



مؤسسة الرعاية الصحية الأولية
PRIMARY HEALTH CARE CORPORATION

Primary Health Care Corporation

Annual Report

2024



مؤسسة الرعاية الصحية الأولية
PRIMARY HEALTH CARE CORPORATION

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1. Managing Director's Foreword

1. Managing Director's Foreword

I am pleased to present to you the Primary Health Care Corporation's (PHCC) Annual Report for 2024, which reflects a year full of achievements and challenges, and reaffirms our firm commitment to delivering high-quality, comprehensive, and person-centered primary health care services.

This year has witnessed notable achievements across various levels, starting with the expansion of health services, followed by the launch of innovative preventive and awareness initiatives, and concluding with the strengthening of our infrastructure, digital systems and corporate governance. These accomplishments are the result of the dedicated efforts of specialized teams and their unwavering commitment to applying the highest international standards, in alignment with the directives of the Ministry of Public Health (MOPH), the third National Development Strategy (NDS3) (2024-2030), and Qatar National Vision (QNV) (2030).

Accordingly, PHCC launched its third Corporate Strategic Plan (CSP) (2024–2030), which is built on three main pillars: promoting community and preventive health through awareness programs and services targeting priority populations; enhancing patient experience and the quality of services by developing integrated models of care, expanding access, strengthening safety; and ensuring corporate sustainability and resilience by developing governance and financial management systems, adopting digital solutions, and building human capacities.

Key achievements of 2024 include:

- Obtaining accreditation from Accreditation Canada for the fourth time and achieving the Diamond level standards for the third time, reflecting our ongoing commitment to quality and excellence in healthcare delivery.
- Winning the Leadership in Human Capital Development Award during the first edition of the Qatar Government Excellence Award.
- PHCC ranked first in the health sector in the 2024 National Cybersecurity Drill, underscoring our digital readiness and information security.

The increase in the number of people benefiting from PHCC services to nearly 1.9 million registered patients reflects the growing trust in our health services and affirms our ability to meet the rising health needs of Qatar's population.

At PHCC, we believe that investing in preventive health and wellness is the most effective path to building a healthy and sustainable community. Based on this belief, we continue to develop care models, expand access, and strengthen partnerships with several entities. PHCC has been keen to establish effective strategic partnerships with various stakeholders and concerned parties, including government entities, academic and research institutions, and international partners in areas such as health innovation, digital transformation, training and development. These collaborations have contributed to supporting the implementation of impactful projects, the exchange of best practices, and the integration of health service delivery.

PHCC is also preparing to host the sixth edition of the International Primary Health Care Conference (IPHCC) in 2025, one of the most prestigious medical gatherings in the Middle East. This event builds upon the successes of previous editions, particularly the fifth conference held in November 2023 under the patronage of the Minister of Public Health, which witnessed wide participation from global experts, policymakers and researchers from various countries around the world.

I would like to extend my sincere thanks and appreciation to everyone who contributed to preparing this report, and to all PHCC staff for their ongoing efforts and dedication to serving the nation. I also invite all our partners to review the contents of this report and make use of it in supporting our journey toward corporate excellence and toward integrated, sustainable primary health care.

2. About PHCC and Its Services

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The Primary Health Care Corporation (PHCC) is the principal provider of primary health care services in the State of Qatar. Established as an independent Corporation by Emiri Decree No. (15) in 2012, PHCC is responsible for managing and operating all health centers and affiliated care facilities. It aims to deliver effective primary care services, support patients through diagnosis and treatment, in accordance with national policies in force, while applying the highest and most recognized international standards.

PHCC operates under the umbrella of the Ministry of Public Health (MOPH) and plays an active role in implementing the National Health Strategy (NHS) for the periods 2011–2016 and 2018–2022, while also contributing to the realization of Qatar National Vision (QNV) (2030). The Corporation is also leading the transformation of health and wellness across the country by shifting the balance of care from curative, hospital-based treatment to preventative, health and wellness services in the community.

PHCC is now in its third strategic cycle, building on the achievements of the first National Primary Healthcare Strategy (2013-2018) and PHCC's second Corporate Strategic Plan (CSP) (2019-2023). The current CSP was developed through collaboratively involving PHCC staff, the health sector, and representatives from patients and the wider community. It builds on key external pillars such as the Qatar National Vision (QNV) (2030), the third Qatar National Development Strategy (NDS3) (2024-2030), and the third Qatar National Health Strategy (NHS3) (2024-2030). These strategies call for a focus on themes such as population health, setting ambitious targets to improve health outcomes, improving quality and access as well as a renewed focus on sustainability in service delivery. These priorities have been incorporated into PHCC's strategy as the core themes upon which its strategic priorities are based.

2.1 Vision, Mission, and Values of PHCC

OUR VISION

To be the Trusted Provider of Choice for Primary Health Care and Wellbeing of People in Qatar

We will achieve this vision by providing excellent primary health care services to our communities in a coordinated manner. To enable this, we will strengthen our integrated model of care and work collaboratively with key partners across the health system to shift the balance of care from curative, hospital-based treatment to preventative, health and wellness services in the community. We will enable patients to have better access to our services and improve their experience of receiving care at our health centers.

OUR MISSION

Delivering Excellent, People-Centered Family Medicine and Preventative Health Services to the Community

PHCC continues to focus on providing excellent, people-centered health care services to our community. We will enhance our family medicine model and emphasize disease prevention, healthy lifestyles and wellness. We will ensure our services are integrated to provide a seamless experience of care for our patients. To enable this, we will continue to strengthen our workforce, processes and procedures as well as ensuring greater focus on harnessing the power of technology, enabling an efficient and sustainable organization.

OUR VALUES

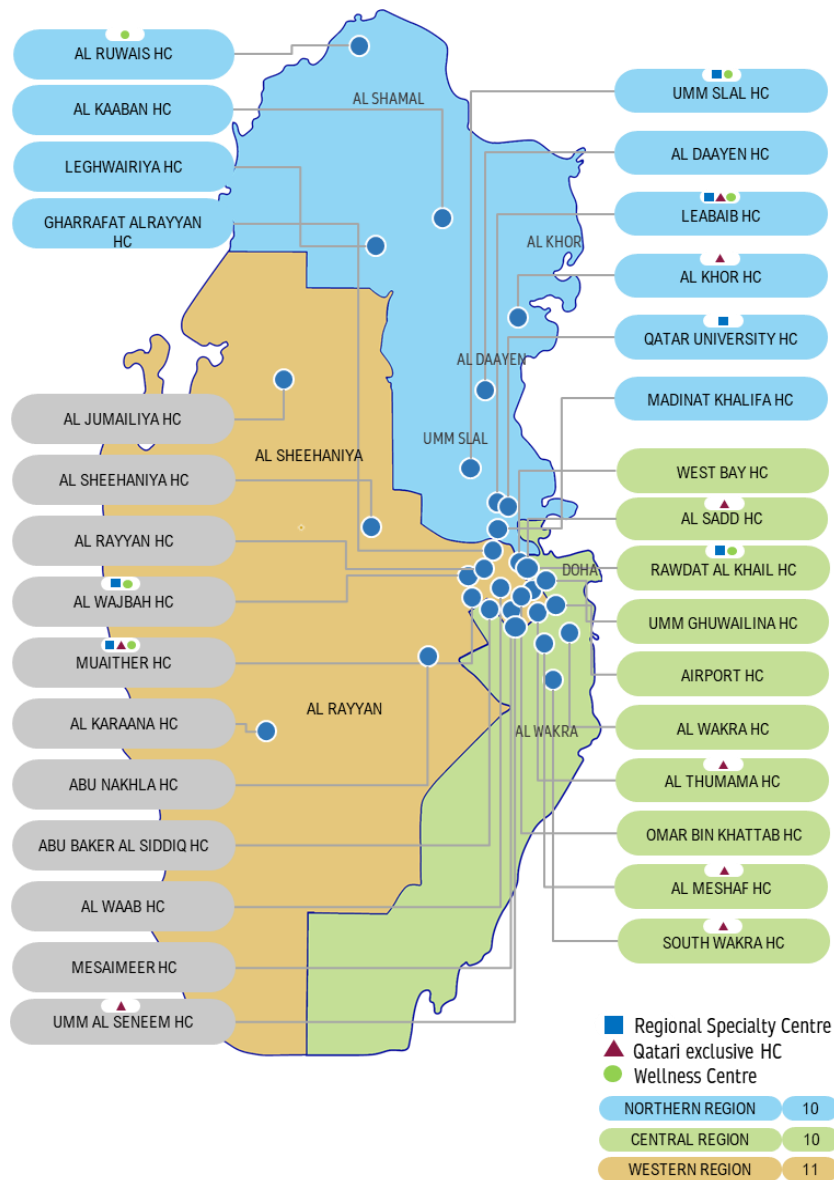
Efficiency and Quality, Leadership and Collaboration, Integrity and Innovation, Teamwork and Respect, Empowerment and Accountability

Our values are the fundamental principles of our organization. They guide everything we do now and will do in the future and set out what is expected from all our staff. They enable us to be an ELITE organization, create a more productive working environment, and support a capable and empowered workforce to provide the best possible care for our patients and communities.

