

Value in Health

Annual Report 2024

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A National Think-Tank on Value-Based Health and Care



Chief Executive Officer's Message

The dream of a high-value health system in Saudi Arabia is becoming a reality. Across the Kingdom, great progress is being made in transforming how we deliver health and care, the outcomes that patients achieve and the efficiency with which we use our resources.

Thanks are owed to the leaders and frontline staff who are making these ambitions real in our national health transformation program, delivering better health, better care at improved cost.

Around the world, value-based healthcare continued to gain prominence and relevance as a vitally important approach to health policy. All health systems are under pressure to reform and increasingly many are looking to value-based approaches to deliver the required change.

In 2024, Value in Health (ViH) continued in its mission as national health policy think tank, providing world-class, authoritative evidence and guidance on value-based health and care, both in Saudi Arabia and internationally, through the Global Innovation Hub for Improving Value in Health.

This Annual Report describes ViH's contributions to research and education for value, within which there were several significant milestones. ViH's collaboration with OECD culminated in the publication of the Patient-Reported Indicators Survey for Saudi Arabia. Our second annual conference, Moving Forward, proved a great success with local and international delegates. And our work contributing to the G20 Health Working Group continues to impact globally.

As an expert national knowledge center, Value in Health's success depends on working together with strategic partners in the health ecosystem. In 2024, we strengthened collaboration with our host organization, the Center for National Health Insurance. We continued to deliver much of our work jointly with regional, national and global entities in the public and private sectors and academia that share our ambitions.

Building on our work this year, Value in Health plans for 2025 are ambitious. My hope is that, after reading this Annual Report, you will join me in eagerly anticipating the substantial progress and impact we seek to deliver in the coming year.

Dr. Reem Bunyan

Chief Executive Officer, Value in Health

Executive Director, Global Innovation Hub for Improving Value in Health

Consultant neurologist. King Fahad
Specialist Hospital, Dammam

About Value in Health

Value in Health is an independent health policy think tank providing a range of research products and policy advisory services to organizations in the Saudi health system. By hosting the G20 Global Innovation Hub for Improving Value in Health, ViH also provides insights on these topics internationally.

ViH, based in Riyadh since its establishment in 2020, brings together health system researchers, economists, clinicians and policy scientists to support the transformation to high-value health and care delivery. Providing up-to-date, expert research, evidence and guidance, ViH engages across the health system to accelerate delivery of the goals of Saudi Arabia's Vision 2030.

