-discussions, and 1000+ health care professionals surveyed to identify improvement oppor¬tunities. The MOC answers six questions from the people's perspective:
1-How will the health system support the people to keep them well?
2-How will it help during an urgent problem?
3-How will it support them to have an excellent outcome for any planned procedure
4-How will it help to deliver a healthy baby safely
5-How will it support during the chronic health conditions
6-How will it provide them compassionate care during the last phase of life

These questions resemble the MOC's Six Systems of Care (SOC). The SOC is the configuration/set-up of all available services to a patient to address a need: Keeping well, planned procedure, women & children, urgent problems, chronic conditions, and the last phase
of life. Again, the SOC is cut across different "service layers" to support people's stay well and efficiently get them well, too, when they need care
Activated people are at the core of the MOC. It emphasizes the role that individuals and their families will play in keeping well and taking care of their health through self-care, awareness, and empowerment. Healthy communities will support activated people by encouraging them to lead healthy lifestyles, providing them with the appropriate information, and providing them with access to com¬munity care and wellness facilities. Virtual care will be an authoritative source of health advice. In most instances, virtual care will serve as people's first point of contact with medical care providers, improving people's access to medical information and guiding them to navigate the health care system and seek appropriate care. Primary care, secondary care, and tertiary and quaternary care will still be the primary source of care beyond virtual care.
Although the MOC describes a comprehensive care system for meeting the health needs, implementing it will require six key enablers. These include workforce, eHealth, corporatization, governance, health care financing, and private sector participation.
The Vision Realization Office (VRO) at MOH has primarily been tasked with ensuring the successful execution, monitoring, and evaluation of health care transformation initiatives, as shown below, of which the MOC brings all these initiatives together. The MOC mainly describes a comprehensive care system for meeting health needs and implementing it will require support from six key enablers, shown in Table2(Delivery plan 2020-2021)



2-Enablers of Healthcare Transformation
Lukas et al. has defined the healthcare organizations with four components: (1) mission, vision, and strategies to set direction and priorities; (2) the culture, to determine the values and norms; (3) operational functions and processes, which are personified by work done in patientcare; and (4) infrastructure, including information and communication technology, human resources, fiscal services, and facilities management that supports the delivery of healthcare services (Lukas et al., 2007). Lukas et al.'s offers a conceptual model for guiding healthcare organizations towards sustained organization-wide patientcare improvements. However,
transformation in any of these four areas constitutes the change in organization/healthcare system.
Lukas model stresses on the facilitation of the process of five vital elements of transformational change in healthcare organizations i.e. impetus to transform, leadership commitment to quality, improvement initiatives to actively involve the employees in meaningful way of addressing the issues, alignment to achieve consistency of organization-wide goals with resource allocation and actions at all levels of the organization, and an integration to bridge traditional intra-organizational boundaries between individual components.
Furthermore, as well known researcher in the field of health care Martha Twaddle (2013) in her article 'innovation in end-of-life care' which has been published by hospital and health network, has stresses on the complicated fabrics of multi-dimensional components with are intricately interwoven, that are highly interdependent and intercoordinated, and one cannot be studies, designed, developed and implemented in isolation of the others. For each component, from start to end she presented four stages raging from stage 1 to stage 4. She breakdown her model into three major areas with regards to healthcare transformation and change to analysis and focus as these could result in success or otherwise failure too, they major areas to be considered while bring change in healthcare system includes the organizational/people, technology and data and workflow or the process(Lukas et al., 2007).

The executive plan for the healthcare transformation program has identified a set of enablers, including the following:

2-1-Public-Private Partnership

The National Centre for Privatization & PPP in Saudi Arabia was established in 2017, an official enabler for privatization of all government sectors providing privatization processes, legal and regulatory expertise to the Privatization Supervisory Committees (PSCs) and Execution Teams (ETs) with the main responsibility of NCP includes policy making by developing privatization regulatory framework, rules, procedures in collaboration with the sector's regulatory framework.