2.2 PHCC Services

Nearly 8,000 clinical and administrative staff operate 31 health centers across the country, including 7 wellness centers, serving approximately 1.9 million registered patients. The newest addition to the network is Al Sadd Health Center, which was inaugurated in March 2023. It provides Qatar's growing population with greater access to our services, including specialty clinics, family medicine, maternity and child health, dental and oral health, school health services, home care, mental health support, as well as wellness and preventive health services, early detection screenings for breast and bowel cancer and annual health check-ups. In addition to the wide array of primary health care services offered at the health centers, the wellness centers provide integrated wellness services that focus on health promotion. These include gyms, swimming pools, massage therapy, steam rooms, and saunas, along with well-equipped general and specialized clinics featuring the latest medical equipment.

PHCC Health Center Map and Services



FAMILY MEDICINE

General Medicine
Complex Case Management
Antenatal
Postnatal
NCD Clinics
Continuity Care
Communicable Disease Control
Family Planning
Preconception Care
Well Women
Medical Commission

DENTAL AND ORAL HEALTH

SPECIALTY CLINICS

Cardiology
Dermatology
Ear, Nose, Throat
Geriatric Memory
Ophthalmology
Pediatric General
Psychiatry

PHARMACY

LABORATORY

RADIOLOGY

URGENT CARE

WELL BABY

ALLIED HEALTH

Physiotherapy
Optometry
Audiology
Dietetics
Midwifery Clinic
Maternity and Child Health
Support Clinic

WELLNESS SERVICES

SCREENING

Bowel Screening
Breast Screening
Annual Health Check & SMART Clinic
Infectious Disease Screening

SCHOOL HEALTH

HOME HEALTH CARE SERVICES

2.3 PHCC Facilities

Since 2015, PHCC has opened 16 new and replacement health centers in Doha and its surrounding areas in response to steady population growth and rising demand for healthcare services. Currently, PHCC operates 31 primary health care centers across 3 health regions: Central, Western, and Northern. Most of these centers are located in Doha, while the rest serve densely populated areas across the country. PHCC is also preparing to open two new replacement health centers: the new Umm Ghuwailina Health Center and the new Madinat Khalifa Health Center.

Collectively, these facilities span a built-up area of 201,990 square meters and occupy a footprint area of 115,902 square meters, reflecting PHCC's commitment to accessible, well-equipped healthcare environments that meet the needs of both patients and staff. The centers also offer 6,962 parking slots, ensuring convenience and accessibility.

The distribution of clinic rooms and facility space across the three regions is as follows:

Region	No. of Health Centers	Built-up Area (m ²)	Footprint Area (m ²)	Parking Slots
Central Region	10	79,280	34,438	1,986
Northern Region	10	66,492	40,592	2,604
Western Region	11	56,218	40,872	2,372
Total	31	201,990	115,902	6,962

This spatial distribution reflects a relatively balanced allocation of resources, with the Northern region leading in the number of clinic rooms, while the Central region maintains the largest built-up area. These figures highlight PHCC's strategic planning to align the infrastructure with regional healthcare needs.

Room Type	No. of Rooms
Family Medicine Clinic	703
Laboratory Room	194
Specialized Clinic	132
Allied Health Services Room	113
Health and Wellness Services Room	64
Physiotherapy Room	45
Dental Clinic	163
Pharmacy Room	32
Total	1,446

These ongoing investments in facilities underscore PHCC's continued efforts to enhance service delivery, support multidisciplinary care, and ensure equitable access to primary health care services across Qatar.

2.4 Summary of Key Corporate Achievements in 2024

- PHCC launched its new six-year Corporate Strategic Plan (CSP) in October 2024.
- PHCC achieved Accreditation Canada's Diamond Level status and maintained it for a fourth cycle in June 2024. It also received the People -Centered Care (PCC) Commitment Award.
- PHCC ranked first in the health sector and won the Golden Category Award in the National Cybersecurity Drill held in May 2024.
- PHCC received the Leadership in Human Capital Development Award at the first edition of Qatar Government Excellence Award ceremony and is preparing to meet the requirements for the second cycle scheduled in 2025.
- PHCC's status as a Continuing Professional Development (CPD) provider was renewed after the Workforce Training and Development Directorate obtained Continuing Medical Education (CME) accreditation for health professions from the Department of Healthcare Professions (DHP) at the Ministry of Public Health (MOPH), valid for five years from December 2021 to November 2026.
- In April 2024, PHCC celebrated receiving two prestigious accreditations: it has maintained the Accreditation Council for Graduate Medical Education–International (ACGME-I) accreditation in Family Medicine regularly since 2013, and for the first time in 2024, it received the ACGME-I accreditation in Community Medicine.
- PHCC's Emergency and Disaster Preparedness Index was recognized as a Leading Practice by the Health Standards Organization (HSO) for the first time.
- The first Qatar Family and Community Medicine Society (QFCMS) Conference was held from 21–23 November 2024, designed specifically to address critical knowledge gaps and emerging challenges facing healthcare professionals in primary care settings.
- PHCC participated in the World Innovation Summit for Health (WISH), held on 13–14 November 2024 in Doha.
- PHCC is preparing for the final survey to assess its laboratories in April 2025 to renew accreditation from the College of American Pathologists (CAP), which was initially granted in 2021.

2.5 Summary of Key Health Achievements in 2024

- PHCC added urgent care services to Leabaib and Al Karaana Health Centers, bringing the total number of centers providing this service to 12.
- In May 2024, a new ambulatory dialysis unit was inaugurated at Muaither Health Center as part of a joint initiative between Hamad Medical Corporation (HMC) and PHCC to ensure easy access to dialysis services within primary healthcare centers.
- PHCC expanded its ultrasound services through a new pilot program for breast ultrasound launched at Al Sadd and Al Waab Health Centers in October 2024, enhancing early disease detection and improving patient care.
- The Integrated Care for Older People (ICOPE) screening tool was extended to include Rawdat Al Khail and Leabaib Health Centers in October 2024 following the successful trials at Al Wajbah Health Center.
- Psychology services were expanded to include Muaither Health Center in July 2024 and Umm Slal Health Center in December 2024, raising the total number of PHCC health centers offering these services to nine.

- Integrated Older Adult Psychiatry services were extended to Al Mashaf Health Center in August 2024, in addition to Umm Sal Health Center.
- PHCC launched ECG services at Leabaib and Al Wajbah Health Centers as part of the Integrated Community Cardiology Service (ICCS).
- The PHCC Cancer Survivorship Clinic was inaugurated at Al Sadd Health Center.
- The second phase of the “Asnani” program was launched to raise awareness among educational and administrative staff, appointing oral health ambassadors in Qatari schools.
- The 2024 physical activity survey was launched for children and adolescents aged 5 to 18 registered with PHCC to assess their activity levels and types of activities practiced.
- PHCC concluded a campaign under the theme “School Health: Promising Student-Centered Healthcare,” which ran for two weeks from 8 to 19 September 2024 in preparation for the 2024/2025 academic year.
- In early 2024, PHCC established a mini health center for war victims from Gaza residing in Qatar to ensure easy access and comprehensive round-the-clock care. This includes a referral system for specialized clinics, dental clinics, physical therapy, radiology, and other services as needed.

