

HCM 501/22362

Principles of Healthcare Administration

Module 2: Critical Thinking

Comparison between Saudi Healthcare Organizations

Saudi Arabia is improving its healthcare system and promoting for better healthcare services. Better utilization of hospitals' capacities and improvements of healthcare quality are two main goals of the Saudi Vision 2030 (Kingdom of Saudi Arabia vision 2030, 2016). In Saudi Arabia, there are different healthcare organizations which aim to promote and improve health in different levels. Saudi healthcare system consists of governmental sector which represents 60% of healthcare services under Ministry of Health (MOH) and private sector which represents 21% of healthcare services (Almalki, FitzGerald & Clark, 2011). Also, it consists of other governmental agencies which represents 19% of healthcare services (Almalki, FitzGerald & Clark, 2011). This paper compares the following Saudi healthcare organizations: King Abdulaziz Medical City - Ministry of National Guard Health Affairs (KAMC -MNG-HA), King Saud Medical City (KSMC), Rayan Hospital by Dr. Sulaiman Alhabib Medical Group (HMG), King Faisal Specialist Hospital and Research Center (KFSH&RC) and Johns Hopkins Aramco Healthcare (JHAH). The comparison between the Saudi healthcare organization is based on type of healthcare organization, hospital capacity, financing, ownership, staff information, mission, vision, areas of treatments, growing fields as well as advantages and disadvantages of structure.

Different Saudi Healthcare Organization

Areas of comparison	Saudi Healthcare organizations				
	KAMC-MNG-HA	KSMC	Rayan hospital by HMG	KFSH&RC	JHAH
Type of Healthcare Organization	Nonprofit governmental healthcare organization (MOH, 2015).	Nonprofit public governmental healthcare organization (MOH, 2015).	For profit private healthcare organization (MOH, 2015).	Nonprofit governmental healthcare organization (MOH, 2015).	Nonprofit governmental healthcare organization based on partnership with Johns Hopkins Medicine (MOH, 2015).
Hospital Capacity	It is a specialized tertiary provides primary and up to tertiary healthcare services to National Guard employees and their dependents (Yusuf, 2014). It has a capacity of 1501	It is a tertiary healthcare center which provides primary and up to tertiary specializes healthcare services to with a capacity of 1500 beds (KSMC, 2018; MOH, 2010).	It is one of the largest private healthcare organizations that provides all levels of healthcare services and has a capacity of 360 beds (HMG,	It is a specialized tertiary and referral healthcare organization that provides specialized healthcare services and has a capacity of 1599 beds (KFSH&RC,	It provides all levels of healthcare services and has a capacity of 366 beds (MOH, 2015)

	beds (MNG-HA, 2016).		2015c).		2018b).
Ownership	It is owned by Saudi government under MNG (MOH, 2015).	It is owned by Saudi government under MOH (MOH, 2015).	It is owned by Dr. Sulaiman Alhabib and his medical group (HMG, 2016). The group oversee the running of healthcare facilities in different branches in many places including Dubai (HMG, 2016).	It is owned by Saudi government (MOH, 2015).	It is owned by Saudi government under Saudi Aramco (MOH, 2015).
Financing	<ul style="list-style-type: none"> It is established under governmental sector and commenced its operations in 1983 (MNG- 	<ul style="list-style-type: none"> It is a tertiary healthcare facility that was established in 1956 (KSMC, 2018). It is financed by 	<ul style="list-style-type: none"> It is a private entity that was established by HMG in 2009 (HMG, 2015c). It is financed by various 	<ul style="list-style-type: none"> It is a referral governmental healthcare organization which was established in 1970 and its research center 	<ul style="list-style-type: none"> It is a governmental healthcare organization financed by Saudi Aramco (JHAH, 2016a).