The privatization programme adapted in 2018 seeks to identify government assets and services from a number of sectors with potential to be privatized through development of privatization systems and by defining PPP framework, whilst supporting contributions towards economic development by improving the balance of payments and increasing private sector's contribution

to GDP from 40% to 65%.18,19 To support the privatization process the Council of

Ministers in Saudi Arabia approved the Private Sector Participation (PSP) Law in March 2021.20 The PSP law includes several legislative enablers that is designed to enhance investor confidence in the PPP and privatization process .The provision of the law is to strengthen the enforcement of PPP contracts and provide the public sector a framework to participate directly with a project or company, safeguarding rights of the private sector, while ensuring the State will meet the financial obligations arising from the PPP and privatization contracts. 15,17 On the social front, the PSP law will support improvements in public services to citizens and residents and ensures the social impacts of PPP undertaking or contracts are properly understood before implementation occurs The main targets of healthcare privatization plan involves updating and expanding the primary care across the kingdom, rehabilitation and long-term care beds, planning and establishing additional medical cities and modernizing expanding laboratory and radiology services in partnership with the private sector. Further, privatization plans include establishing dialysis centres for chronic renal failure patients by contracting with leading companies in the field to increase access to centres in various towns and cities and to prepare King Faisal Specialist hospital & Research Centre for privatization to be able to achieving its leadership position nationally and regionally through its focus and innovation in tertiary care(KPMG,2021).

It can be concluded from the topic of public-private partnerships that this will contribute to enhancing the principle of privatization, which will help improve the efficiency of healthcare services through planned projects. Additionally, it serves as a tool to support the national economy by improving the financial balance and increasing the private sector's contribution to GDP.

2-2 Health Information System

In January 2008, the Saudi Health Council approved the unified electronic health file project. In 2011, the MOH appointed an Information and Communication Technology (ICT) team and developed a 10-year ehealth strategic plan to improve the Saudi healthcare system and its services .Between 2011 and 2019, 39% of MOH hospitals used HIS, whereas 61% of primary health care centers did not have access to HIS .Not surprisingly, large government hospitals are

more likely to use HIS; for instance, 96% of King Faisal Hospital (KFH) departments have adopted an e-health system. Use of HIS in private hospitals is largely dependent on the size, as measured by the number of beds; however, data on HIS adoption rates among private hospitals are scarce (Saudi Arabia Ministry of Health, Health 2019).

2-3 Human Resource Development

According to MGI report, the healthcare sector was employing 600,000 employees in

Saudi Arabia which constituted about 350,000 healthcare professionals and about 250,000 management and support staff by the end of the year 2014 In the coming years, the KSA is likely to continue spending heavily on its healthcare facilities as demographic trends show that the country's population over the age of 65 is expected to double from approximately 3 to 6% over the next decade. This demonstrates that when life expectancy is raised, it can lead to a 25% increase in the requirement of workforce in the health sector during the next decade. Hence, Saudi Arabia needs a significant increase in the supply of the healthcare professionals in order to meet the increasing needs of its population that is both growing and ageing. Currently, every1000 population are served by 11 healthcare professionals (total population in

2014 = 31 million) in KSA, which is half the average rate healthcare professionals for 1000 population in G20 countries). In order to meet this average benchmark by the year 2030, Saudi Arabia is required to have roughly 710,000 healthcare professionals,which puts an additional demand of 360,000 professionals to what it has employed today.

In addition, in order to fulfil the objectives of Vision 2030 and the NTP 2020, a huge number of Saudi nationals will need to be recruited in the sector of healthcare. The localisation of the workforce, referred to as Saudization, is an important aspect of Vision 2030. At present, only 1 out of 3 healthcare professionals is in fact a Saudi citizen. Currently, the number of healthcare graduates who are Saudis may not be adequate enough to replace professionals who retire or simply quit (regardless of filling vacant positions too). Elderly Saudis are expected to have an increasing demand. Thus, the Kingdom is required to have filled no less than a hundred thousand nursing positions by the year 2030. This makes up a net average of 6000 to 7000 new nurses to join the workforce annually. Yet, only 812 nurses who are Saudi citizens graduated in the KSA in the year 2014. Similarly, overspecialization of

physicians exists with serious scarcity of family medical practitioners too. In other words, only 5% of the workforce of physicians actually practices the family medicine Generally, with regard to the challenges of the transformational change adopted in the KSA, the MGI report encourages increased labour participation, especially from Saudi women and young people. It advocates developing the skills of Saudi workers by providing proper education and needed vocational training, as well as improving them obility and flexibility of labour market for both Saudi and non-Saudi workers, hindering growth in regard to the workforce of the public sector, and increasing the cost of recruiting foreign workforce (McKinsey Global Institute Report,2015).