2.6 Key Statistics for 2024

- The number of registered patients at PHCC Health Centers increased by 5% compared to 2022, reaching 1,874,919 by the end of 2024, up from 1,782,628.
- Qatari nationals represent 19% of the total registered patients in the country’s health centers.
- The age group 19-44 represents the largest segment among registrants at PHCC Health Centers, accounting for 50%, while seniors aged 65 and above represent 3%. Males constitute 51% compared to 49% females.
- There were 5,169,988 visits/consultations to PHCC Health Centers in 2024, with family medicine clinics accounting for the majority at 61%.
- Virtual consultations represented 8%, totaling 412,084 consultations.
- Family medicine clinics recorded 3,177,548 visits in 2024, a 28% increase compared to 2023.
- Oral and dental health clinics had 326,796 visits in 2024, an increase of 8.4% from 2023.
- Urgent care clinics saw 217,388 visits in 2024, a decrease of 8.8% compared to 2023.
- In 2024, 8,959 individuals (both genders) were screened for bowel cancer, and 8,432 women were screened for breast cancer.
- In 2024, PHCC conducted 12,340,117 laboratory tests and 275,307 radiology investigations and dispensed 8,032,990 medications.
- A total of 4,203 medication deliveries to homes were completed in 2024.
- There were 894,775 referrals in 2024, including 602,476 internal referrals and 185,160 external referrals.
- The total workforce at PHCC in 2024 was 7,975 employees, of whom 63% (5,049) are clinical staff, and 37% (2,926) are administrative staff.
- PHCC achieved a 71% Qatarization rate among administrative staff in 2024, thanks to policies supporting the promotion of Qatari employees and improving working conditions. The overall staff Qatarization rate was 27%.

3. Corporate Strategic Plans and the Launch of the Third Corporate Plan

3. Corporate Strategic Plan and the Launch of the Third Corporate Plan (2024-2030)

3.1 Conclusion of PHCC's Second Strategic Plan (2019–2023)

PHCC successfully completed its Second Strategic Plan (2019–2023), which was guided by the triple aim of: Better Health, Better Care and Better Value. The plan focused on six strategic areas, 20 strategic objectives, and 80 strategic activities, which were later revised to 65 activities following the mid-term review.

By the end of 2023, 94% of the strategic activities had been accomplished, the most notable of which included the opening of six new health centers: Al Mashaf, Umm Al Seneem, South Al Wakra, Al Sadd, Al Ruwais and Al Khor. Additionally, the implementation of the Family Medicine Model was completed in all health centers, ensuring that each patient is assigned a dedicated physician. In the area of preventive health, services have expanded to include annual check-ups, cancer screening, and oral and dental health programs. Mental health services have also been integrated into primary care, enabling 60% of cases to be managed within the PHCC.

As for workforce development, 98% of employees participated in training programs, and digital systems as well as competency frameworks were established. In the area of patient engagement, Customer Relationship Management (CRM) systems were implemented, patient portals were developed, and social media strategies were introduced, resulting in patient satisfaction exceeding 80%.

Among the lessons learned to achieve focus and efficiency was the importance of streamlining strategic activities. Public health messaging, infrastructure, and emergency preparedness procedures were also strengthened. In addition, recruitment processes and resource allocation were improved, and intersectoral collaboration was enhanced. Finally, innovation, research and community engagement were further promoted.

3.2 Launch of the Third Corporate Strategic Plan (2024–2030)

The Corporation has completed the development of its corporate strategic plan for the next six years, which was officially launched in October 2024. Building on the success of the previous primary health care strategy and alignment with the objectives of the Third National Development Strategy and the National Health Strategy (2023–2030), PHCC's Third Strategic Plan consists of 3 main strategic pillars supported by 12 strategic objectives and a set of related strategic initiatives. Two of these pillars focus on improving population health and clinical outcomes, and on facilitating access to high-quality health care services—an approach that will ensure achieving higher patient satisfaction rates. The third pillar serves as an enabler for the other pillars, focusing on enhancing the Corporation's financial sustainability and its adaptability to national primary care requirements through the development of governance systems and financial management.

This comprehensive strategy will outline a roadmap for advancing health care services, improving accessibility, and enhancing the overall well-being of the community. The strategic plan reflects the PHCC's commitment to continuous improvement and dedication to meeting the growing needs of the population of the State of Qatar. We will strive to achieve the objectives of this strategy to deliver exceptional care capable of making a positive impact on the health and lives of Qatar's population.

These strategic objectives cover the four key business perspectives: customer, finance, corporate processes, and capabilities, ensuring a balanced view of our strategic performance and a focus on the priorities outlined in the strategic plan.

Priority Population Groups

The Primary Health Care Corporation (PHCC) continues to support priority population groups at the national level, ensuring that our services align with their needs by giving them greater attention and focusing on increasing innovation in community-based health care, integrated health services, and preventive health. Our strategic objectives address the health needs of these priority population groups, which include children and adolescents, women and pregnant women, employees, mental health, improving the health of people with multiple chronic conditions, health and well-being for persons with disabilities, and the health of the elderly.

3.3 PHCC Strategic Objectives

PHCC strategic objectives have been developed in a participatory manner through the organization of multiple workshops for all stakeholders, surveys, and continuous feedback, with the aim of identifying the focus areas that PHCC will continue to work on and develop, while also building on the achievements of the second strategic plan. PHCC has identified twelve strategic objectives to support efforts in the coming phase, with an emphasis on shifting the balance of care from a treatment-based model to one that focuses on preventive health services and health awareness. These objectives include:

1. Increase focus on preventive health.
2. Strengthen the integrated model of care.
3. Increase patient health literacy and brand awareness.
4. Enhance patient access.
5. Improve patient experience.
6. Enhance provider and patient safety culture.
7. Drive clinical effectiveness and research excellence.
8. Develop and sustain competitive cost efficiency and productivity.
9. Increase resource allocation for prevention and priority population.
10. Increase digitalization to support patient services and internal efficiency.
11. Improved workforce planning.
12. Continually enhance workforce skills and knowledge.

These objectives represent a shift from previous strategies, which focused more on enabling PHCC to launch the family medicine model and develop its preventive health programs. The focus will now be on strengthening the integrated health care model and expanding preventive health services and patient health awareness. PHCC will continue to focus on improving health outcomes and the patient experience by providing high-quality, accessible and sustainable health care services.

3.4 Strategic Performance Measurement

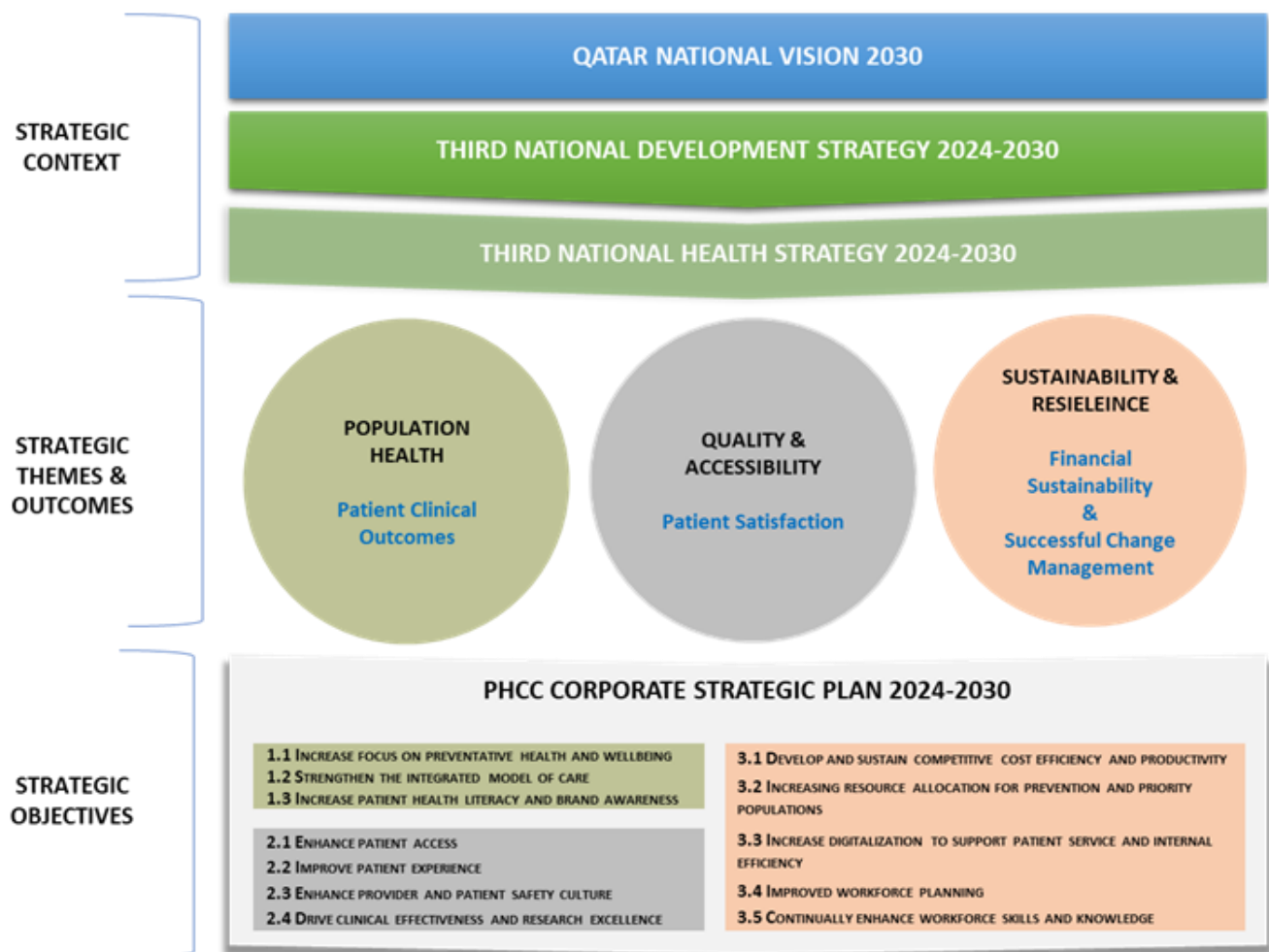
Strategic performance evaluation is a crucial element in implementing our corporate strategic plan, as it enables us to systematically monitor and assess the progress made in carrying out our activities toward achieving the defined strategic objectives. It also allows us to measure the efficiency of our operations through improvements in health outcomes, sustainability and organizational resilience.

