



مؤسسة الرعاية الصحية الأولية  
PRIMARY HEALTH CARE CORPORATION

Primary Health Care Corporation

# CORPORATE STRATEGIC PLAN

2024-2030



THE 1<sup>st</sup> CHOICE FOR OUR  
COMMUNITY'S HEALTH

    PHCCqatar

[www.phcc.qa](http://www.phcc.qa)



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# Managing Director FORWARD



Primary health care is widely regarded as the most inclusive, equitable and cost-effective way to achieve better health outcomes, than other health care levels. It also plays a key role in strengthening the resilience of health systems to prepare for, respond to and recover from any major crises, as we have recently experienced with the COVID-19 pandemic.



Dr Mariam Ali Abdulmalik  
Managing Director  
Primary Health Care Corporation

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The Primary Health Care Corporation (PHCC) has developed over the last decade from its inception through 2 existing strategic cycles and we are now into our 3rd strategic cycle - this is an important phase for PHCC as we continue to tackle a number of national health challenges. The life expectancy of our people has been constantly improving, and in the coming decades, the quality of life for the people in Qatar is at risk from the impact of their changing lifestyles. While there is already a high prevalence of chronic conditions and associated risk factors, I have always been convinced that the best way to deal with this and supporting a healthy population is to focus on wellness and prevention, and by having a comprehensive high quality primary health care service. PHCC has placed significant emphasis on developing safe, high quality and person-centered health services across all PHCC Health Centres.

We remain focused on adding value into the health sector and building on the momentum of the past decade. As an organization, PHCC can be encouraged by its achievements under the previous strategies. We have showcased our steadfast resilience, having adeptly navigated the obstacles presented by the COVID-19 pandemic and proficiently catered to the requirements of the FIFA



World Cup 2022. Throughout the past decade, PHCC has experienced a dynamic evolution, culminating in its distinguished reputation as a paragon of excellence in delivering top-tier healthcare services to all citizens and residents of Qatar, internationally recognised by the continuous achievement of Accreditation Canada Diamond status.

**Over the last strategic cycle, a further 7 health centres were opened and are fully operational,** the family medicine model of care has been implemented in all PHCC health centres, PHCC delivered the national breast and bowel screening services, and hearing loss screening have been fully transitioned to PHCC. Mental health services have been integrated into primary health care, providing improved accessibility and health outcomes. We have also developed and implemented wellness community interventions for children and adolescents. PHCC has delivered effective immunization programs and campaigns for vaccine preventable diseases ensuring the safety of our communities and staff and achieving recommended routine child and adult immunizations. We continue to progress our research aspirations through a developed framework for academic and clinical research excellence. Yet there are many other achievements over the past 5 years that we can be proud of. This clearly shows our ongoing commitment to

patient safety and to developing our staff to provide high quality services.

In our new strategic cycle, our attention will be on transforming the way in which care is provided. The new Qatar National Health Strategy (NHS3) 2024-2030 as well as the new Qatar National Development Strategy 2024-2030 calls for a focus on population health, setting ambitious targets to improve health outcomes, improving quality and access as well as a renewed focus on sustainability and resilience. We will all benefit from a commitment to strive for a truly integrated model of high-quality health services that are sustainable and resilient. To help deliver our mandates, PHCC is committed to empowering all our staff to act with professionalism, compassion, and commitment to our patients to achieve our set objectives and targets.

I would like to extend my thanks and gratitude to all our staff for their commitment to making PHCC an organisation that I am proud to lead. No matter the role or department within our organisation, our workforce is integral in contributing to delivering safe, effective, and high-quality care to our patients. I look forward to our collective achievements in the next strategic cycle in advancing the health and well-being of our communities through comprehensive, integrated, person-centred, and sustainable primary health care services as articulated in this Corporate Strategic Plan.



# EXECUTIVE SUMMARY

All people, everywhere, have the right to achieve the highest attainable level of health (WHO, 2023).

Primary health care is a whole-of-society approach to effectively organize and strengthen national health systems to bring services for health and wellbeing closer to communities. It is widely regarded as the most inclusive, equitable and cost-effective way to achieve universal health coverage (WHO, 2023).





## INTRODUCTION

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 committed in its mission to Deliver Excellent People-Centred Family Medicine and Preventative Health Services to the Community, by shifting the balance of care from curative, hospital-based treatment to enhanced preventative health and wellness services in the community.