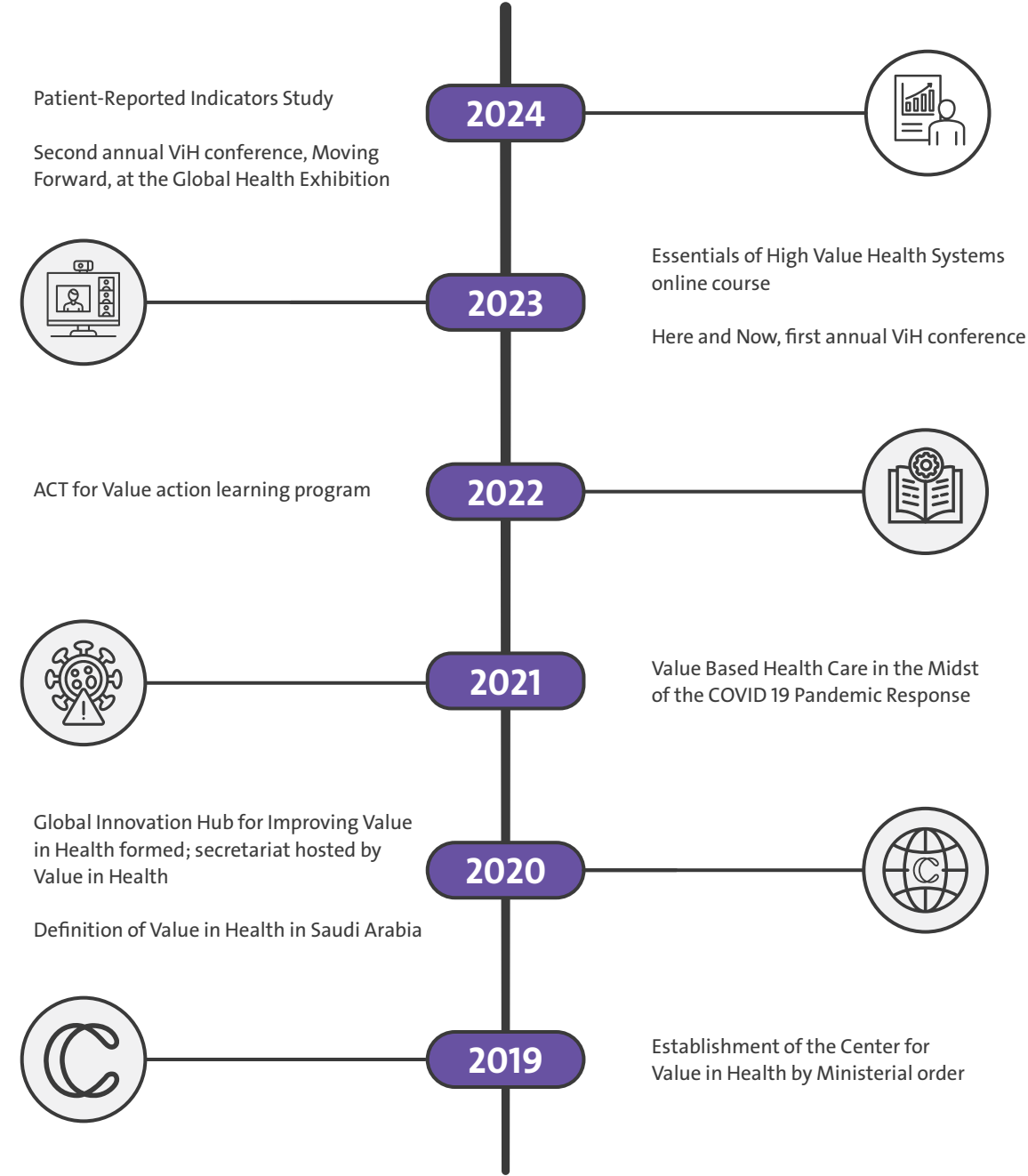
Vision

To achieve the best health for people by accelerating high-value health systems in Saudi Arabia and globally

Mission

To become a globally leading think tank for value in health and care

Milestones



Aims and Activities

Value in Health works across the main fields of health policy relevant to value-based health care. Within each area of work, we identify focus topics within an overarching Policy Agenda, revised each year to reflect the needs of our stakeholders and to anticipate policy questions we believe will become important in the future.

	Sharing Knowledge	Influencing Policy	Building Capability	Enhancing Measure-ment
Aims	To be the primary trusted source of evidence and insight on value-based care	To produce evidence based policy recommendations to support policymakers to establish high-value health systems	To describe the capabilities needed to establish high value health systems, and to address these identified gaps	Support health systems to develop data sources to quantify value, and to evaluate the effectiveness of policy and practice changes
Activities	Gathering and sharing evidence and good practices on high-value health systems	Producing briefings and reports, events and presentations to engage policymakers and practitioners	Designing educational curricula and capability building interventions to build system capabilities	Improving the scope, quality, accuracy and reliability of health system data, and producing data-rich reports to track progress to high-value
Policy Agenda	National and global best practices, and case studies on value-based health and care	National health policy Funding and financing healthcare Improving efficiency and equity	Policymaker skills and knowledge Transformation capacity of frontline staff	Cost and outcome measurement, includ- ing patient-reported outcome measures Platforms and tools for measurement

Leading the Conversation on Value: Research and Publications

Research and Publications

Value in Health is committed to producing distinctive, robust evidence and insight, based on research conducted to the highest standard, that respond to our stakeholders' most pressing issues. In 2024, ViH continued its evolution to becoming a national and global thought leader on value-based health and care by expanding its research and publications efforts.

6

Policy Priorities

Focus topics and themes for multi-year programs of research within ViH

10

Policy Papers and Briefings

Policy briefs and briefings on a wide range of health policy topics to enhance discussions on value between stakeholders

15,000

Patients in PaRIS Survey

Participants in national patient outcomes and experiences study

1

Book

2024 saw the publication of ViH's first book, How To Get Better Value Healthcare, a major step to advance the thinking on value-based healthcare in Saudi Arabia

How to Get Better Value Healthcare: Saudi Arabia's Edition

Value in Health's book, co-authored with the Oxford Value Stewardship Program, discusses the practical actions needed to generate higher-value healthcare in the health system of Saudi Arabia and around the world.



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Patient-Reported Indicators Survey (PaRIS)

This year, Value in Health successfully led the Saudi Arabia's implementation of the OECD's Patient-Reported Indicators Survey (PaRIS), a major milestone in the Kingdom's efforts to measure and improve health system value. Over 15,000 patients and 100 providers across the Ministry of Health, other Governmental sectors and private primary care providers participated, making this the first project to generate such comprehensive patient-reported outcome measures. The initiative's flagship report, *Does Healthcare Deliver?* Results from the Patient-Reported Indicator Surveys, comparing results from multiple participant countries including Saudi Arabia, is scheduled for publication in early 2025.