The use of the balanced scorecard within PHCC's strategic monitoring and evaluation cycle operates on two levels. The first level — the corporate level — ensures effective monitoring of our strategic performance

and alignment of the Corporation's twelve strategic objectives across the four main business perspectives: customer (target groups), finance, internal processes and capabilities.

At the second level — the departmental level — balanced scorecards for each department will allow us to assess our strategic performance across the various operational activities of each department and health center individually. This enables us to gain a clear view of how departments and individuals contribute to achieving PHCC's strategic and operational objectives.

The implementation of this systematic monitoring framework will ensure that strategic performance is reviewed and evaluated on a quarterly and annual basis. Based on these reviews, operational plans at the department and health center levels will be adjusted to ensure the achievement of PHCC's strategic objectives.



4. Workforce

4. Workforce

The quality of primary healthcare relies on having a professional and motivated team striving to achieve the best health outcomes for patients. PHCC focuses on several key aspects, including recruiting new employees, developing current employees, and enhancing the health and safety of all staff.

In 2024, PHCC witnessed a series of achievements in the field of human resources, reflecting our commitment to improving the work environment and developing human capital. PHCC was honored by the Civil Service and Government Development Bureau in recognition of our collaboration in employing graduates from the government scholarship program, as a support step towards the localization strategy and attracting national talents.

PHCC is making every effort to attract Qatari workforce across various job levels and to increase the Qatarization rate. PHCC supports Qatar National Development Strategy in multiple areas, and the senior management is keen to create the best job opportunities for Qataris. The main Qatarized positions were generally in administrative jobs and particularly in leadership roles. Furthermore, PHCC provides opportunities for qualified Qatari citizens to showcase their skills, especially in the healthcare sector, in addition to training Qatari employees and enrolling them in specialized training courses tailored to their respective job fields. The Qatarization rate has risen to 27% overall and 71% in administrative groups, due to policies adopted by PHCC regarding the promotion of Qatari employees and the improvement of working conditions.

In terms of enhancing the employee experience, PHCC achieved an unprecedented participation rate of 65% in the employee satisfaction survey, with a satisfaction rate reaching 80%, reflecting a 6% increase from 2023. This was accompanied by the launch of the digital “Sogha” card, which offers exclusive benefits and discounts, and the implementation of more than 30 interactive sessions as part of the employee wellbeing program. In addition, 125 employees were honored under the enhanced “Momayazon” program, and 403 Qatari employees were promoted, supporting career growth paths.

4.1 Workforce Overview

In 2024, PHCC’s workforce totaled 7,975 employees, reflecting its expanded operational scope and commitment to delivering comprehensive primary healthcare across Qatar. Medical staff constituted 63% of the workforce (5,049 employees), while administrative staff made up the remaining 37% (2,926 employees).

The density of medical staff reached 5.8 per 10,000 registered patients, indicating a robust employment model aligned with patient volume and service demand.

Below is the breakdown of roles within the medical workforce:

Job title	Number	Staff Density Per 10,000 Patient
Physicians	1,084	5.8
Nurses	2,236	11.9
Dentists	212	1.1
Radiology Technicians	239	1.3

Job title	Number	Staff Density Per 10,000 Patient
Physiotherapists	65	0.3
Pharmacists	426	2.3
Laboratory Technicians	362	1.9
Health Educators	27	0.14
Audiologists	10	0.05
Other Allied Health Technicians	236	1.2

This distribution highlights PHCC's focus on multidisciplinary care, featuring a strong presence of nurses and physicians complemented by specialized roles in diagnostics, treatment and patient education.

4.2 Workforce Training and Development

PHCC achieved significant accomplishments in training and development over the past year, making notable strides in enhancing workforce capabilities and improving the quality of services provided. PHCC was reaccredited as a Continuing Medical Education (CME) provider after its Workforce Training and Development Department received accreditation for continuing medical education for healthcare professions from the Department of Healthcare Professions at the Ministry of Public Health (MOPH), valid for five years from December 2021 to November 2026.

A particular focus was placed on the "Health Leadership Development" program, in which over 1,082 professionals participated in management courses covering communication skills, time management, and supervision. A new healthcare management and leadership framework was also established in line with Canadian accreditation standards, thereby enhancing the quality of training delivered.

In the realm of digital learning, following the launch of the e-Learning Studio in 2023, 27 new courses have been produced. The e-library has expanded to 11 active portals, recording 41,051 hours of continuing education and more than 81,000 browsing sessions. The courses offered cover key topics such as hand hygiene, fire safety and emergency preparedness, strengthening employees' professional competencies.

The Clinical Training and Continuous Education Department also achieved remarkable results, with 25,724 learners attending 110 accredited programs. Additionally, the "International Training Center" delivered BLS, ACLS, and PALS courses to more than 1,900 professionals.

In terms of non-clinical training, 36 planned non-clinical professional development programs were implemented, involving 1,462 administrative staff, with a focus on developing Qatari staff through programs such as "Ta'ayosh" and "Marhaba." In the academic affairs domain, 14 Qatari citizens were awarded scholarships in 2024, representing a 100% increase compared to 2022.

These achievements reflect PHCC's commitment to developing workforce capabilities and enhancing service quality, thereby strengthening its position as a leading corporation in primary healthcare across Qatar.

5.Key Corporate Achievements in 2024

5. Key Corporate Achievements in 2024

5.1 Canadian Accreditation in Primary Healthcare and the Commitment to People-Centered Care Award

In June 2024, the Primary Health Care Corporation (PHCC) officially received the Diamond Level Canadian Accreditation for the fourth time. It is noteworthy that PHCC first obtained Canadian Accreditation in 2014 (Platinum Level), followed by consecutive Diamond Level accreditations in 2017 and 2021. This achievement is attributed to PHCC's commitment to delivering exceptional services and adopting evidence-based best healthcare practices.

PHCC has developed over 1,100 standard criteria across its headquarters and health centers, covering areas such as leadership and primary healthcare services, including virtual health, home healthcare, medication management, dentistry, diagnostic imaging, infection prevention and control and laboratory standards. These standards have also prioritized several other processes in clinical leadership, patient flow, impact on outcome, decision support, human and material resource management, service planning and design, principle-based decision-making, quality management, emergency and disaster management, surrounding environment, medical devices and equipment, and person-centered care.

The Commitment to People-Centered Care Award recognizes organizations that excel in the quality of patient-centered healthcare design and delivery. PHCC became the first organization worldwide to receive this award, placing PHCC among the global elite in healthcare, demonstrating its excellence in key areas, such as successfully launching initiatives that invite patients to become members of main committees, including the Senior Management Executive Committee, the Ethics Committee, and the Quality and Patient Safety Committee. This involvement grants patients the opportunity to participate in critical decision-making in service design and development. The award reaffirms that Qatar's healthcare system not only respects and responds to individual choices but also consistently embraces the perspectives of individuals, families and communities, recognizing them as partners and beneficiaries in a credible healthcare system.