**“ PHCC is currently operating 31 health centres including 7 wellness centres across the State of Qatar.**

We remain focused on adding value to the health sector and building on the momentum of the past decade. PHCC has placed significant emphasis on developing safe, high-quality, and people-centred health services through its expanding network of health centres. Shaped around our vision, mission and values, our models of care are designed to achieve our aims to achieve our objectives. We are now in our third strategic cycle, building on the foundations laid by the first National Primary

Healthcare Strategy (2013-2018) and PHCC’s Corporate Strategic Plan (2019-2023). This corporate strategic plan has been developed collaboratively involving stakeholders from across the organization, the health sector, patients, and the wider community. Furthermore, it builds on key external pillars such as the Qatar National Vision 2030, the third Qatar National Development Strategy, and the Qatar National Health Strategy (NHS3) 2024-2030.



These strategies call for a focus on population health, setting ambitious targets to improve health outcomes, improving quality and access as well as a renewed focus on sustainability and resilience, these have been incorporated in our strategy as the core themes upon which our strategic priorities are based.



## PHCC VISION, MISSION AND VALUES

Our vision has been developed to ensure PHCC remains the Trusted Provider of Choice for Primary Health Care and Wellbeing of People in Qatar. Our mission has been refreshed to emphasise the organizational focus on Delivering Excellent, People-Centred Family Medicine and Preventative Health Services to our community. Our values are the fundamental guiding principles of our organization. They have been updated to ensure we remain an ELITE organization with an emphasis on innovation and accountability. Our values enable our organization to create a conducive working environment and nurture a capable and empowered workforce to provide the best possible care and support for our patients.



We understand the importance of a strong primary care infrastructure, preventative health and a family medicine model of care in delivering sustainable and resilient health care services. We understand the importance of employing and developing dedicated staff who are focused on patient safety, patient experience and high-quality accessible patient services. Our Corporate Strategic Plan aims to achieve objectives in all these areas over the next seven years, highlighting their importance to the overall health and wellbeing of our communities.

## PHCC STRATEGIC PLANNING APPROACH

Developing PHCC's Corporate Strategic Plan has been a collaborative endeavour, involving senior executives, clinical leaders, health centre staff, patient representatives, as well as a broad range of stakeholders and partners from across the health system in Qatar. It builds on our 2nd Corporate Strategic Plan (2019-2023) and other key strategies such as the Qatar National Vision 2030, the third

Qatar National Development Strategy, and the National Health Strategy (2024-2030).



The Vision, Mission and Values of the organization have been refreshed through a comprehensive process of strategic workshops and surveys involving our leadership teams and staff. Our strategic objectives have been identified to prioritize delivery of better healthcare outcomes with an increased focus on preventative health. They represent a shift in our thinking and our approach, aligned to a health system focused on delivering better population health, quality and accessibility, all delivered in a sustainable and resilient manner.

## OUR PRIORITY POPULATIONS

PHCC continues to support the priority population groups identified at the national level. Our services are aligned to the needs of these priority groups to create a platform for increased attention and greater innovation towards care in the community, integrated health services and a focus on prevention, health promotion and wellness.

Our strategic objectives address the health needs of these priority populations including:

1. Healthy children and Adolescents
2. Pregnant Women
3. Healthy and safe employees
4. Mental health and wellbeing
5. People with multiple chronic conditions
6. People with special needs
7. Healthy ageing