	<p>HA, 2018).</p> <ul style="list-style-type: none"> It is financed government of Saudi Arabia and falls under the umbrella of Ministry of National Guard (MNG) (MNG-HA, 2017b). 	<p>Saudi government and MOH (MOH, 2015).</p>	<p>shareholders including chief executive director Dr. Sulaiman Alhabib (HMG, 2016).</p>	<p>in1975 (KFSH&RC, 2018b).</p> <ul style="list-style-type: none"> It is financed by Saudi government (Mostafa et al., 2008). 	<ul style="list-style-type: none"> It was established by Saudi Aramco with cooperation of Johns Hopkins Medicine in 2013 (JHAH, 2016a).
<p>Staff Information</p>	<ul style="list-style-type: none"> Employees of MNG-HA are nationally and internationally recruited. Also, they are graduates of King Saud Bin Abdulaziz for Healthcare Sciences 	<ul style="list-style-type: none"> Employees of KSMC are nationally and internationally recruited via KSMC employment gate (KSMC, 2018b). Employees are 	<ul style="list-style-type: none"> Employees are nationally and internationally recruited via HMG employment gate. recruited by international recruitment agencies. 	<ul style="list-style-type: none"> Employees are nationally and internationally recruited via KFSH&RC employment gate. Employees are recruited by international recruitment 	<ul style="list-style-type: none"> Employees are nationally and internationally recruited via JHAH employment gate. Employees are recruited by international recruitment

<p>University (MNG-HA, 2017c).</p> <ul style="list-style-type: none"> • It has a total of 4042 physicians in which 2252 are Saudis (MOH, 2015). • It has a total of 9319 nurses in which 768 are Saudis (MOH, 2015). 	<p>internationally recruited by international recruitment agencies.</p> <ul style="list-style-type: none"> • KSMC has more than 9000 employees from different nationalities (KSMC, 2018a). 	<ul style="list-style-type: none"> • Total workforce in all HMG branches are 7000 employees (Almansour, 2012). 	<p>agencies (KFSH&RC, 2018b).</p> <ul style="list-style-type: none"> • Total workforce of 3,888 employees (MOH, 2015). • Total number of physicians is 1073 in which 696 are Saudis and total number of nurses are 2410 in which 269 are Saudis (MOH, 2015). • Other employees are working in research center and different KFSH&RC 	<p>agencies.</p> <ul style="list-style-type: none"> • Total workforce is 5052 in which 245 are Saudi physicians and 189 Saudi nurses (MOH, 2015).
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				branches.	
Mission Statement	To provide the best healthcare to National Guard personnel, their dependents and other eligible patients (MNG-HA, 2017a). Also, to provide outstanding academic opportunities, conducts researches and participates in community and public service programs in healthcare (MNG-HA, 2017a).	To serve the public and community with care, passion and professionalism (KSMC, 2018b).	To develop and run the state of art and science in medical facilities and provide high quality and innovative healthcare services to create value for people (HMG, 2015b).	To provide the highest level of specialized healthca re services in a cohesive educational and research setting (KFSH&RC, 2018a).	To improve the health and wellbeing of the people and to provide an environment of quality, growth and learning (JHAH, 2016a).
Vision Statement	To be recognized as an international center of excellence	To be a world leading institution and integrated	To be the most trusted healthcare provider in medical	To be a world-leading organization of	To be a leading health care system for excellent patient

	to improve individual and public health status (MNG-HA, 2017a).	healthcare provider (KSMC, 2018b).	excellence and patient experience globally (HMG, 2015b).	healthcare quality, excellence and innovation in healthcare (KFSH&RC, 2018a).	and family experiences, clinical outcomes and improvements of health professions (JHAH, 2016a).
Areas of Treatments	It has different medical departments that provide high quality of healthcare services (MNG-HA, 2014b). Areas of treatments include but not limited to hepatology, hematology, internal medicine, infectious diseases, surgery, obstetrics and gynecology	It offers different healthcare services in various medical departments and centers. Medical centers include general, pediatric, kidney, dental, obstetrics and gynecology centers (KSMC, 2018c). Areas of treatment include but not limited to urology, orthopedic, cardiology,	It offers different healthcare services including emergency, pediatric, neonatal, surgical and cardiac healthcare services (HMG, 2015c). It is the largest specialized center for treatment of obesity (HMG, 2015c). It has a Sports Medicine Unit which is a one of the most	It provides various of healthcare services in different medical departments which include but not limited to mental, dental, pediatric, orthopedic, obstetrics and gynecology healthcare (KFSH&RC, 2018b). It has centers of excellence which	It offers different treatment services such as oncology healthcare services that include cancer diagnosis, treatments and therapies (Amra et al., 2016). In addition to, primary, neurology, dental, surgical and mental care as well as preventative and curative treatments (JHAH, 2016a).