2-4-Health Insurance

While there is a plan to mandate health insurance, the form of health insurance that would be mandated has not yet been identified. Any reform of health insurance in Saudi Arabia should consider the wide variability and unequal distribution of healthcare costsborne by individuals, especially those with chronic conditions. Most experts consider that, of the health insurance models possible, a broad-based social insurance model with government subsidy would provide the best coverage with the least additional burden on the policyholders(Rahman, R.; Alsharqi,2019). Much is known about what works in healthcare to improve outcomes for NCDs and, given that NCDs cause some of the highest demands on the health system, it is essential that these are supported in any private health insurance model. We have identified six critical
elements to consider if a private health insurance model continues to be the preferred model. These critical elements are as follows:

1. It should support and encourage participation in chronic disease prevention interventions
including screening for hyperlipaemia, diabetes mellites, hypertension, and selected cancers as appropriate for different segments of the population. Studies have shown that using preventative health services can reduce morbidity and mortality for individuals and improve the risk profile of insured populations
2. It should maintain the principle of community rating to prevent insurers from discriminating
against members based on age, health status, or claims history. This is particularly important for NCDs, as a substantial proportion of the population will have existing chronic conditions at the time of entry to the insurance pool.
3. It should assure that a similar level and quality of healthcare is available to all participants
and that enrolment and coverage is not affected by pre-existing conditions, variable co-payments and deductibles, and mandatory preauthorization of costly investigations and procedures. Consideration should be given to how the system rewards an appropriate care provision while disincentivising over-servicing, a significant concern in any fee-for-service remuneration model
4. Funding mechanisms should fund and promote integrated care to engage more effectively with primary, secondary, and/or tertiary prevention of NCDs. The ability of PHI to engage in NCDs prevention is increasing not only in programmes focusing on primary and secondary prevention, but also in self-management, which plays a critical role in successfully treating chronic illnesses to prevent the recurrence of symptoms or consequences . Saudi Arabia has developed a very successful high coverage primary care sector and it is important this is not lost in a private health insurance model. Good integration of services means that patients with NCDs can be appropriately and well managed in the relatively lower cost setting of primary care while retaining ease of access to higher level and more costly care when required.
5. There should be an integrated comprehensive individual electronic health record that is accessible to clinicians and patients wherever it is needed in the health system, that is, across public and private providers. This will assist with continuity of care, assists monitoring quality of care, and helps to reduce unnecessary duplicative servicing.
6. Insured services should include the full range of clinical care required by patients with
NCDs, including allied health services, such as dietetics, as well as supporting patient engagement in self-care through patient education and community support programs(Hazazi,other,2022)

2-6-Healthcare infrastructure

The government is investing in expanding and modernizing healthcare infrastructure. Vision 2030 includes plans for new hospitals, specialized clinics, and primary care centers. This expansion is vital for achieving broader access and addressing capacity issues that have historically impacted the Saudi healthcare system(Chowdhury et al., 2021).

The strategic expansion of healthcare infrastructure under Vision 2030 has not only
increased the physical capacity of the healthcare system but also ensured that advancements
in healthcare facilities are evenly distributed, addressing historical disparities in access to
care This aligns with global trends, where the expansion of healthcare infrastructure is closely tied to improved health outcomes and economic growth. The expansion of healthcare infrastructure in Saudi Arabia, while monumental, is part of a broader narrative observed globally. Countries like Singapore and Denmark have similarly embarked on extensive healthcare infrastructure development, focusing on both urban and rural access.(Tan,et al,2021).