## LOCAL CONTEXT



**1,782,628**

Registered Patients



**7,719**

STAFF

STAFF Density per 10K Registered Patients

**5.6**

Physicians

**1.2**

Dentists

**11.8**

Nurses

**2.3**

Pharmacists

**1.9**

Lab Technicians

**1500+**

Clinics

**31**

Health Centers

**3**

Regions

**9**

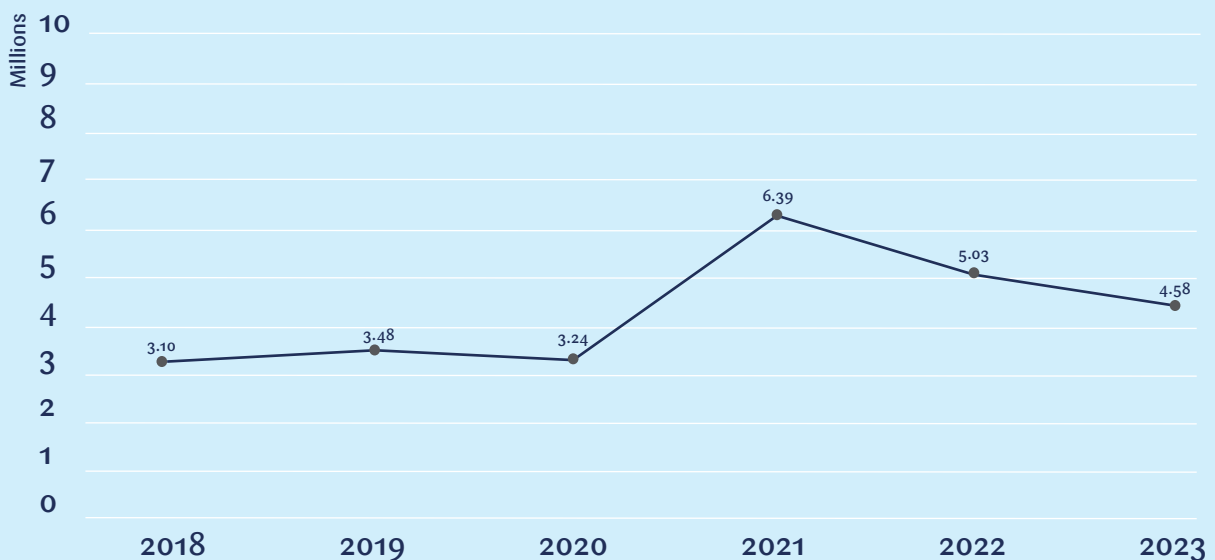
Regional Specialty Centers

**7**

Wellness Centers



### TOTAL PATIENT VISITS, 2018-2023



# PHCC HEALTH CENTER MAP AND SERVICES

# SERVICES



## FAMILY MEDICINE

- GENERAL MEDICINE
- ANTENATAL
- POSTNATAL
- NCD CLINICS
- FAMILY PLANNING
- PRECONCEPTION CARE
- MEDICAL COMMISSION

## PREVENTATIVE HEALTH

- SMOKING CESSATION
- HEALTHY LIFESTYLE CLINIC
- COMMUNICABLE DISEASES
- WELL WOMEN
- WELL BABY

- BREAST AND BOWEL SCREENING
- ANNUAL HEALTH CHECK

## DENTAL AND ORAL HEALTH

## SPECIALITY CLINICS

- CARDIOLOGY
- DERMATOLOGY
- EAR, NOSE, THROAT
- GERIATRIC MEMORY
- OPHTHALMOLOGY
- PEDIATRIC GENERAL

- PSYCHIATRY

## PHARMACY

## LABORATORY

## RADIOLOGY

## URGENT CARE

## ALLIED HEALTH

- PHYSIOTHERAPY

- OPTOMETRY

- AUDIOLOGY

- DIETETICS

- MIDWIFERY CLINIC

- MATERNITY AND CHILD HEALTH

- PSYCHOLOGY SUPPORT CLINIC

## WELLNESS SERVICES

## SCHOOL HEALTH

## HOME HEALTH CARE SERVICES

### WESTERN REGION

- 1 AL JUMAILIYA HC
- 2 AL SHEEHANIYA HC
- 3 AL RAYYAN HC
- 4 AL WAJBAB HC
- 5 MUAITHER HC
- 6 AL KARAANA HC
- 7 ABU NAKHLA HC
- 8 ABU BAKER AL SIDDIQ HC
- 9 AL WAAB HC
- 10 MESAIMEER HC
- 11 UMM AL SENEEM HC

### NORTHERN REGION

- 12 AL RUWAIS HC
- 13 AL KAABAN HC
- 14 AL GHUWAIIRIYA HC
- 15 GHARRAFAT ALRAYYAN HC
- 16 UMM SLAL HC
- 17 AL DAAYEN HC
- 18 LEABAIB HC
- 19 AL KHOR HC
- 20 QATAR UNIVERSITY HC
- 21 MADINAT KHALIFA HC

### CENTRAL REGION

- 22 WEST BAY HC
- 23 AL SADD HC
- 24 RAWDAT AL KHALIL HC
- 25 UMM GHUWAILINA HC
- 26 AIRPORT HC
- 27 AL WAKRA HC
- 28 AL THUMAMA HC
- 29 OMAR BIN KHATTAB HC
- 30 AL MASHAF HC
- 31 SOUTH WAKRA HC

- Regional Speciality Centre
- Qatari Exclusive HC
- Wellness Centre
- NORTHERN REGION (10)
- CENTRAL REGION (10)
- WESTERN REGION (11)

# PHCC STRATEGIC OBJECTIVES

Developing PHCC's corporate strategic objectives, utilised a bottom-up approach across multiple strategy development workshops and further department specific inputs; to identify the areas that will continue to move PHCC forward and build on the 2nd Corporate Strategic Plan's achievements. PHCC has identified 12 Strategic Objectives that will aid our efforts over the next phase of our journey with a clear focus on shifting the balance from curative care to health promotion and prevention.



## Our objectives are:

1. Increase Focus on Preventative Health and Wellbeing
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 & 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 Populations

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 the previous strategies, which focused more on enabling the organization to roll out the family medicine model and to develop its preventative health programs. PHCC will continue to emphasize improving outcomes for our patients through high quality accessible and sustainable health care services.