5.2 Performance Standards and Government Excellence Award – PHCC Won the Leadership in Human Capital Development Award

In February 2024, PHCC was announced as the winner of the Leadership in Human Capital Development Award during the first edition of Qatar Government Excellence Award. This recognition was granted for providing an exceptional and motivating work environment for employees and for its efforts to foster trust and positive relationships among all stakeholders. This achievement followed PHCC's completion of the corporate evaluation stages organized and supervised by the Civil Service and Government Development Bureau (CSGDB), which assessed PHCC's performance through on-site service surveys, work process and development reviews, interviews and meetings with relevant departments, and submission of all required documentation to complete the evaluation process.

The Government Performance Standards (GPS) initiative, currently under the responsibility of CSGDB, aims to gradually prepare government entities, corporations, and ministries to adopt the European Foundation for Quality Management (EFQM) model, qualifying them for the Government Excellence Award. The EFQM model is a globally recognized management framework that enables organizations to succeed by identifying their position along the transformation path, understanding gaps and potential solutions, and empowering them to advance and achieve tangible performance improvements.

PHCC is currently preparing to meet the requirements for the second cycle of the Government Excellence Award. Meetings have been held with relevant departments to discuss the new requirements in their respective areas. The Government Performance Standards team has begun receiving practice descriptions and evidence from the departments concerned, which are currently under review.

5.3 PHCC Achieved the First Place at the Health Sector Level in the National Cybersecurity Drill

In May 2024, the National Cybersecurity Agency announced that the Primary Health Care Corporation (PHCC) had won the Golden Category Award and secured first place in the health sector during the 2023 National Cybersecurity Drill “Secure Your Data.” PHCC achieved the highest evaluation scores among nearly 30 governmental and vital entities in the country participating in the 10th edition of the drill, organized by the agency in November 2023. All other participating entities were also honored during the ceremony.

This recognition comes as part of the Agency’s efforts to encourage all governmental and vital entities and corporations to enhance their readiness and improve their response mechanisms to breaches, as well as to support raising preparedness to confront cybersecurity risks from three key aspects: human, technological, and operational. National cybersecurity drills play a crucial role in identifying and understanding the technical and administrative vulnerabilities of participating entities, enabling the Agency to propose future initiatives for implementation by different entities to enhance their individual efficiency levels.

5.4 PHCC Obtained Dual Accreditation in Family Medicine and Community Medicine

In April 2024, PHCC celebrated receiving two prestigious accreditations. The Corporation has recently received the International American Academic Accreditation in Family Medicine, which it has been awarded periodically since 2013. Additionally, in 2024, PHCC obtained for the first time the ACGME-I International Accreditation in Community Medicine. ACGME-I is a U.S.-based non-profit organization that evaluates and accredits graduate medical education programs both in the United States and internationally. The Family Medicine Training Program is a joint initiative between Hamad Medical Corporation (HMC) and PHCC.

Launched in 1995, this strategic program has successfully trained and graduated 179 highly qualified family medicine specialists who provide comprehensive family medicine services at health centers across Qatar. The program delivers advanced training curricula that have contributed to qualifying specialist doctors, consultants, and strategic leaders within the Ministry of Public Health (MOPH) and major health corporations in the country, making the program a source of pride for Qatar. More than 40 graduates currently hold senior leadership positions in the health sector, health centers and corporations. The program has been recognized for quality in education and training and has met competency requirements from the Qatar Board of Medical Specialties, the Arab Board of Health Specializations, the American Council for Graduate Medical Education, and the World Federation for Medical Education — a testament to the high standards of Qatar’s medical entities and education.

The Community Medicine Program was launched in 2004 in response to the country’s need for highly skilled physicians in preventive medicine and public health, as well as in assessing and addressing community health needs, delivering preventive healthcare, and promoting evidence-based lifestyle changes adapted to the community’s culture and health requirements.

This four-year program, jointly administered by PHCC and HMC, is accredited by the Arab Board of Health Specializations under the Council of Arab Ministers of Health. It currently includes 33 resident doctors and has graduated 41 Qataris and 11 non-Qataris. Most of its graduates now hold leadership positions in various health corporations, including the Ministry of Public Health, PHCC, and HMC.

5.5 Sixth Partners and Families Advisory Group (PFAG) Meeting

The Primary Health Care Corporation (PHCC) has made significant progress in partnering with patients and their families, recognizing their vital role in achieving better health outcomes. This positive approach is supported by transparent policies, robust frameworks, and committed leadership that involves patients in the decision-making process and ensures a high level of satisfaction. Accordingly, PHCC has established the “Patients Forum,” along with the “Health Center Friends” group and the “Partner and Family Advisory Group (PFAG).”

PHCC is keen to hold regular meetings with the Partners and Families Advisory Group (PFAG) to highlight the most pressing challenges the country faces in delivering the best healthcare services, to identify all obstacles from every perspective, and to find swift solutions to constructive feedback, as well as to address any challenges that may hinder the implementation of Qatar’s health vision. These meetings come as part of ongoing efforts to promote and embed the culture and concept of person- and community-centered care, by empowering community partnerships and enhancing communication through direct and open channels, enabling individuals to convey their views and have them assessed directly with PHCC’s officials.

The agenda of the sixth PFAG meeting highlighted how PHCC implemented and addressed the feedback and suggestions from the fifth meeting held during the previous cycle. A holistic presentation was made on the impactful changes introduced to align PHCC’s services with the needs and expectations of its users. It was emphasized that these improvements were directly inspired by the involvement of patients and their families, underscoring the power of listening to those who directly receive care at PHCC’s 31 health centers.

In addition, updates were presented on home healthcare services, outlining how feedback from patients receiving home care has influenced improvements over the past year. These collaborative efforts between the home care team and service recipients have yielded actionable insights, enabling PHCC to better tailor its home healthcare services to meet community needs.

PHCC also places emphasis on ensuring that all PHCC staff possess adequate knowledge of the concept of “People-Centered Care.” Thus, PHCC has undertaken the necessary preparations and relevant improvements, initiated internal capacity and knowledge building, and trained many employees on this concept and on ways to integrate it into their work. It is worth noting that these efforts culminated in receiving the Commitment to Patient-Centered Care Award from Accreditation Canada.

5.6 Business Continuity Planning Workshops and Large-Scale Exercises for Mass Incident Preparedness and Management

As part of its ongoing commitment to enhancing the primary healthcare resilience and ensuring service continuity, two major emergency preparedness planning exercises were conducted with the participation of employees representing all PHCC departments and sections.

- **Business Continuity Planning Workshop (27–28 November 2024):**

This two-day workshop served as the launch of PHCC’s business continuity management system journey. Sponsored by the Civil Service and Government Development Bureau, this initiative is vital for aligning primary healthcare with national-level strategic objectives for operational readiness.

- **Large-Scale Simulation Exercise (3 December 2024):**

The Primary Health Care Corporation (PHCC) conducted a preparedness exercise to strengthen its capacity to manage mass casualty incidents. The exercise was carried out across six PHCC health centers: Al Sadd, Leabaib, Al Mashaf, Qatar University, Muaither, and Al Wajba.

Mass casualty incidents pose significant challenges to healthcare systems, requiring effective preparedness and response strategies. Such incidents can result from natural disasters, terrorist attacks, abnormal accidents, or pandemics, leading to a vast number of casualties that exceed the capacity of local emergency services.

- **Exercise Objectives:**

- Assess the efficiency and effectiveness of the Major Incident Command Center (MICC) in activating, coordinating, and managing health centers during mass casualty incidents.
- Evaluate the ability of the Community Healthcare Center and the Emergency Response Team to activate and manage clinical operations, allocate resources, provide security services, and ensure business continuity effectively during mass casualty incidents.
- Assess the capability of health centers to manage mass casualty victims safely and efficiently.
- Evaluate the ability of health centers to handle visitors and the media during mass casualty incidents.
- Test the capacity of health centers to mobilize, utilize, and demobilize resources effectively during mass casualty incidents.
- Build capacity and provide a realistic training environment for healthcare employees.
- Simulate realistic scenarios involving victims with varying degrees of injury, along with the simultaneous management of visitors and media during mass casualty incidents.
- Strengthen preparedness, improve collaboration protocols, and enhance communication systems across different departments.
- Assess the efficiency and effectiveness of the Major Incident Command Center (MICC) in activating, coordinating, and managing health centers during mass casualty incidents.

- **Expected Outcomes:**

- Increased readiness and capacity to respond to mass emergencies within PHCC health centers.
- Improved collaboration protocols and communication systems between different departments.
- Clear identification of resources and logistics needs to respond to mass casualty incidents.
- Enhanced trust, communication, and cooperation among departments and the healthcare team when handling emergency scenarios, with a clear understanding of roles and responsibilities during mass casualty incidents.