(MNG-HA, 2014b). Also, it has a cardiac center to treat medical and surgical cases (MNG-HA, 2014b). In addition to, a surgical center and a long-term care center (MNG-HA, 2014b). It is well known for the achievements of conjoined twins' separation surgeries (MNG-HA, 2014a).	hematology, general and plastic surgery provided in the general hospital (KSMC, 2018c). KSMC is an international recognized center for training in medicine and surgery especially neurosurgery (KSMC, 2018c).	significant milestones in the field of healthcare for athletes (HMG, 2015c). It became the first destination for healthcare treatment of Arab and Gulf sports stars (HMG, 2015c).	include medical genetic, neuroscience, organ transplant, pediatric hematology and heart center (KFSH&RC, 2018b). It has a well-known center of excellence for treating cancer patients (KFSH&RC, 2018b).
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<p>Growing Field</p>	<p>The advancement of Health Information Technology (HIT) and use of Bestcare EHR system which found to be effective for supportive care (Aldosari, 2017). Also, improvements in research and innovation with the cooperation of king Abdullah International Medical Research Center (KAIMRC).</p>	<p>The advancement of neurosurgeries and post-operative care are growing fields in KSMC. Focusing on special-needs friendly environment becomes an important matter in KSMC (KSMC, 2018c). Also, encouraging for community services and health volunteering are important areas of improvements (KSMC, 2018c).</p>	<p>The advancement of diagnostic radiology, Sports Medicine Unit and rehabilitation programs (HMG, 2015c)</p>	<p>The advancement of cardiovascular disease, stem cells therapy and cancer research as well as genetics research (KFSH&RC, 2018b).</p>	<p>The advancement of EHR which will be focusing on implementation of Epic, an Electronic Health Record system which will be implemented over three to four years (Al-Jishi, 2014).</p>
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Organizational Structure	<p>It has a divisional organizational structure in which each division focuses on certain services and customers to serve (MNG-HA, 2016). For example, medical, nursing, financial and administrative services are organized in a certain division with a certain chief executive officer (MNG-HA, 2016).</p>	<p>It has a divisional organizational structure in which each department is focusing on certain services (KSMC, 2018a). For example, medical, nursing, financial and administrative services are organized in a certain division with a certain director (KSMC, 2018a).</p>	<p>It has a functional organizational structure in which each department is organized based on workers' functions (HMG, 2015c). For example, surgical functions are organized with the director of surgery and medical services are organized with director of medical services while HR functions under the director of HR (HMG, 2015c).</p>	<p>It has a divisional organizational structure in which each department is organized to focus on certain services and customers (KFSH&RC, 2018c). For example, nursing, medical, research, financial and administrative services are grouped and organized in a division with Chief Operation Officer (CEO) (KFSH&RC, 2018c).</p>	<p>It has a functional organizational structure in which each department is organized based on workers' functions (JHAH, 2016a). For example, Human Resources (HR) functions which include recruitment, compensation and training are organized with the director of HR while medical services are organized with director of medical services (JHAH, 2016a).</p>
Advantages of	<ul style="list-style-type: none"> • Adaptation to 	<ul style="list-style-type: none"> • Adaptation to 	<ul style="list-style-type: none"> • Specialized 	<ul style="list-style-type: none"> • Adaptation to 	<ul style="list-style-type: none"> • Specialized

<p>Structure</p>	<p>changes which was seen in implementing Bestcare, a new EHR system that support better disease management with an evaluation score of 72% compared to 50% to the old EHR done by physicians (Aldosari, 2017).</p> <ul style="list-style-type: none"> • Better customer outcomes and satisfaction. • Faster and decentralized decisions. 	<p>changes and new developments such as renal disease management (KSMC, 2018c).</p> <ul style="list-style-type: none"> • Better customer outcomes and satisfaction. • Faster and decentralized decisions. • Good coordination and work within divisions such as the coordination between surgery, nursing and social working 	<p>positions and functions are organized well in each department.</p> <ul style="list-style-type: none"> • Effectiveness, efficiency and cost containments are maintained. • Employees develop in depth knowledge, abilities and expertise at their field such as Cardiologist who excel in cardiology work. 	<p>changes and new developments such as in neuroscience technology, research and innovation (KFSH&RC, 2018b).</p> <ul style="list-style-type: none"> • Better customer satisfaction and outcomes. • Faster and decentralized decisions. • Good coordination and work within divisions such 	<p>positions and functions are organized well in each department.</p> <ul style="list-style-type: none"> • Effectiveness , efficiency and cost containments are maintained. • Employees develop in depth knowledge, abilities and expertise at work.
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- Good coordination and work within divisions. For example, this was seen in Right Care Transformati on program when infection control, medical and nursing units cooperated to control Middle East Respiratory Syndrome Corona Virus (MERS- divisions to improve quality of healthcare of burned patients (KSMC, 2018c). as the coordination between research and nursing divisions to improve quality of nursing care (KFSH&RC, 2018b).