2-7-Change Management

Should address the human issues of a health-care organization rather than paying attention only to its economic and technical dimensions. Human interactions are the core element that constitutes and makes or breaks an organization. Therefore, ignoring these in planning, policy formulation, and decisions could be detrimental, as an organization’s readiness to change is valueless without the organizational members’ willingness to adapt and

maintain consistency with the transformation required. Otherwise, resistance could destroy the entire exercise and efforts of NTP 2020.

It is believed generally that the impediments to an organization's readiness to changes such as those in NTP 2020 may include support from leadership, legal hindrances, lack of funds for change, and poor coordination among the people responsible for implementing reforms. Further, too much secrecy and uncertainty in the decision-making process, the absence of clarity about who is responsible for the action, conflicting objectives among the stakeholders and interest groups, and finally, the failure of collective decision-making, affect the outcomes. Until and unless these issues are addressed, we cannot imagine readiness for change and successful implementation of the plan.

Moreover, sufficient funding also is required, and although the Saudi has allocated a considerable amount for transformation in NTP 2020, it must focus more on the priority areas. The second significant aspect is that of the targeting action, for example, the regions in which health-care organizations score poorly on readiness. Weiner *et al*suggested that priority must be given more to organizational improvement and building support for adaptation and must include stakeholder dialogue to facilitate the sustainable transformation in these areas effectively to achieve the goals of transformation like those in NTP 2020.

Similarly, monitoring and evaluation of the change process itself are critical for the successful execution of the plan, and the ability to track transformation is complicated if there are no measurable outcomes present to judge the transformation process. Therefore, experts recommend using a rigorous monitoring and evaluation mechanism to assess the progress of readiness for transformation by comparing them to the actual developments designed for transformation within the institutional and governance structures. A supportive environment is a pre-condition to achieve the desired level of readiness for transformation. However, during transformation, the health-care organization could face a number of challenges, including procedural, conceptual, and political challenges, as identified by experts such as Weiner *et al*Eriksen and Kellyand Madsen *et al*in several transformational cases. Therefore, these issues must be addressed to prepare the stakeholders and organizational members successfully to avoid complications and resistance and to implement the plan to transform Saudi health-care effectively. that the Saudi government should address the human issues of a health-care organization rather than paying attention only to its economic and technical dimensions. Human interactions are the core element that constitutes and makes or breaks an organization. Therefore, ignoring these in planning, policy formulation, and decisions could be detrimental, as an organization's readiness to change is valueless without the organizational members' willingness to adapt and maintain consistency with the transformation required. Otherwise, resistance could destroy the entire exercise and efforts of NTP 2020

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3-Supporting Medical Departments and Their Role in Healthcare Transformatio

A group of researchers in the healthcare field believe that although Vision 2030 has made significant strides in reshaping the healthcare landscape in Saudi Arabia, the success of these reforms will depend on continuous efforts in innovation, policy adjustment, and collaboration between the public and private sectors. They also emphasize the importance of ongoing assessment to ensure that the ambitious healthcare goals of Vision 2030 are achieved sustainably and improve the lives of the Saudi population. Future studies should revisit these reform areas to measure long-term impacts and guide the future strategic development of Saudi healthcare. Each sector such as health administration, psychology, pharmacy, anesthesia, social services, laboratory,nurse and home care plays a unique role in achieving these objectives. Through interdisciplinary collaboration and a commitment to continuous improvement, we present in this paper the key roles highlighted by researchers in their studies, which will contribute to the achievement of the Health Transformation Program's goals(Al Harthi and other,2024), as follows:

3-1The Role of Health Administration in Health Transformation 2030.

Health leadership and management play crucial roles in improving health services by the several roles. Firstly, **.** is the Strategic Direction which includes Vision and Mission, Strategic Planning. Secondly, is the Operational Effectiveness which includes the Performance Management, Quality Assurance and Resource Allocation. The third role is the Leadership which includes Inspiring and Motivating, Decision Making, Communication. The fourth role is the human resources management which includes Workforce Planning, Talent Management and Staff Engagement. The fifth role is the Patient-Centered Care which includes the Patient Safety, Patient Satisfaction and Patient Engagement. The role number seven is the Collaboration and Partnerships which includes the Interprofessional Collaboration, Stakeholder Engagement and Healthcare Integration. The role number eight is the Innovation and Research which includes the Evidence-Based Practice, Innovation and Continuous Quality Improvement. The last role is the Policy and Advocacy

Which includes the Health Policy Development, Health Equity and Health Literacy. In other hands, Effective health leadership and management are critical to Improve health outcomes and quality of care, enhance patient satisfaction and experience, increase efficiency, productivity, and sustainability, foster innovation, research, and continuous learning and Address health disparities and promote equity(WHO,2019).