5.7 Research Collaboration Agreement between PHCC and the College of Health and Life Sciences of Hamad Bin Khalifa University

In August 2023, the College of Health and Life Sciences at Hamad Bin Khalifa University signed a research cooperation agreement with the Primary Health Care Corporation (PHCC) to enhance the college's capabilities in educational and research training. Under this agreement, both parties will intensify their collaboration over the next three years in educational activities related to relevant graduate programs

offered by Hamad Bin Khalifa University. The university and PHCC will conduct research that fulfill the goals of both entities.

The agreement aims to provide the necessary equipment, facilities, researchers, and services to carry out research tasks, which have received approval from PHCC Corporate Review Board. The research results are expected to be jointly published by both parties in relevant scientific journals and academic publications.

PHCC will also begin taking tangible steps to leverage genomics and precision medicine. The agreement provides a unique opportunity for researchers from both PHCC and the university to collaborate in advanced fields of precision medicine and other areas of healthcare and medical research. Additionally, this partnership will offer greater academic opportunities for students, granting them access to practical experiences and expertise. This will enhance their skills and competencies, preparing them to undertake roles within primary health care facilities.

5.8 PHCC Participation in the World Innovation Summit for Health (WISH) 2024 and the First Scientific Conference of the Qatar Family and Community Medicine Society

The Primary Health Care Corporation (PHCC) participated in the World Innovation Summit for Health (WISH), held on November 13-14 at the Qatar National Convention Center in Doha.

PHCC was represented through a joint pavilion alongside the Ministry of Public Health (MOPH) and Hamad Medical Corporation (HMC), addressing various topics such as PHCC's new strategic plan for the period 2024–2030, the healthcare services provided, and other promotional activities.

In another note, the first conference of the Qatar Family and Community Medicine Society was held from November 21 to 23, 2024. The conference was specifically designed to address critical knowledge gaps and emerging challenges faced by healthcare professionals in primary care settings. The event brought together over 600 healthcare professionals to discuss the best and latest practices in family and community medicine. It also highlighted the most recent advancements and challenges in the field.

More than 40 experts from Qatar and abroad participated in the event, enriching the discussions and sharing insights with healthcare professionals in Qatar and the region. Additionally, over 100 Qatari family and community medicine specialists from various sectors across the country registered for the conference. The conference aimed to stimulate innovation and explore best practices in this field by integrating artificial intelligence, precision medicine, and advanced technologies to revolutionize care and improve patient outcomes.

6. Key Health Achievements in 2024

6. Key Health Care Achievements in 2024

6.1 Service Expansion and Development

6.1.1 Opening of the Dialysis Unit at Muaither Health Center

In May 2024, Muaither Health Center inaugurated a new dialysis unit as part of a joint initiative between Hamad Medical Corporation (HMC) and Primary Health Care Corporation (PHCC) to ensure easy patient access to dialysis services within health centers. The dialysis unit at Muaither Health Center can accommodate eight outpatients simultaneously for dialysis sessions and operates in two shifts — morning and evening — three days a week. This unit is expected to have a significant positive impact on patients.

The dialysis unit at Muaither Health Center is one of four dialysis units established for kidney patients at PHCC health centers. This collaborative initiative began at PHCC with Al Wakra Health Center in 2001, which started with 10 dialysis stations (machines) and gradually expanded to 23 machines. The second unit was established at Al Sheehaniya Health Center in 2009 and now includes 12 dialysis machines. Additionally, the dialysis unit at Rawais Health Center is equipped with 10 dialysis machines.

6.1.2 Expanding Mental Health Services

The integrated adult psychiatry clinics have expanded to include Al Sadd and Leabaib Health Centers, bringing the total number of PHCC health centers offering this service to seven. These health centers are Al Thumama, Al Wajba, Qatar University, Rawdat Al Khail, Al Mashaf, Al Sadd, and Leabaib. In addition, the scope of mental health services was extended to include Muaither Health Center in July 2024 and Umm Slal Health Center in December 2024, raising the total number of PHCC health centers providing this service to nine.

Integrated elderly psychiatry services were also expanded at Al Mashaf Health Center in August 2024, in addition to Umm Slal Health Center. Family physicians and psychiatrists at any health center can refer eligible patients to this service.

6.1.3 Provision of Case Management Services in All Health Centers as Part of the Second Phase of the Family Medicine Model

The Primary Health Care Corporation (PHCC) announced the provision of case management services across all its health centers as part of the second phase of the Family Medicine Model. Following the successful pilot program in Umm Slal, West Bay, Al Wakra and Al Wajba Health Centers, PHCC has expanded the service to cover the remaining 27 health centers.

At the core of PHCC's case management service lies an integrated care model that includes a multidisciplinary team of healthcare professionals. This team works collaboratively to provide personalized care plans, coordinate care, and manage cases, ensuring that patients receive comprehensive, patient-centered care to improve health outcomes, particularly for individuals with comorbidities.

One of the benefits patients will gain from the provision of case management services is improved continuity of care, a reduction in unnecessary hospital visits, and assurance that patients receive appropriate care and effective management of their chronic conditions. The expansion of the family medicine model through the case management service represents a significant step towards achieving

PHCC's vision of delivering effective, preventive, and personalized primary care in a patient-centered environment.

6.1.4 Increasing Urgent Care Clinics to 12 Health Centers

The Primary Health Care Corporation (PHCC) has added urgent care services to Leabaib and Al Karaana Health Centers, bringing the total number of health centers providing this service to 12.

The health centers offering urgent care services 24 hours a day, seven days a week are:

1. Rawdat Al Khail Health Center
2. Gharrafat Al Rayyan Health Center
3. Al Kaaban Health Center
4. Al Ruwais Health Center
5. Al Sheehaniya Health Center
6. Muaither Health Center
7. Abu Baker Al Siddiq Health Center
8. Umm Slal Health Center
9. Al Mashaf Health Center
10. Al Sadd Health Center
11. Al Karaana Health Center
12. Leabaib Health Center

The health centers providing pediatric urgent care services are:

1. Al Ruwais Health Center
2. Umm Slal Health Center
3. Muaither Health Center
4. Al Mashaf Health Center
5. Al Sadd Health Center

These units provide round-the-clock care for patients with non-life-threatening medical needs within the scope of primary care, such as minor burns, sprains, severe headaches or earaches, high fever, dehydration, and dizziness.

In addition, clinical teams at PHCC's 31 health centers are ready to provide medical care for children aged 5 years and above who present with urgent, but non-emergency, medical conditions. These include respiratory infections, mild fever, sore throat, or ear pain. Parents can bring their children, without a prior appointment, to their designated health center between 7:00 a.m. and 11:00 p.m., or to any of PHCC's 21 urgent care units, which are open 24 hours a day, seven days a week. PHCC also offers urgent telephone consultation services seven days a week, from 7:00 a.m. to 1:00 p.m. This service can be accessed by calling 16000, selecting PHCC, and then choosing option number 2.

6.1.5 Home Healthcare Services

Family Medicine Residents' Home Visit Training Program

The first training cycle began in September 2024, during which 52 home visits were conducted by 26 family medicine residents under the supervision of the Home Healthcare Service physicians. The Home Healthcare Service coordinated these visits, providing the necessary information, logistics, and clinical supervision to ensure their successful completion.

Sepsis Early Detection Service

The Sepsis Early Detection Service was launched across all health centers providing home healthcare services. The project adopted the World Health Organization's multimodal improvement strategy and included staff education and training, active monitoring and assessment of patients for signs and symptoms of infection, as well as the collection and analysis of aggregated data through monitoring forms.

6.1.6 Annual Health Check-up Service Upgrade Project

Since the launch of the Annual Health Check-up Service in 2017/2018, more than 50,000 assessment visits have been conducted (around 48,700 for Qataris and around 11,300 for non-Qataris). An increase in the number of assessment visits was observed in 2024, surpassing 10,000 visits compared to 9,000 in 2023. Leabaib Health Center recorded the highest number of visits in 2024, with nearly 2,500 visits, followed by Madinat Khalifa, Al Khor, Qatar University, and Al Rayyan health centers, each recorded between 700 and 900 visits.

A proposal was developed outlining a strategy to enhance the annual health check-up service with a comprehensive screening package specifically designed for Qataris registered at the eight health centers designated for Qataris – Leabaib, Muaither, Al Sadd, Al Mashaf, South Al Wakra, Al Thumama, Umm Al Seneem, and Al Khor. The proposal sets out measures to improve service efficiency and patient experience and has been submitted to the Ministry of Public Health (MOPH).