Drivers and Barriers for the Implementation of Value-Based Healthcare in Latin America

In collaboration with the Global Initiative on Health and the Economy and the University of Miami, the Hub published a report on opportunities to enhance value-based care adoption in Latin America, with particular focus on the health systems of Brazil, Mexico and Argentina.



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Leveraging Coordination and Promoting Equity: Lessons for Improving Value Across G20 Health Systems

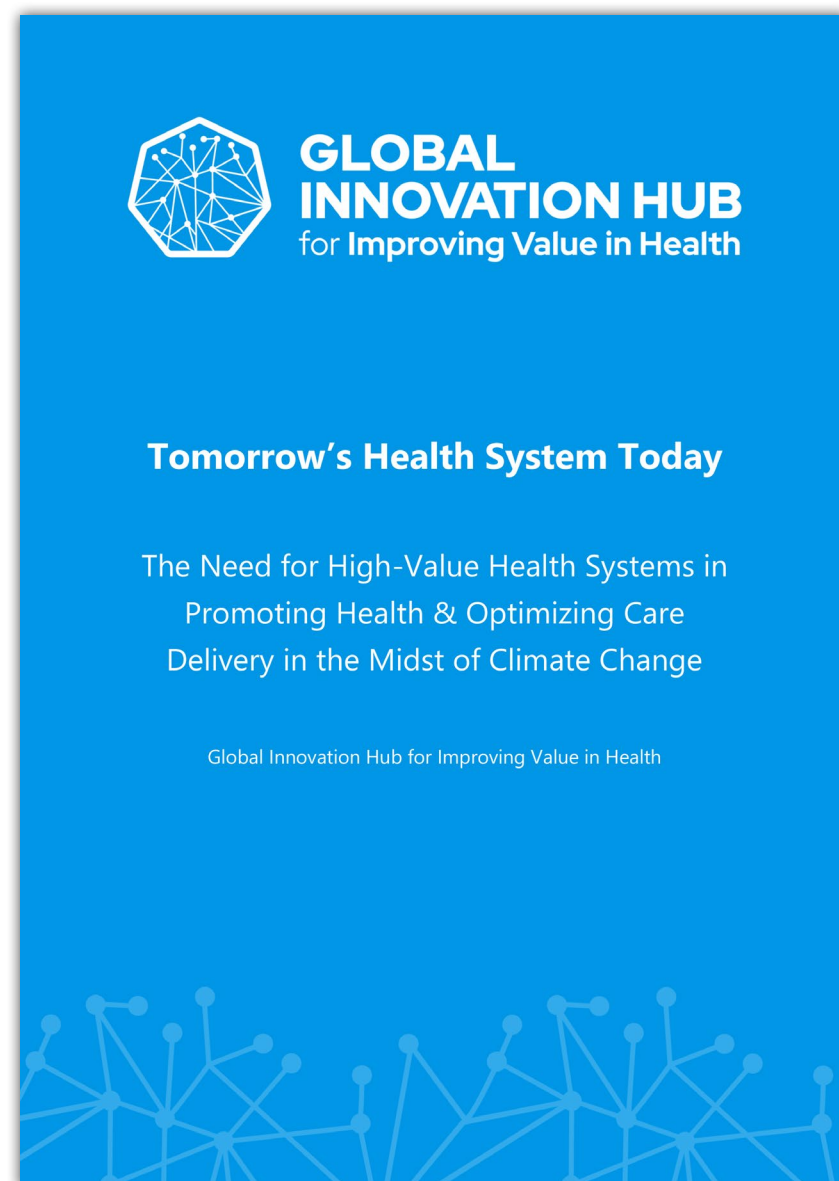
In this report, the Hub identified coordination and equity as two priorities for strategic investment to strengthen health systems and advance high-value care. The study, which included case studies from countries including Saudi Arabia, Brazil, Italy and the United Kingdom, was produced in collaboration with the Lemann Foundation Program at Oxford University.