Through this text,we can say that the importance of leadership and management in health transformation and improving health services, such as determining the strategic direction of health institutions, in addition to developing health policies and supporting innovation and modernization in the entire health sector to achieve quality and efficiency results in health services

3-2-The Role of Social Services in Health Transformation 2030.

Social services are essential for addressing the socio-economic factors that impact patient health. Social workers assist patients and families in navigating healthcare services, accessing resources, and providing emotional support. Vision 2030 emphasizes expanding social services to support vulnerable populations and improve overall community health. Social workers are involved in creating discharge plans, connecting patients with community resources, and assisting families with coping strategies. By addressing these non-medical needs, social workers contribute to a holistic approach to healthcare, reducing

the burden on medical staff and improving patient well-being**.**

And we can say that the role of social services intersects with the previously mentioned care pathways outlined in the Modernized Care Program as follows:

Based on the mentioned initiatives, the following roles can be identified for social services to contribute to achieving these goals and initiatives:

1. Preventive Care:

- **Health Training Programs:** Providing community support through awareness and guidance on the importance of health prevention and enhancing self-care skills.
- **Community Health Programs:** Designing and implementing community support programs targeting vulnerable groups and providing advisory and educational services.
- **Workplace Health Programs:** Supporting workplaces by conducting workshops and awareness programs for employees about occupational health.
- **School Health Programs:** Collaborating with schools to provide social and psychological guidance for children and families to promote mental and physical health.
- **Healthy Nutrition Promotion Programs:** Delivering counseling sessions and educational programs on healthy nutrition and its impact on public health.
- **Health Education through Entertainment Programs:** Creating innovative and impactful activities to raise health awareness.

2. Planned Care:

- **Integrated Service Clinics:** Providing psychological and social support within integrated clinics to ensure holistic care.
- **Transitional Care Services:** Supporting patients and their families during transitions between healthcare stages, including psychological and social counseling.
- **Reducing Hospital Stay Duration:** Assisting in planning to provide family and social support that facilitates patient discharge while ensuring continuity of care outside the hospital.

3. Safe Motherhood:

- **Pre-Marital Screening:** Offering counseling sessions to prospective couples about psychological and social health.
- **Maternity and Postnatal Care Services:** Providing psychological and social support for mothers during pregnancy and after delivery, especially for vulnerable groups.
- **Newborn Care and Well-Baby Clinics:** Assisting families in adapting to the demands of newborn care and offering necessary consultations.

4. Urgent Care:

- **Resource Management Centers:** Coordinating between medical and social teams to provide necessary support during emergencies.
- **Urgent Care Clinics:** Delivering psychological and social support to patients requiring immediate attention.

5. Chronic Conditions:

- **Case Coordination:** Monitoring chronic patients and providing psychological and social support to them and their families to ensure adherence to treatment plans.
- **Continuous Care Services:** Providing psychological and social counseling to enhance the quality of life for patients with chronic illnesses.

6. Palliative Care:

- **Supporting Patients and Families:** Offering psychological and social support to patients in advanced stages and their families to cope with their health status.
- **Elderly Care Services:** Providing social and psychological support for the elderly to ensure a better quality of life.
- **Developing Multidisciplinary Teams:** Working within integrated teams to deliver comprehensive care.

3-3-The Role of Anesthesia in Health Transformation 2030.

Anesthesia services are crucial for the successful expansion of surgical capabilities in Saudi Arabia, aligning with Vision 2030's objective to meet international healthcare standards. Anesthetists ensure patient safety during surgeries, particularly as the country advances in complex surgical procedures. The role of anesthetists has expanded to include pre-operative intra -oprative and post-operative care, enhancing recovery times and overall patient outcomes.