# PHCC STRATEGIC PERFORMANCE MEASUREMENT

PHCC strategic monitoring and evaluation framework supported by the balanced scorecard approach, will enable the organization in systematically tracking the execution of our corporate strategy and measure the effectiveness of our services through improvements in health outcomes and organizational sustainability and resilience. PHCC's Strategy Map aligns the twelve Strategic Objectives at the corporate level under their respective Strategic Themes; and ensuring robust execution and effective monitoring of our strategic performance across the four major business perspectives: customer, finance, process, and capability. At departmental level, the balanced scorecards for each department will allow us to evaluate our strategic performance across the different functions and individual departments and health centres.



# OUR CORPORATE STRATEGY

“ Our Vision, Mission and Values have been developed with the feedback of over 1,000 staff and patients who told us what matters most to them.





## 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 centres.

## OUR MISSION

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

PHCC continues to focus on providing excellent, people-centred health care services to our community. We will enhance our family medicine model and emphasise disease prevention, healthy lifestyles and wellness. We will ensure our services are integrated to provide a seamless experience of care to 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 organisation.

## OUR VALUES

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.



**E**fficiency and Quality



**L**eadership and Collaboration



**I**ntegrity and Innovation



**T**eamwork and Respect



**E**mpowerment and Accountability

# PHCC STRATEGIC FRAMEWORK

A strong primary health care system is essential in enabling Qatar to have a proactive modern health care system. PHCC continues its commitment to shaping health services around people, patients and their families and continually shifting from treating diseases, to encouraging people to live prosperous and healthy lives.

Building on the success of the previous Primary Health Care Strategy and aligning to the goals of the third Qatar National Development Strategy and the National Health Strategy (2024-2030); PHCC's third corporate strategic plan comprises three major strategic themes supported by twelve strategic objectives and associated strategic initiatives.

Two of the themes are patient-centred with a focus on population health, clinical outcomes and a greater emphasis on accessibility to care

and quality of services, ensuring patient satisfaction. The third theme is a system enabler accentuating the importance of greater financial sustainability and resilience requiring broader national and corporate level governance and financial management interventions.










# PHCC STRATEGY MAP 2024 - 2030



PHCC’s Strategy Map represents the core components of our organization’s new Corporate Strategic Plan, highlighting the three Strategic Themes with their associated goals and the twelve Strategic Objectives aligned under their respective themes.

These strategic objectives are spread over the four business perspectives: **Customer, Finance, Process, and Capability**; ensuring a balanced view of our strategic performance and focusing on the priorities set out in the strategic plan.

This map is directly translated into the corporate balanced scorecard as the strategy execution tool, allowing for timely decision making and effective strategic performance monitoring and evaluation.

	 <b>POPULATION HEALTH</b>	 <b>QUALITY &amp; ACCESSIBILITY</b>	 <b>SUSTAINABILITY &amp; RESILIENCE</b>
<b>CUSTOMER</b> 	1.1 Increase focus on preventative health and wellness 1.2 Strengthen the integrated model of care 1.3 Increase patient health literacy and brand awareness	2.1 Enhance patient access 2.2 Improve patient experience	
<b>FINANCE</b> 			3.1 Develop and sustain competitive cost efficiency and productivity 3.2 Increasing resource allocation for prevention and priority populations
<b>PROCESS</b> 		2.3 Enhance provider and patient safety culture 2.4 Drive clinical effectiveness and research excellence	3.3 Increase digitalization to support patient service and internal efficiency
<b>CAPABILITY</b> 			3.4 Improved workforce planning 3.5 Continually enhance workforce skills and knowledge







# INCREASE FOCUS ON PREVENTATIVE HEALTH AND WELLBEING

## STRATEGIC OBJECTIVE 1.1

### THE WHAT?

Increasing the focus on preventative health and well-being is a pivotal strategic objective within primary healthcare strategies. Prioritising preventative health measures aligns with a patient-centred approach, empowering individuals to participate in their health actively. Education and early interventions encourage healthier lifestyle choices, preventing diseases and enhancing overall quality of life for patients. Such patient engagement encourages patients to take ownership and responsibility for their own health, contributing to improved health outcomes and long-term well-being for the entire population.

Identifying and addressing risk factors early, healthcare systems can lower the need for expensive treatments and hospitalisations, supporting long term sustainability and leading to a reduction in the incidence and burden of diseases.

### THE WHY?

PHCC will have a stronger focus on preventative health and well-being as it promotes better health outcomes, patient empowerment, and cost efficiencies, leading to healthier communities and sustainable health services. By proactively identifying and addressing risk factors earlier on, we will aim to reduce the need for expensive treatments, hospitalisations, and long-term care associated with chronic conditions. Valuable resources can then be redirected to other critical healthcare needs, fostering a more sustainable and efficient healthcare system.

Prioritising preventative health and wellbeing aligns with the fundamental principle of healthcare: preserving and improving the health of individuals and communities. PHCC will focus on actively promoting healthier lifestyles, improving uptake and coverage of regular screenings, and enhancing the coverage of vaccinations, subsequently, reducing the occurrence of various diseases and enhancing overall quality of life and population health.