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Tomorrow's Health System Today: The Need for High-Value Health Systems in Promoting Health and Optimizing Care Delivery in the Midst of Climate Change

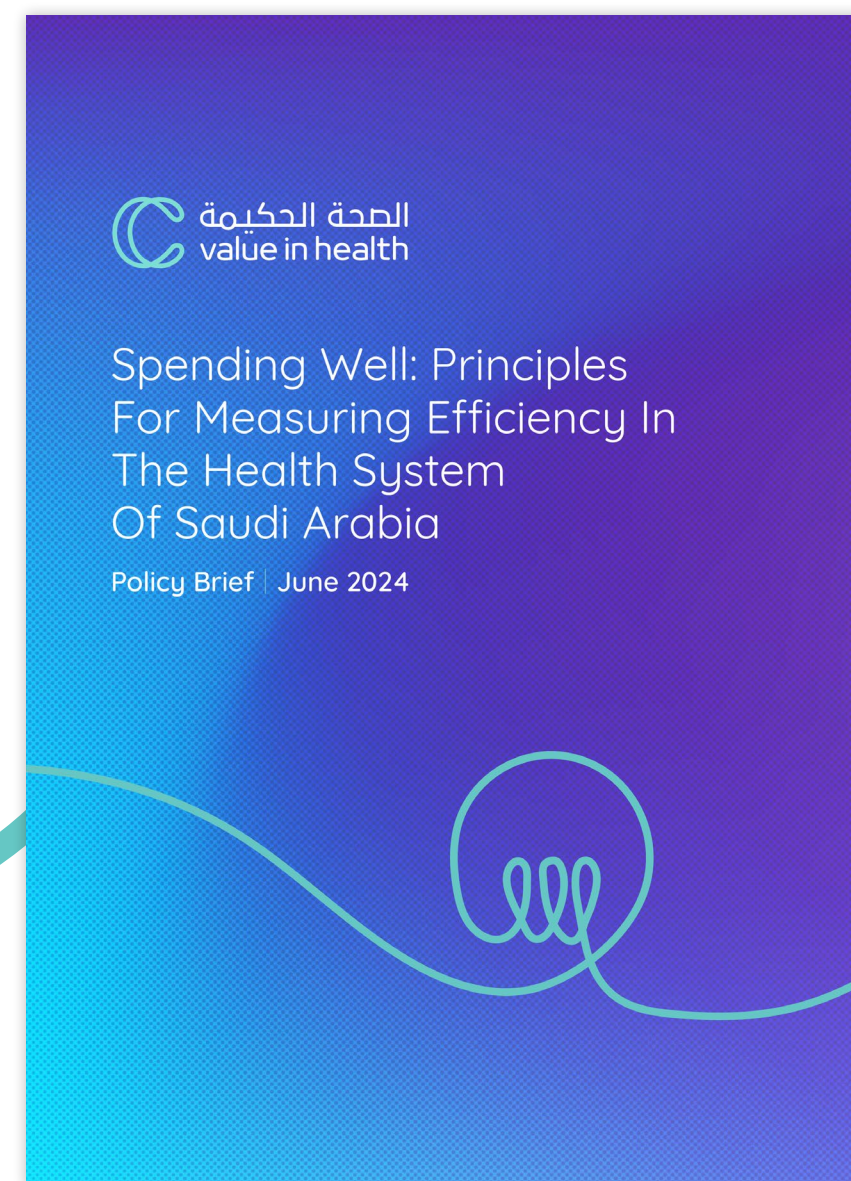
Two inter-related global megatrends, climate change and healthcare sustainability, are considered in this report in the context of a value-based policy framework. The paper proposes cross-cutting solutions to improve population health and strengthen health systems.



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Spending Well: Principles for Measuring Efficiency in the Health System of Saudi Arabia

How should health system efficiency be defined and measured? This report outlined a practical framework for measuring health system efficiency and highlighted the importance of aligning efficiency initiatives with the broader goal of achieving system value. Recognizing the different perspectives of funders, payors and providers, the report recommended an integrated approach to transformation, considering efficiency alongside other health system goals such as equity and quality.



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Stakeholder Engagement: Events, Presentations and Advocacy

Events, Presentations and Advocacy

Value in Health conducts and participates in various conferences, roundtables and events to generate alignment and build capability on value-based health and care.

1

Annual Conference

High-profile, national event with an agenda on multiple aspects of value-based care

5

Policy Roundtables

Invitation-only events for leaders and experts to discuss critical topics for value

30+

Expert Speakers

Thought leaders from academia and industry from Saudi Arabia and around the world

1,000+

Event Attendees

Policymakers and practitioners interested to build their knowledge and skills on value-based healthcare



Moving Forward: Value in Health's Annual Conference

Value in Health's second annual conference focused on transformative healthcare strategies, improving patient clinician interactions, public health strategies and value-based healthcare implementation. Renowned speakers, including international and local experts, shared insights into fostering better patient engagement, leveraging preventive health measures and using patient reported-outcomes to enhance care quality.



Global Health Exhibition

Value in Health's conference was part of the program for the 2024 Global Health Exhibition in Riyadh. In addition to value-based health and care, themes for the presentations and discussions, this event also included investing in health, future health horizons and clinical excellence. Over 100 hours of continuing medical education were offered in the scientific program. In the exhibition, Value in Health's insights and resources were shared at its well-attended exhibition stand.