Vision 2030 supports the training of anesthesia professionals to build a skilled workforce that meets the demands of a modern healthcare system. By investing in training programs and technological advancements in anesthesia equipment, Saudi Arabia aims to deliver safer and more efficient anesthesia services, ultimately improving surgical care (Al Harthi and other,2024). Through this conference we say to review the latest developments in the field of anathesia in line with VISION 2030 to promote health in the kingdom .We aim to enhance awareness of the anesthesia in improving the result of surgical operation and achieving patient

3-4-Public Health and Preventive Services in Health Transformation 2030. Saudi Arabia's Vision 2030 has brought public health and preventive services into sharp focus, recognizing their critical role in building a healthy and resilient society. The kingdom's proactive approach to public health is reshaping the way healthcare is delivered emphasizing prevention over cure and community well-being over individual Sustainability **2024** treatment This narrative describes the kingdom's strategic efforts in enhancing public health infrastructure, promoting healthy lifestyles, and preventing diseases. At the heart of this transformation is the drive to combat non-communicable diseases (NCDs), which pose significant challenges to the health of the population . Vision 2030 introduces comprehensive screening and prevention programs aimed at the early detection and management of conditions such as diabetes, cardiovascular diseases, and cancer. These initiatives reflect a fundamental shift toward a preventive healthcare model, aiming to reduce the incidence and impact of chronic diseases across the kingdom(Al.hanawi,2019).

3-5- The Role of Home Care Program Nurses in Health Transformation

Whether in elementary schools, hospitals, or community health clinics, nurses work to address the root causes of poor health. As the largest and one of the most trusted members of the healthcare workforce, nurses practice in a wide range of environments. They have the ability to manage work as well as collaborate within teams, connecting clinical care, public health, and social services. Nurses possess significant and often untapped expertise to help empower individuals and communities to access high-quality healthcare, particularly in providing care to those in underserved rural and urban areas. Enhanced telehealth technologies and payment systems can help increase access to care, allowing patients to receive care in their homes and neighborhoods. However, nurses' ability to fully practice in these environments and others is limited by federal and state laws that prevent them from working to the full extent of their education and training.This text can be linked to the role of nurses in home care by highlighting the skills and expertise that nurses possess, along with their ability to provide comprehensive and integrated healthcare, especially in home environments. In home care, nurses contribute to the care of patients with chronic health conditions or those who require continuous medical care after hospital discharge.

When providing care at home, nurses are able to address the root causes of poor health more directly by monitoring the health conditions in the home environment, coordinating care among various healthcare providers such as doctors and social services, and educating families on how to care for patients. This aligns with the nurses' ability to connect clinical care, public health, and social services, as mentioned in the text.

Additionally, telehealth technologies assist home care nurses in improving access to care and following up with patients in their homes, which enhances the healthcare system's ability to provide sustainable and effective care without the need for hospital visits, reducing the burden on the healthcare system and improving overall quality.

However, the role of nurses in home care remains limited by state and federal regulations that restrict their ability to fully practice in some cases, necessitating the need for changes in these laws to enhance their role in providing more comprehensive home care.

Methodology

The research methodology in this paper is based on the documentary method, which is a comprehensive and systematic approach to exploring the literature and previous studies related to the topic of the Health Transformation Program: Enablers and Functional Roles of Supportive Medical Departments in the context of

Vision 2030. This methodology is particularly valuable in studying the evolving landscape of healthcare transformation in Saudi Arabia and its alignment with the goals of Vision 2030.
The documentary method involves the careful and systematic collection of records and documents relevant to the research problem. It also includes analyzing the content of these sources to derive insights and conclusions that contribute to understanding the complexities and challenges related to the integration and enhancement of supportive medical departments within the healthcare system. The documentary method is defined as the precise and systematic collection of records and documents related to the research problem, followed by the analysis of their content to draw conclusions related to the research problem(Al,Assaf,2009).