### HOW WILL WE MEASURE IT?

To monitor the progress on increased focus on preventive health and wellbeing, **PHCC has identified the following headline Key Performance Indicators:**



Uptake of Healthy Lifestyle Clinic Services



% Smokers referred to and received intervention at Smoking Cessation Clinics



Quit Rate of Patients Who Received Intervention at Smoking Cessation Clinics



Breast Cancer Screening Program Coverage



Breast Cancer Screening Program Uptake



Bowel Cancer Screening Program Coverage



Bowel Cancer Screening Program Uptake



Vaccination Coverage among PHCC eligible population



Coverage of Asnani Program Oral Health Screening in Governmental kindergartens and primary schools for dental caries

# STRENGTHEN THE INTEGRATED MODEL OF CARE

## STRATEGIC OBJECTIVE 1.2

### THE WHAT?

The aim of this objective is to improve the integration of services across primary, secondary, and community services. In order to improve patient transition between levels of care and navigation throughout the health system, stronger continuity of care must be established and maintained. Integration of services is essential to control adverse health outcomes, patient experience and improve overall healthcare quality, particularly for people with chronic conditions and other priority population groups.

### THE WHY?

Enhancing coordination and collaboration between healthcare providers and services can improve patient outcomes, make healthcare delivery more efficient, effective and sustainable.

PHCC's family medicine model is a key component of the integrated model of care as it provides comprehensive care to individuals and families across their lifespan.

We will remain focussed on proactively identifying and addressing common risk factors like



Smoking



Elevated blood pressure



Obesity



High blood glucose levels

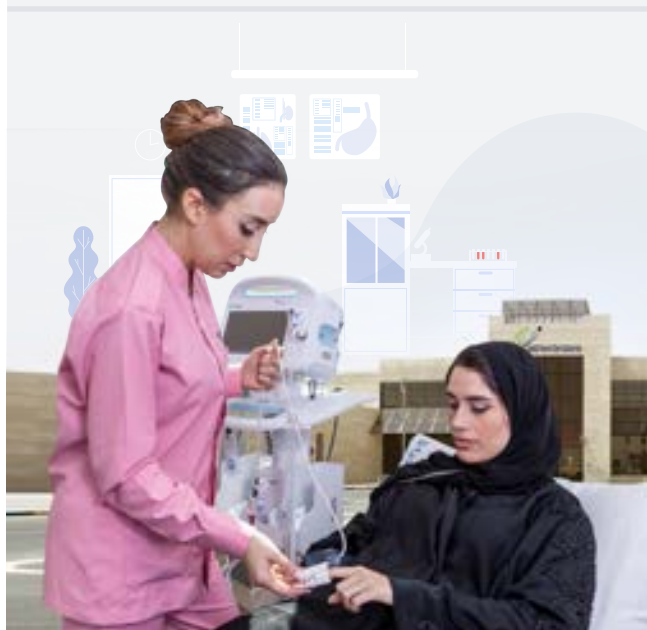


High cholesterol

in the early stages, leading to significant reduction in the need for expensive treatments, hospitalizations, and long-term care associated with chronic conditions such as diabetes, hypertension, asthma, and chronic obstructive pulmonary disease (COPD).

We will continue to coordinate care across the primary and secondary care providers to best support the patients' health needs, through expanding the utilisation of multi-disciplinary clinical teams, and in community locations where people can be cared for closer to their homes.

### HOW WILL WE MEASURE IT?



To monitor the improvement in strengthening the integrated model of care, **PHCC has identified the following headline Key Performance Indicators:**



% Reduction in Primary care referrals to secondary care



% Increase of patients discharged back to primary care from secondary care



% Eligible patients enrolled in PHCC's case management service



% Hypertensive Patients with Controlled Blood Pressure



% Diabetic Patients with Controlled Glycaemic Levels

# INCREASE PATIENT HEALTH LITERACY AND BRAND AWARENESS

## STRATEGIC OBJECTIVE 1.3

### THE WHAT?

Health literacy covers personal and organizational aspects needed to help prevent health problems, protect individuals' health, and allow patients to better manage health problems when they arise. For individuals, it relates to their ability to find, understand, and utilize information and services to inform health-related decisions and actions for themselves and others under their care. At the organizational level, health literacy assesses the degree to which organizations are equitably enabling individuals to find, understand, and use information and services to inform health-related decisions and actions.<sup>1</sup>

Branding is one of the most effective tools health-care providers can utilise to differentiate their own products and services. A strong brand recognition often translates to a loyal patient base, and the ability to attract highly qualified clinical and non-clinical staff.