The revised package includes a broader set of tests and diagnostics, initially targeting Qataris at the designated health centers, with plans to expand it to cover all Qataris registered across PHCC's 31 health centers. The enhanced screening package will be offered as a premium service aimed at improving patient experience and increasing uptake. It also features tailored screening options, such as specialized packages for individuals over 50 years old, and a streamlined patient pathway integrating initial assessments into a single in-person visit, along with teleconsultations for follow-up.

6.2 Launch of New Health Services

6.2.1 Launch of the PHCC Cancer Survivorship Clinic at Al Sadd Health Center

This important initiative represents a significant step in providing comprehensive, patient-centered care for individuals recovering from cancer, with a focus on long-term health, quality of life, and well-being, as part of the State of Qatar's ongoing commitment to enhancing cancer patient care.

The Cancer Survivorship Clinic is designed to offer a multidisciplinary approach. Initially dedicated to breast cancer survivors, the clinic provides a full range of post-treatment needs, including routine follow-up, management of long-term side effects, provision of mental support, and a focus on preventive care. Annual breast cancer surveillance screenings will also be an essential part of the clinic's services, ensuring that patients continue to receive comprehensive follow-up care.

6.2.2 New ECG Service Enhances Access to Cardiac Care

The Primary Health Care Corporation (PHCC) has launched the electrocardiogram (ECG) service at Leabaib and Al Wajba Health Centers as part of the integrated community cardiology service (ICCS). This service helps reduce waiting times and increase capacity, supported by a specialist echocardiography technician. In collaboration with the HMC Heart Hospital, the service ensures timely care for patients with heart conditions while alleviating the referral burden and improving care integration.

6.2.3 Launch of the Ophthalmology Consultation and Referral Hotline

In December 2024, the Ophthalmology Consultation and Referral Hotline was launched to assist family physicians in remote health centers. This service connects family physicians with ophthalmologists at the Community Call Center to provide direct consultations during weekday morning shifts. Initially available at Al Daayen and Al Jumailiya Health Centers, the service aims to reduce unnecessary referrals and enhance patient care. Future plans include expanding the service scope and offering video consultations.

6.2.4 Launch of the “FreeStyle Libre” Continuous Glucose Monitoring Project

In October 2024, the Primary Health Care Corporation (PHCC) launched the pilot phase of the “FreeStyle Libre” system at selected health centers (Al Khor, Leabaib, Al Thumama, Al Wakra, South Al Wakra, Al Mashaf, Al Sadd, Al Wajba, Muaither, and Umm Al Seneem Health Centers). This important initiative introduces revolutionary glucose monitoring technology to enhance diabetes care in Qatar.

The “FreeStyle Libre” system offers convenient and effective glucose monitoring, with specific usage criteria focusing on type 2 diabetes patients on insulin therapy and elderly patients on multiple medications. Comprehensive training was conducted to ensure healthcare specialists master the use of this new technology. This launch underscores PHCC’s commitment to patient-centered care, supported by specialized trainers and comprehensive training materials to ensure effective implementation.

6.3 Health and Awareness Campaigns

6.3.1 National Seasonal Influenza Vaccination Campaign

The Primary Health Care Corporation (PHCC) participated in the annual national seasonal influenza vaccination campaign launched by the Ministry of Public Health (MOPH) in collaboration with Hamad Medical Corporation (HMC), PHCC, and several semi-government and private health corporations at the beginning of October 2024. This seasonal campaign for 2024/2025 is part of the ongoing efforts to maintain public health.

Through this campaign, PHCC aims to provide the target groups with vaccination against seasonal influenza, which is widespread during the winter season. The campaign initially commenced for healthcare sector employees. Additionally, a media campaign was launched on social media platforms, alongside press articles and radio and television interviews, to raise awareness and promote the importance of this joint campaign.

PHCC launched this annual joint seasonal influenza vaccination campaign across 31 of its health centers in various regions of the country, in collaboration with the Ministry of Public Health (MOPH) and Hamad Medical Corporation (HMC). The vaccine was provided free of charge to everyone.

Qatar’s influenza campaign focuses on five key priority groups who are more susceptible to severe influenza infection. While influenza can affect people of all ages, certain groups are at higher risk, making it essential to prioritize these groups to ensure they receive the seasonal flu vaccine first. These groups include individuals aged 50 and above, people with chronic diseases regardless of age, children between 6 months and 5 years old, pregnant women, and all healthcare workers.

By the end of March 2025, more than 48,000 shots of the seasonal influenza vaccine had been administered through PHCC's facilities.

6.3.2 School Health Campaigns and Programs

Back-to-School Campaign

Under the theme "School Health: Promising Student-Centered Healthcare," the campaign aimed at promoting student-centered care reached 169 secondary and high schools, as well as 122 primary schools and kindergartens. Students submitted 233 projects and artworks related to patient care, and 25 winning participants were honored at PHCC headquarters.

Asthma-Friendly Schools Program

This national initiative targets students with asthma from grades 1 through 12, aiming to enhance their health and well-being by providing a school environment that accommodates their condition. According to program results, 2,066 students were diagnosed with asthma and enrolled in the initiative, where they receive specialized nursing care tailored to their health needs.

Visual Acuity Program

The annual visual acuity screening for students in odd grades from 1st to 9th aims to detect visual impairments early. School nurses refer students with impaired vision to ophthalmology and optometry clinics for treatment and prescription of eyeglasses. In total, 52,423 students were screened, and 4,849 students were referred for follow-up.

Training on Managing Autism Spectrum Disorder Cases in Schools

The School Health Service, in partnership with Child and Adolescent Health Services, works to raise awareness of autism spectrum disorder (ASD) among government school staff, including teachers, psychologists, social workers, and nurses. The program provides training on understanding ASD, managing it, offering support, and improving communication with students diagnosed with this disorder.

Growth Monitoring Program

As part of the National Screening Program, 125,250 students in all government schools were screened to detect growth disorders related to nutrition or lifestyle. Early referral of identified cases to PHCC health centers was made for follow-up and treatment to help reduce obesity rates.

6.3.3 Other Campaigns and Engagements

PHCC participates throughout the year in celebrating various local and international events and occasions, including but not limited to:

1. National Day (December 18)
2. Sports Day events (Second Tuesday of February annually)
3. World Environment Day (June 5)
4. World Asthma Day (First Tuesday of May annually)
5. International Nurses Day (May 12 annually)
6. Summer Diseases Awareness Campaign (June–September annually)
7. World Blood Donor Day (May 14 annually)
8. Healthy Eating in Ramadan Campaign (Ramadan 2024)

9. World Family Doctor Day (May 19 annually)
10. Autism Awareness Month (April annually)
11. Qatari Family Day (April 15 annually)
12. World Immunization Week (April 24–30 annually)
13. World Mental Health Day Campaign (October 10 annually)
14. World Breastfeeding Week (First week of August)
15. World Infection Prevention Week (October 15–19 annually)
16. World Hand Hygiene Campaign (May 5 annually)
17. World Health Day (April 7 annually)
18. World Diabetes Day (November 14 annually)
19. Oral and Dental Health Awareness Month (September annually)
20. World Glaucoma Awareness Week (March annually)
21. World Cancer Day (February annually)
22. Bowel Cancer Awareness Month (March annually)
23. Breast Cancer Awareness Month (October annually)

7. Governance, Regulation and Management

7. Governance, Regulations and Management

The Primary Health Care Corporation (PHCC) implements its leadership strategy through a structured framework for engagement and strategic planning aligned with national objectives, facilitating inter-departmental collaboration and aligning the contributions of various stakeholder groups with corporate objectives. It employs various monitoring tools, such as reports, stakeholder engagement platforms, and dashboards, including the balanced scorecard and strategic key performance indicators, to measure progress and strengthen governance.

Strategic leadership initiatives include the Senior Management Executive Committee's reviews of periodic reports from various committees, such as the Strategy Implementation Working Group, the Quality and Patient Safety Committee, as well as the annual action plans of the committees.

PHCC leaders refine corporate strategies to address gaps and drive improvement by reviewing initiatives during the mid-strategic cycle, updating performance indicators to align with stakeholder needs, and implementing person-centered healthcare programs.

In addition, PHCC has robust risk management, governance and control systems to enhance its ability to achieve its objectives. Internal audit is a fundamental pillar of this system, helping to improve governance, risk management, and control processes through an annual audit plan that aligns with the corporate strategic objectives.