Conclusion

It is clear that the healthcare sector in Saudi Arabia has continually evolved, starting from providing basic services to adopting advanced, world-class health systems. The focus on improving the quality of services and expanding their reach remains ongoing, especially with the goals of Vision 2030, which aims to enhance the role of the private sector and ensure sustainability. As for the complementary roles in the healthcare transformation of medical departments, it can be concluded that
Social services play a pivotal role in most of these initiatives by providing psychological and social support, raising community awareness, and achieving integration between social and medical needs to ensure improved quality of life and support the health transformation goals The Health Transformation Program under Saudi Arabia's Vision 2030 recognizes the importance of integrating mental health care within the broader healthcare framework. The focus is on providing mental health services within primary care settings, enhancing access to these services and reducing the stigma surrounding mental health disorders. Programs promoting mental health awareness and early diagnosis are encouraged, helping address psychological issues at early stages. The goal is to build a healthcare system that acknowledges mental health as an essential component of overall well-being The role of anesthesiologists has become more significant with the expansion of surgical capabilities in Saudi Arabia, especially with the move towards meeting international healthcare standards. Anesthetists and anesthesia technicians are not only responsible for providing care during surgeries but also extend their role to pre-operative and post-operative care, which contributes to improving recovery times and overall patient outcomes. Investment is being made in the training of anesthesia professionals and the technology used in anesthesia equipment to ensure the delivery of safer and more efficient anesthesia services.The Health Transformation Program, through Vision 2030, aims to enhance public health and focus on prevention rather than treatment, reflecting a shift toward a healthcare model that prioritizes disease prevention. There is a focus on combating non-communicable diseases such as diabetes, cardiovascular diseases, and obesity, through early detection and prevention programs. This shift toward preventive care aims to reduce the incidence of chronic diseases and improve the quality of life for citizens. Nurses play a critical role in addressing the root causes of poor health in various settings such as schools, hospitals, and community health clinics. Their expertise, especially in home care, enables them to manage, coordinate, and connect clinical care, public health, and social services, particularly for underserved populations. However, their ability to fully utilize their skills is limited by geographic and social factors that restrict their practice and prevent them from providing comprehensive care in some cases.

Recommendation

Based on the conclusions drawn from the paper, the following suggestions can be made to achieve the health transformation goals under Saudi Arabia's Vision 2030:

- Expanding the scope of public-private partnerships across the Kingdom, such as developing new projects in primary care and specialized hospitals, to ensure the delivery of high-quality healthcare services with economic efficiency.
- Directing private investment towards innovative healthcare projects, such as medical research centers and long-term care facilities, to expand the range of healthcare services nationwide.
- Working on the development and implementation of a Health Information System across all hospitals and healthcare centers, including the private sector, to ensure data integration and improve patient management.
- Providing adequate training for healthcare practitioners on effectively using electronic systems to ensure the quality of healthcare services.
- Accelerating the localization of healthcare jobs, focusing on specialties like nursing and family medicine, through specialized training programs aligned with sector needs.
- Supporting the employment of Saudi women and youth in the healthcare sector by facilitating access to educational and vocational training opportunities.
- Implementing a comprehensive health insurance model focused on the prevention of non-communicable diseases (NCDs), with health coverage for all citizens and residents, especially those with chronic illnesses.
- Ensuring that health insurance covers disease prevention and regular screenings to improve health outcomes and reduce long-term costs.
- Directing investments in the development of hospitals and healthcare centers in remote areas to ensure the provision of healthcare services to all citizens, regardless of their geographical location.

- Developing training programs for change management in the healthcare sector, with a focus on enhancing leadership and management skills for staff in healthcare organizations.
- Establishing independent evaluation units to measure the progress of healthcare transformation plans, with measurable performance indicators to track results and periodically improve strategies.
- Using modern technological tools to monitor the effectiveness of procedures and achieve healthcare transformation goals under Vision 2030.
- Supporting innovation in the healthcare sector by providing incentives for the private sector to invest in new technologies such as artificial intelligence in diagnostics and treatment.
- Encouraging both quantitative and qualitative scientific research and development in healthcare to reduce chronic diseases and improve the quality of care provided to the community.

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