G20 Health Working Group Plenary Session on Value in Health

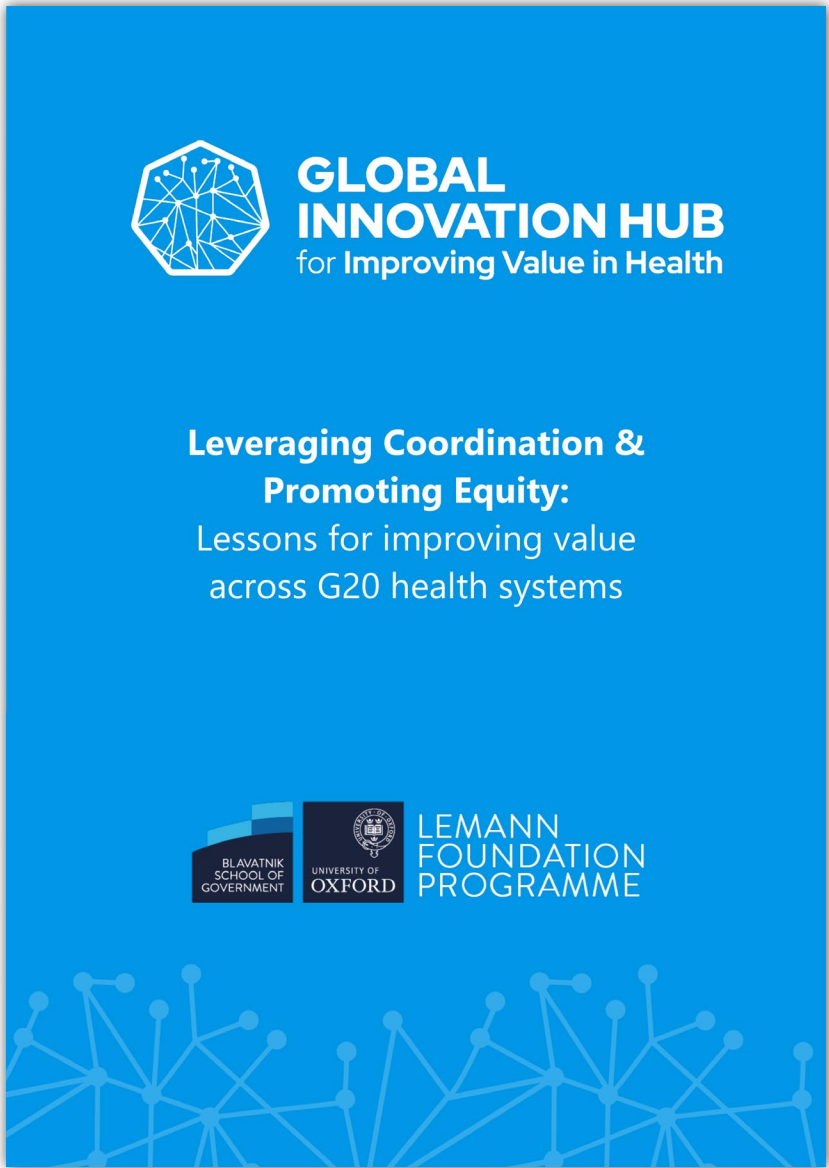


Value in Health has hosted the secretariat of the Global Innovation Hub for Improving Value in Health since the Hub's establishment in 2020. This year, the Hub was invited to facilitate a plenary session with G20 delegates during the 3rd Health Working Group Meeting in Salvador, Brazil. The closed plenary session discussed the critical importance of value in health, spotlighted the work of the Hub and previewed its upcoming work program, both with the G20 and across other global health forums.



Prioritizing Effective Coordination and Equity to Building Resilient Health Systems