Regular audits ensure compliance and the effectiveness of internal controls. Audit activities are conducted by professional auditors in accordance with global standards and regulatory guidelines, and audit results are reported to stakeholders, highlighting control gaps alongside corrective actions. The implementation of audit recommendations is monitored through periodic follow-up, and stakeholder feedback helps improve audit performance. Regular communication with leadership and stakeholders supports transparency and accountability.

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The Finance Department is committed to monitoring budget utilization through advanced accounting systems (Oracle) to track the budget across all spending stage, which includes budget request, purchase order, receipt, and payment, in order to ensure adherence to the approved budget. These procedures are formulated and incorporated into the budget control policy.

The Health Information and Communication Technology (HICT) Department follows a governance model based on ISO 27001:2022 and ISO 20000-1:2018. PHCC uses Enterprise Resource Planning (ERP) systems and the CIS "Oracle Cerner" system to enhance monitoring and control of administrative and healthcare processes and data management. PHCC has also developed data security controls that include role-based access control (RBAC), data loss prevention (DLP), and data encryption to ensure security, transparency, and integrity. These measures are subject to mandatory annual audits covering the information security management system (ISO 27001), the service management system (ISO 20000-1), and the business continuity management system (ISO 22301).

Compliance with PHCC's cybersecurity framework is regularly assessed by the National Cybersecurity Agency. PHCC has obtained (O-EMRAM) accreditation from the Healthcare Information and Management

Systems Society (HIMSS) for its outpatient electronic medical record centers. It also adheres to several national policies, including the national information assurance standard and policy, the national data classification policy, and the data management policy, carrying out regular monitoring, measurement, analysis, and reporting.

Corporate Governance

Corporate governance at PHCC is a fundamental pillar to ensure efficiency, transparency, and accountability across all aspects of corporate operations. An integrated governance framework has been developed, encompassing the formation of committees, defining their powers, and monitoring their performance, in alignment with international corporate governance standards and government requirements for excellence in performance.

PHCC is managed in accordance with the Corporate Governance Guide, which clearly outlines the main and supporting processes, and is based on Amiri Decision No. 12 of 2016. Main processes include the operation of health centers, facility management, provision of medications and supplies, and promotion of community health. Supporting processes include the development of the organizational structure, the development of strategic and operational plans, policy and procedure management, and the governance of human and financial resources.

PHCC is led by the senior management, represented by the Managing Director, Assistant Managing Directors, and the Senior Management Executive Committee (SMEC). This leadership is supported by several permanent committees to maintain internal control for achieving the Corporation's policies and objectives. The Senior Management Executive Committee (SMEC) remains the highest permanent committee in PHCC, serving as a key component of its governance structure. It addresses the overall oversight of PHCC's operations, decision-making, and provides recommendations to the Managing Director on key strategic, administrative, and operational matters, ensuring efficiency and effectiveness in delivering organizational work and healthcare services.

Through the Managing Director, SMEC is responsible for exercising delegated powers and authorities to implement overall strategies, corporate policies, activities, and operational performance, as well as evaluating and monitoring PHCC's annual budget, capital projects, and new facility infrastructure. It also oversees the implementation of the annual internal audit report.

Formation and Management of Committees

All PHCC committees are subject to a unified policy that governs their formation, review, and approval, based on the Committee Governance Policy, the corporate governance guide, and the corporate committees guide. This policy stipulates the development of a terms of reference document for each committee, defining its powers and responsibilities, with a clear and approved reporting hierarchy. The approved types of committees include permanent committees, strategic corporate committees, operational specialized committees, and sub-committees.

As part of corporate governance requirements and to compliance assurance, all committees are required to update their terms of reference annually:

- Terms of reference templates have been revised and improved to reflect changes in legislation, regulations, or best practices.
- All committee chairs are currently updating the terms of reference to ensure they remain current.
- As of January 2025, all committees are required to develop an annual committee plan.

- A dedicated template has been developed for preparing the annual committee plan, as well as for periodic reports.
- The annual committee plan will enable committees to compare their annual and progress reports against the annual plan to assess progress toward their objectives at the end of each year.

PHCC has also developed the Corporate Committee Guide, which is designated for all committees within PHCC. The guide outlines the expectations applicable to all committees and includes the following guidance:

- Roles of Corporate Committees: types of committees, committee formation, terms of reference, membership, and committee size.
- Committee Governance: leadership, membership, roles and responsibilities of the chairperson, committee secretary, and members.
- Committee Processes: quorum, agenda preparation, meeting scheduling, meeting minutes, post-meeting actions, decision-making processes, and succession planning.
- Reporting Guidelines: guidance on preparing standardized periodic reports.
- Compliance Requirements: disclosure of conflicts of interest, confidentiality agreement, and data protection.
- Committee Performance and Accountability: committee evaluation criteria, member evaluation criteria, and evaluation tools.
- Governance and compliance templates, confidentiality maintenance, and annual evaluation materials.

Standing, Corporate, and Special Committees

PHCC encompasses a wide range of permanent, corporate strategic, and operational specialized committees covering various administrative, strategic and operational aspects, such as risk management committee, quality and patient safety committee, corporate ethics committee, emergency and incident preparedness committee, engineering projects committee, finance committee, tenders and contracts committee, among others. These committees operate under the supervision of the Managing Director and the Senior Management Executive Committee (SMEC), which represents the highest permanent authority within the governance structure and undertakes broad strategic and operational responsibilities.

Committee Performance and Governance Evaluation

The Corporate Governance and Compliance Department has issued guidelines for the annual evaluation of committees, which include criteria for assessing the committee as a whole, the performance of its members, and the evaluation tools used. A pilot evaluation was conducted in the fourth quarter of 2024 with the aim of integrating evaluation as a routine part of committee governance and providing an evidence base for committee performance against best practices.

According to the governance guidelines for standardized reporting, all corporate committees are required to submit quarterly reports in line with their meeting frequency:

- Committees that meet weekly, monthly, bi-monthly, or quarterly should submit quarterly progress reports to maintain effective reporting and feedback mechanisms.
- Sub-committees should submit their reports to their parent committees while ensuring a copy is also provided to the Corporate Governance and Compliance Department.

- Sub-committee reports requiring escalation or a decision from SMEC must be attached to a report submitted by the relevant main committee.
- Governance guidelines for standardized reporting have been developed along with a specific template to guide committee chairs and the relevant administrative secretariat.

The first set of committee reports, accompanied by each committee's meeting log and attendance records, was submitted to the Managing Director in April 2025.

8. Summary of 2024 Statistics

Summary of 2024 Statistics

- **Employees**

- Total number of employees: 7,975 (63% clinical, 37% administrative).

- **Patients**

- Number of new registered patients in 2024: 92,291 (+5%).
- Number of active patients who visited PHCC: 1,021,059.
- Total registered patients: 1,874,919.
- Population distribution: 81% non-Qatari, 19% Qatari; 51% male, 49% female.

- **Facilities and Services**

- Number of health centers: 31.
- Urgent care centers: 12.
- Wellness centers: 7.
- Specialty centers: 9.
- Home care centers: 24.
- Virtual call center: operating 24/7.

- **General Statistics**

- Total visits: 5,169,998.
- Average monthly visits: 430,833.
- Average daily visits: 14,164.
- Average visits per patient: 5.1.
- Physician utilization rate: 88%.
- Waiting time in clinics: 76% of patients were seen within less than 30 minutes.
- Referral rate: 17%.
- No-show rate: 29%.
- Virtual consultation rate: 8%.
- Walk-in rate: 70%.

- **Clinical Specialties and Services**

- Family medicine clinic visits: 3,177,548.
- Family medicine consultations: 3,058,569.
- School health: 425,910.
- Well-baby clinic: 183,438.

- Preventive health: 732,792.
- Mental health: 6,426.
- Ophthalmology: 97,318.
- Dermatology: 44,110.
- ENT: 47,756.
- Cardiology: 2,846.
- Complex case management: 2,696.
- Dental services: 356,802.
- Urgent care: 217,388.
- Allied health: 237,615.
- Physiotherapy: 91,543.
- Smoking cessation: 4,718.
- Home healthcare: 81,258.
-  **Pharmacies and Laboratories**
- Pharmacy visits: 3,209,415.
- Medications dispensed: 8,577,272.
- Medications delivered to homes: 4,203.
- Laboratory visits: 1,110,074.
- Laboratory tests: 12,340,117 (8,032,990 within PHCC; 4,307,127 sent to HMC).
-  **Nursing and Referrals Services**
- Nursing activities: 5,407,407.
- Medication administration: 802,677.
- Vital sign assessment: 3,674,351.
- Referrals: 894,775 (602,476 internal, 185,160 external, 107,139 urgent).