### THE WHY?

It is PHCC's ambition to strengthen our organizational health literacy capacity and capability. Health literacy plays a vital role in accessing health services and ensuring adherence to advice, self-management, and preventative health measures. PHCC

will develop a clear and concise mechanism for measuring health literacy across the organisation and will adopt best practices to meet our community's health literacy needs.

It is imperative that we have a brand that is recognized and preferred when the need to access healthcare services arises to meet PHCC's vision to be the trusted provider of choice. We will drive forward with an ambitious rebranding program to raise the profile of our organisation, ensuring we are seen and recognized. This will enhance long-term trust in PHCC among the population.

### HOW WILL WE MEASURE IT?



To monitor the improvement in Brand Awareness, **PHCC has identified the following headline Key Performance Indicator:**



% Patients who positively identify PHCC as a brand



Health Literacy Index Score



# ENHANCE PATIENT ACCESS

## STRATEGIC OBJECTIVE 2.1

### THE WHAT?

Patient access is the ability of patients to obtain the care, services, information, and resources they need when they need it. It is a crucial aspect of the healthcare system, as it affects the quality and availability of care for patients. Improving patient access is a critical goal of any healthcare system, as it leads to better health outcomes and improved quality of life for patients.

### THE WHY?

Enhancing patient access to primary care services is crucial for improving their ability to receive timely and appropriate medical care. As the first point of contact for most patients seeking healthcare, PHCC plays a critical role in managing chronic conditions, preventing the development of serious illnesses, and promoting overall health and wellbeing. Through the investment in technology solutions to support improvement in service delivery channels, improvement in appointment wait times and enhancements in services utilisation, PHCC aims to achieve better health outcomes, increase patient satisfaction and reduce healthcare costs.

### HOW WILL WE MEASURE IT?



To monitor the progress against enhancing patient access, PHCC has identified the following headline Key Performance Indicator:



Median time to get an appointment in PHCC (Weeks)



Service Utilisation Rate







# IMPROVE PATIENT EXPERIENCE

## STRATEGIC OBJECTIVE 2.2

### THE WHAT?

Patient Experience is what receiving care feels like for the patient, their family and carers. It encompasses the range of interactions that patients have with the healthcare system, and how the health system delivers its services to patients.

This can include the consultation time with the provider, appointment scheduling, waiting times, communications and answers to questions regarding the conditions or care plans.

### THE WHY?

Improving Patient Experience is essential for PHCC's ambition to further develop Person-Centred Care, and to serve its community better. By looking at various aspects of Patient Experience, PHCC will take action to ensure the care given to patients is mindful and responsive to individual preferences, needs and values. It will also allow PHCC to identify areas for improvement, address patient concerns, and enhance the overall patient experience. Subsequently, leading to improvement in patient engagement, better health outcomes, and increased patient loyalty.

As PHCC continuously strives to improve the way it delivers its healthcare services, its systems and processes, patient experience plays a vital role, as it positively correlates with patient adherence to medical advice, and treatment plans\*.

### HOW WILL WE MEASURE IT?

To monitor the Improvement in Patient Experience, **PHCC has identified the following headline Key Performance Indicator:**



Overall Patient Experience Score



# ENHANCE PROVIDER AND PATIENT SAFETY CULTURE

## STRATEGIC OBJECTIVE 2.3

### THE WHAT?

A safety culture is the extent to which an organization's culture supports and promotes the safety of its staff and patients. Patient safety can broadly be defined as a "framework of organized activities that creates cultures, processes, procedures, behaviours, technologies and environments in health care that consistently and sustainably lower risks, reduce the occurrence of avoidable harm, make error less likely and reduce impact of harm when it does occur" (WHO, 2023). The safety culture also relates to the values, beliefs, attitudes, and norms that are shared by healthcare practitioners and other staff throughout the organization that influence their actions and behaviours.

This Strategic Objective encompasses both patient safety, as well as provider and employee safety. A positive safety culture is vital in maintaining and improving an organisation's health and safety management system.



### THE WHY?


This strategic objective reflects PHCC's commitment to ensure the safety of its patients and employees to continually improve the health and safety management systems and practices across the organisation.

Improving the culture of safety is an essential component of preventing or reducing errors and improving overall health care quality. PHCC will continually strive to achieve this by nurturing an environment of open communications, where patients receive safe care, and staff foster values and attitudes promoting a safe environment. Our staff are our most valuable assets, we will remain committed to promoting a zero tolerance of violence against our health workers, continuing to report and analyse serious safety incidents, to foster a learning culture, harbouring a safe working environment and safe patient care.