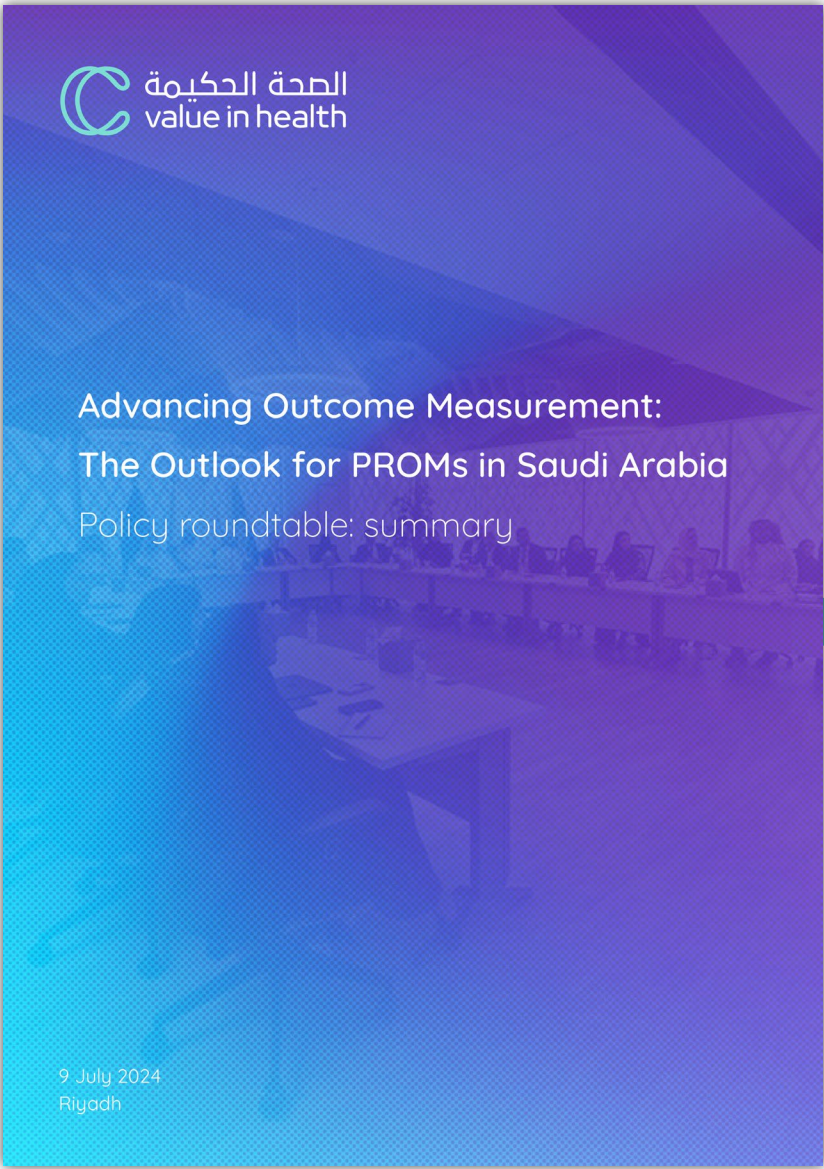
In partnership with the Lehmann Foundation Program at Oxford University, the Hub hosted a side event to the 4th Brazil G20 Health Working Group meeting. This event brought together delegates from national governments, international organizations and academia to discuss key insights and policy recommendations featured in the Hub report *Leveraging Coordination and Promoting Equity: Lessons for Improving Value Across G20 Health Systems*.



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Valuing Patient Voices

Value in Health hosted an expert roundtable on patient-reported outcome measures (PROMs) in Riyadh in July 2024. This event brought together more than 50 leaders across health sectors to reflect on progress to date and chart a path forward on the effective use of PROMs in the Saudi health system. The discussion highlighted that greater standardization, coordination and investment were needed to fully realize the promise of PROMs.

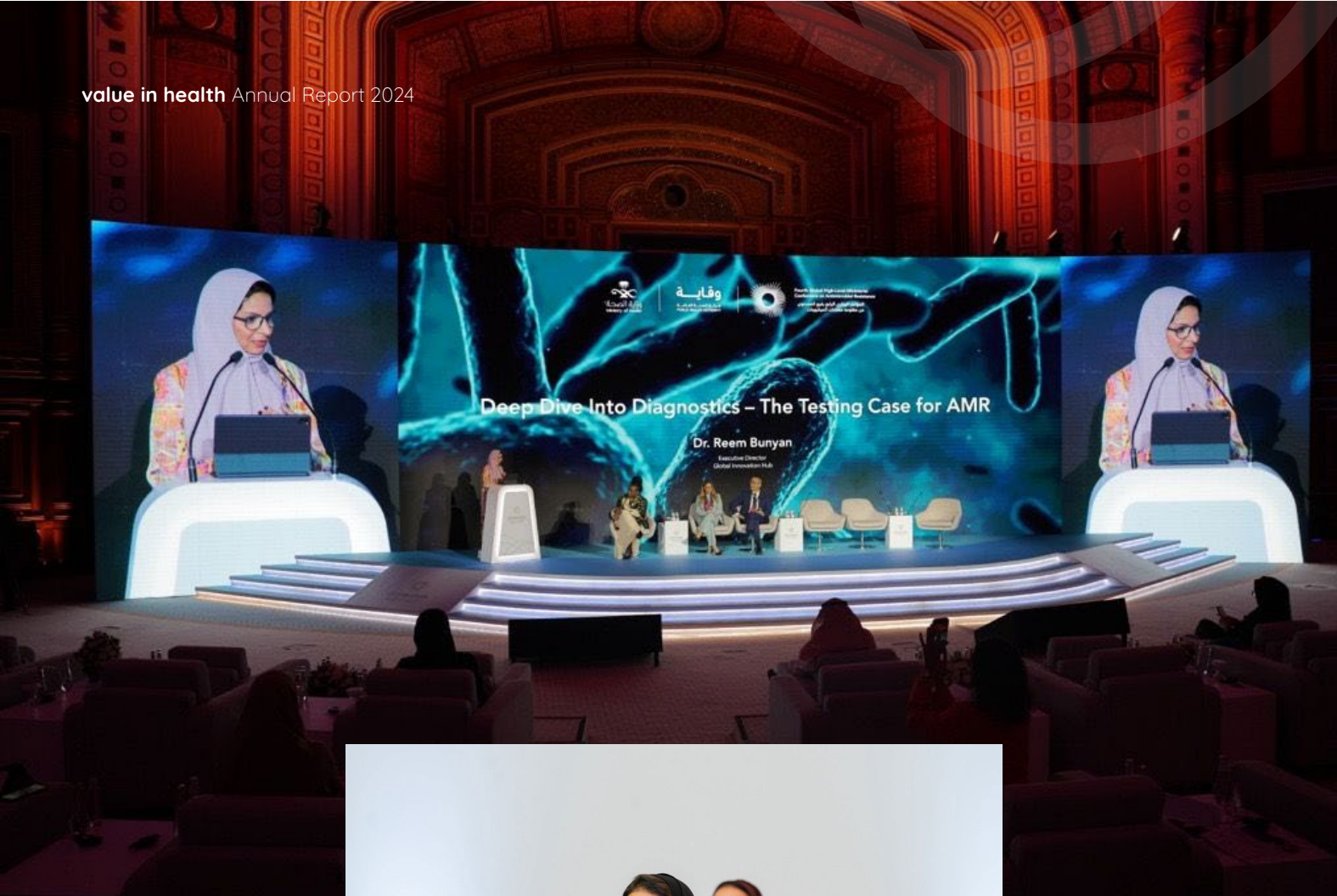


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From Data to Wisdom: Realizing Better Value in the Saudi Health System

In collaboration with NUPCO and the Health Sector Transformation Program, Value in Health co-hosted a high-level seminar in November 2024. The session brought together senior policymakers, regulators and healthcare leaders to hear a presentation from Robert S. Kaplan, Senior Fellow and Marvin Bower Professor of Leadership Development Emeritus at Harvard Business School on how Saudi Arabia’s health system could move beyond data collection toward data-informed decisions to drive better value.



Ecosystem Support: Education, Training and Collaboration

Fourth High-Level Ministerial Conference on Antimicrobial Resistance

The Fourth Global High-Level Ministerial Conference on Antimicrobial Resistance (AMR), held in Jeddah, aimed to accelerate international cooperation in combating the urgent challenge of AMR. An area of particular focus was the One Health approach, an integrative perspective addressing AMR across human, animal and environmental health sectors. The conference benefitted from a wide range of contributions including those from patients, academia and the public and private sectors.

Education, Training and Collaboration

Building the competencies of policymakers and healthcare professionals to deliver better value is central to the mission of Value in Health. In 2024, ViH delivered education and training programs online and in-person to a range of policymaker and practitioner audiences. ViH also enhances the capability of the Saudi health ecosystem through its collaborations, most notably with its role in the Value Network.

140+

Online Learners

Participants in ViH's Essentials of Health-Value Health Systems course, drawn from across the health system

15

In-Person Workshops

Roadshows and discussion sessions to explore value topics

11

Network Members

Organizations contribution to the Value in Health Network, sharing experiences and best practices