### HOW WILL WE MEASURE IT?



To monitor the progress against enhancing provider & patient safety culture, **PHCC has identified the following headline Key Performance Indicators:**

 Patient Safety Culture Survey result

 % Total Patient Safety Incidents Managed

 % Reduction in Staff Related Incidents







# DRIVE CLINICAL EFFECTIVENESS AND RESEARCH EXCELLENCE

## STRATEGIC OBJECTIVE 2.4

### THE WHAT?

Drive clinical effectiveness: The objective focuses on enhancing the system that improves the standard of clinical practice and provides the means to deliver high quality clinical care. The effectiveness standards are helpful when evaluating and benchmarking existing practice to ensure that the latest evidence surrounding the standards of care are being followed.

Drive research excellence: The aim is to nurture opportunities for staff to conduct research and increase research productivity. It also, promotes a culture of research that meets the highest standards of quality and encourages publications in leading journals using peer review-based research assessment.

### THE WHY?

PHCC will identify and implement best available evidence in clinical practices and service delivery. This will be achieved through driving our research programmes to support the improvement in patient safety and clinical effectiveness, aiding in service developments that will enhance the quality of care.



Generating high-quality research is crucial to advance new knowledge and facilitate evidence-based decision making. We will ensure our health professionals are up to date in their privileging, implement best practice, quality standards and care pathways as well as being at the forefront of local and national clinical audits.

### HOW WILL WE MEASURE IT?



To monitor the progress on driving clinical effectiveness and research excellence, **PHCC has identified the following headline Key Performance Indicators:**



% Research projects initiated within one year of IRB approval



Number of peer-reviewed publications



% Clinical audit recommendations implemented



% Non-core privileged clinicians practiced

# DEVELOP AND SUSTAIN COMPETITIVE COST EFFICIENCY AND PRODUCTIVITY

## STRATEGIC OBJECTIVE 3.1

### THE WHAT?

Cost efficiency refers to the capability of the organisation to improve productivity and increase organisational outcomes within the allocated financial resources. It often equates to the organisation being more resourceful in the utilisation of its budget. This supports in realizing efficiencies by transforming processes to function in a more sustainable and competitive manner, working hand in hand in improving the overall organisational performance and output.

### THE WHY?

PHCC realizes the importance of sustaining cost efficiency and productivity pursuant to the National direction. We will continue to work towards enhancing financial efficiency and organizational productivity. This will lead to maximising the value generated from investments in primary healthcare and maintaining a sustainable and resilient organisation. PHCC will continue to improve its financial management processes to support decision-making across the organization, and to prioritise our programmes of work to target key areas supporting high-quality and efficient service delivery.

### HOW WILL WE MEASURE IT?



To monitor the progress against development and sustain competitive cost, efficiency and productivity, **PHCC has identified the following headline Key Performance Indicators:**



Average Cost per Patient Visit for PHCC



% of total expenditure spent on shared services



# INCREASING RESOURCE ALLOCATION FOR PREVENTION AND PRIORITY POPULATION

## STRATEGIC OBJECTIVE 3.2



### THE WHAT?

Preventive care is one of the cornerstones of an effective health system. Interventions targeted at individuals and priority populations, aim to enhance health status and reduce the risk for diseases, disorders, or conditions. Effective preventive care policies limit the occurrence of new diseases and reduce the incidence of existing communicable and non-communicable diseases.

Smart investments in preventative health services will strengthen the health system resilience by protecting the underlying population health and fortifying the foundations of health systems subsequently leading to a reduction in unnecessary healthcare expenditure.

### THE WHY?

PHCC will continually focus on enhancing the preventive model of care, as opposed to the curative model of care. This will be achieved through increasing resource allocation for prevention and increasing the utilization of preventative healthcare services, resulting in earlier disease detection, and proactive prevention of health conditions in a patient's care journey. We will expand our preventative services in the community to provide care closer to home, enabling us to manage the burden of non-communicable diseases at the community level as well as supporting our ambition to reduce the need and subsequent expenditure for curative healthcare.

### HOW WILL WE MEASURE IT?

To monitor the progress against increasing resource allocation for prevention and priority population, **PHCC has identified the following headline Key Performance Indicators:**



% Spent of total expenditure on preventative health programs and initiatives



# INCREASE DIGITALIZATION TO SUPPORT PATIENT SERVICES AND INTERNAL EFFICIENCY

## STRATEGIC OBJECTIVE 3.3

### THE WHAT?

Digitalization is the application of information and communications technology to provide digital health interventions to promote patient access, enable smooth and efficient processes, enhance productivity, and reduce inefficiencies. At the same time, digital health technologies enable patients and consumers to manage and track health and wellness-related activities more efficiently.

### THE WHY?

Digitalisation will lead to enhanced patient communication, streamlined administrative processes, improved patient care, lowered costs, and reduced errors. PHCC will continue to invest in technology to better enhance accessibility to care and organizational efficiencies through streamlined processes and improved customer experience supported by digital solutions, as well as providing faster data-driven healthcare decision-making, and improved collaboration and communications.