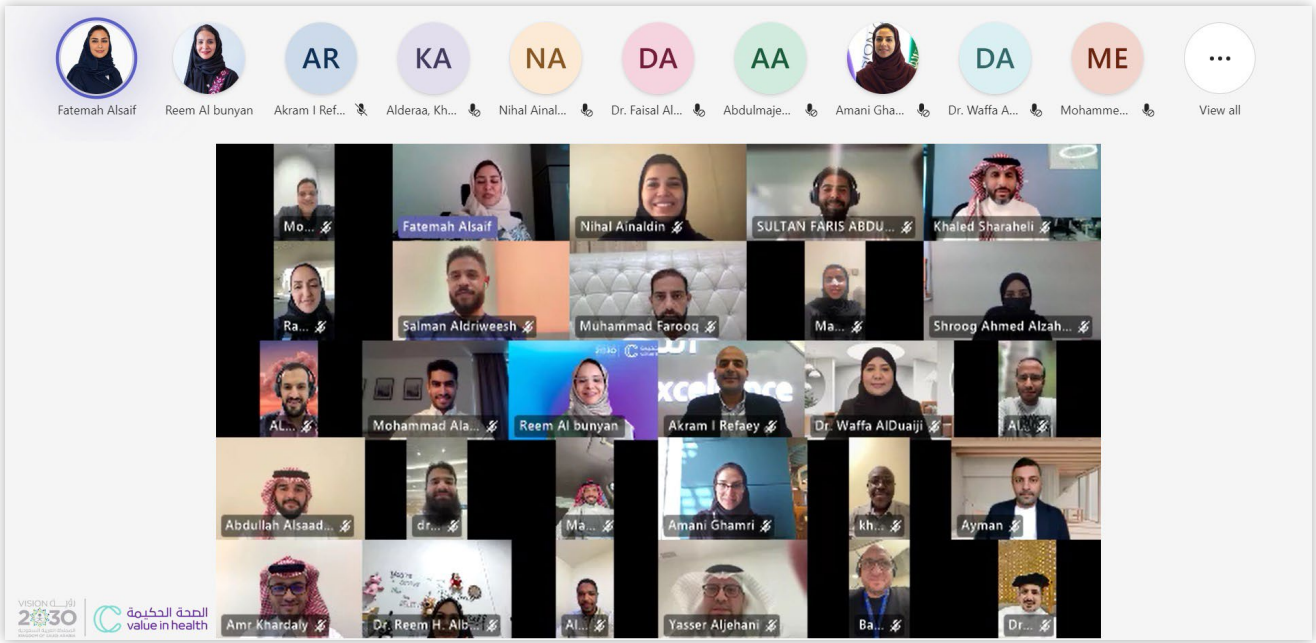
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Value Case Studies

Insights and experiences of teams delivering value-based healthcare, shared by ViH to accelerate adoption of value-based healthcare

Essentials of High-Value Health Systems

2024 was the second year ViH's offered its online training course in value-based healthcare. This popular course once again received very positive feedback from its participants, who welcomed its comprehensive and practical approach to health policy topics relating to value.



Value Vanguard

The Value Vanguard initiative aimed to empower healthcare leaders to adopt and promote value-based healthcare in their own organizations. The inaugural Value Vanguard workshop brought together leaders to explore clinical change through two real-world case studies, one on redesigning care pathways, the other on using data analytics to drive improvement.



تحالف الصحة الحكيمة
Value in Health Network

Value in Health Network

This year, the Value in Health Network - organizations that share the common goal to enable the health system in Saudi Arabia to deliver superior value - continued to strengthen its role as a catalyst for system transformation. The Network shared current progress and good practices, with one key contribution being its support of Value in Health's annual conference. The Network expanded from seven to 11 organizations, reflecting its commitment to inclusivity and multisectoral collaboration.

Organization Development

United Kingdom Study Tour

In February 2024, Value in Health undertook a week-long mission to gain insights from think tanks, academic institutes, thought leaders and leading healthcare providers in the United Kingdom. The visit included workshops and interviews in Wales, London, Oxford and Edinburgh and covered topics including value-based care models, health policy innovation, and organizational best practices for think tanks and knowledge centers.

Getting Our Message Across

Value in Health engages with numerous stakeholders in Saudi Arabia and globally. In 2024, ViH enhanced its communications and stakeholder management activities, strengthening its processes, systems and communications channels. The content on ViH's website and social media channels substantially expanded this year and continued to grow rapidly in usage.

Team Development

As an expert knowledge center, Value in Health has a strong commitment to recruiting high-quality, motivated staff and building their capabilities. In 2024, team members attended training and presented research insights at numerous conferences in Saudi Arabia and overseas.

Leadership Team

Leadership Team



Dr. Reem Bunyan
CEO, Value in Health

Dr. Reem is CEO of Value in Health and the Executive Director of the Global Innovation Hub for Improving Value in Health. Dr Reem received her medical degree from King Faisal University and holds a MSc in health administration from the University of Alabama at Birmingham and a master’s in clinical and translational science from the Mayo Clinic Graduate School of Biomedical Sciences.



Mr. Khaled Sharaheli
Director of Resources, Planning and Partnerships

National Collaboration, Stakeholders management, Strategic communication, Events management and Human Resources



Dr. Sara Al Munif
Director of Measurement

National project manager for the OECD Patient-Reported Indicators Survey (PaRIS); value measurement



Eng. Issra Bargo
Director of Transformation

Strategic management and delivery



Dr. John McGhee
Director of Policy and Knowledge

Policy research, publications, and advocacy



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