### HOW WILL WE MEASURE IT?

To monitor the progress against increasing digitalization to support patient services and internal efficiency, **PHCC has identified the following headline Key Performance Indicators:**



% Digitalisation of PHCC's key Business Processes and Initiatives



% Adoption of Digital Channel (Nar'aakom)



% Adoption of Teleconsultations (Tel. & Video)







# IMPROVED WORKFORCE PLANNING

## STRATEGIC OBJECTIVE 3.4

### THE WHAT?




Workforce Planning involves analysing, forecasting, and planning workforce supply and demand, assessing gaps, and determining target talent management interventions to ensure an organisation has the right personnel to fulfil its mandate and strategic objectives. Furthermore, it supports the effective deployment of personnel which is paramount to ensuring an efficient, high quality and sustainable service delivery.

### THE WHY?

Having the right resources with right skills at the right time is crucial for delivering the organizational strategies and objectives. Through improved workforce planning, PHCC will continue to achieve lower turnover rates, reduction in the time to hire and improved retention rates. We will optimise our workforce planning to strive for higher staff and patient satisfaction rates as well as improved efficiency and productivity, these will subsequently improve the care we provide for our patients.

### HOW WILL WE MEASURE IT?

To monitor the progress on Improved Workforce Planning, **PHCC has identified the following headline Key Performance Indicators:**

-  Vacancy Rate (% of Open Positions)
-  Employee Voluntary Turnover Rate
-  Staff Satisfaction Rate





# CONTINUALLY ENHANCE WORKFORCE SKILLS AND KNOWLEDGE

## STRATEGIC OBJECTIVE 3.5

### THE WHAT?

The healthcare industry is constantly undergoing transformations driven by new models of care, regulations, and patient expectations. Keeping pace with the constant changes requires organisations to adapt to emerging trends and practices. This is achieved through ensuring training and development programs empower the workforce with the skills and capabilities they need to improve patient care and stay productive and efficient.



Through measuring skills gaps, organisations can identify areas for improvement in the employee's knowledge or competencies and provide targeted training and professional development programs to bridge these gaps.

### THE WHY?

PHCC strives to align training, professional development and education outcomes to provide high-quality and safe patient care. Measuring employee skills and development is key to addressing several challenges that organisations commonly face, such as employee skills gaps, leadership development opportunities, and adoption of best practices. Leadership competency development will support PHCC in identifying and developing future leaders, ensuring a steady and transparent talent pipeline.

Faculty development envisages the latest advancements in healthcare teaching, practices, and quality of education provided by PHCC. Learning opportunities provided across PHCC are quality assured and aligned with global best practices. PHCC will continue to implement new, more innovative hybrid teaching methods for diverse and effective learning experiences.

### HOW WILL WE MEASURE IT?

To monitor the improvement in Continually enhancing workforce skills and knowledge, **PHCC has identified the following headline Key Performance Indicators:**



Professional Development Completion Rate



PHCC training faculty professional skills development



# STRATEGIC PERFORMANCE MEASUREMENT

“ Managing our strategic performance is an important element in the execution of our Corporate Strategic Plan, as it allows us to systematically monitor and evaluate the delivery of our strategic objectives and achievements towards the set targets.





Additionally, it allows us to measure the effectiveness of our work through improvements in health outcomes and organizational sustainability and resilience.

The balanced scorecard approach within PHCC's strategic monitoring and evaluation cycle will align the 12 strategic objectives

**At Tier I** – Corporate level; ensuring robust execution and effective monitoring of our strategic performance across four major business perspectives: customer, finance, process and capability.

**At Tier II** – Departmental Level; the balanced scorecards for each department will allow us to evaluate our strategic performance across the different functions and individual departments and health centres. This enables our staff to have clear visibility of how they contribute to the achievements of PHCC's strategic and departmental objectives.

This structured approach for monitoring will ensure that performance is assessed and reviewed quarterly and annually resulting in departmental and health centre level operational plans being amended to ensure the corporate strategic objectives are achieved.

## COMMITMENT AND FOCUS

<p><b>OUR VISION</b></p> <p>To be the Trusted Provider of Choice for Primary Health Care and Wellbeing of People in Qatar</p>	<p><b>OUR MISSION</b></p> <p>Delivering Excellent, People-Centred Family Medicine and Preventative Health Services to the Community</p>
<p><b>VALUES</b></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Efficiency and Quality</p> </div> <div style="text-align: center;">  <p>Leadership and Collaboration</p> </div> <div style="text-align: center;">  <p>Integrity and Innovation</p> </div> <div style="text-align: center;">  <p>Teamwork and Respect</p> </div> <div style="text-align: center;">  <p>Empowerment and Accountability</p> </div> </div>	

### TIER I : CORPORATE BALANCED SCOREBOARD