CoV)
infection
(MNG-HA,
2015).

Disadvantages of Structure	<ul style="list-style-type: none"> • Inefficiency resulting from great number of employees and increased expenses. • Employees in each division focus on the services they provide. • Less coordination among all services. • Less development of in-depth 	<ul style="list-style-type: none"> • Inefficiency resulting from great number of employees and increased expenses. • Employees in each division focus on the services they provide. • Less coordination among all services. • Less development of in-depth 	<ul style="list-style-type: none"> • Decision making is slow and take long process. • Slow adaptation to changes when occurring. For example, the barriers of implementing new technology for sport injuries (HMG, 2015c). • Employees focus on their functions and work. For example, 	<ul style="list-style-type: none"> • Inefficiency resulting from great number of employees and increased expenses. • Employees in each division focus on the services they provide. • Less coordination among all 	<ul style="list-style-type: none"> • Decision making is slow as it depends on hospital size. Hospital size is an important determinant for decision making and implementation such as the case of implementing Epic, an Electronic Health Record system which
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<p>functional knowledge and expertise (Olden, 2011).</p>	<p>functional knowledge and expertise (Olden, 2011).</p>	<p>Orthopedic unit are only focusing on their work.</p> <ul style="list-style-type: none"> • Horizontal coordination between departments is limited which require cooperation, communication and liaisons to help (Olden, 2011). 	<p>services.</p> <ul style="list-style-type: none"> • Less development of in-depth functional knowledge and expertise (Olden, 2011). 	<p>will be implemented over three to four years (Al-Jishi, 2014).</p> <ul style="list-style-type: none"> • Slow adaptation to changes when occurring. For example, the barriers of implementing new Epic EHR system staff resistance (Aldosari, 2017; Al-Jishi, 2014). • Employees focus on their functions and work. For example, Nurses are only focusing on their work.
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- Horizontal coordination between departments is limited which require cooperation, communication and liaisons to help (Olden, 2011).

Other relevant information

It has great values, organizational culture and policies that are used in to provide high quality and affordable healthcare services. Moreover, it has a business center liable for payment

The facility is among the largest in Saudi Arabia that are known for offering high-quality services. Despite the facility being established during a time when Saudi Arabia was starting to develop and was

A majority of professional medical doctors in Saudi Arabia who are working for in government healthcare settings are also working part times in private healthcare facilities including HMG as

To keep up with high levels of competition in Saudi health industry, KFSH&RC made major achievements of oncology treatments and research (KFSH&RC,

On numerous occasions, the facility is used as a research center and a center where insurance covers from different insurance companies are accepted.

of healthcare services for those who are illegible for treatments (MNG-HA, 2016).

facing serious health challenges; the facility has been able to withstand the test of time. It has been able to handle stiff competition especially from other governmental organizations and private sectors. constantly upgraded its systems and services being offered (KSMC, 2018a).

it is a recognized high-quality healthcare center (HMG, 2015c). It works collaboratively with other partners for better healthcare services (Al Suwaidi et al., 201). These are partners in the pharmaceutical industries and information technology among many others. The collaboration helps the facility to access quality drugs and other equipment at lower

2018b). It is also a center from where massive research has been carried out not only concerning cancer and liver diseases but also other ailments like cholera outbreaks, typhoid, and pneumonia among other ailments. It is through this center that the government funds various medical research programs that have seen the Saudi Arabia health industry progress tremendously (KFSH&RC,

<p>Fields for advancement needing quality review</p>	<p>It has great ability and potential for advancements in specific disease management especially because of the size and quality of employees being hired (Yusuf, 2014).</p>	<p>Being under MOH portal, the facility can advance by establishing in other areas within the jurisdiction of Saudi Arabian hence reaching out to more people especially in the rural areas.</p>	<p>prices and better payment terms.</p> <p>Saudi population suffer from different types of cancer an area that the facility has not invested in. Hence, the facility can expand in the cancer field and establish centers that would offer cancer treatment to the citizens at affordable rates.</p>	<p>2018b).</p> <p>It is a good thing that the center has specialized in liver and cancer ailments. However, because of the ample land and funds from the government, the facility can expand in other medical areas of treatment like mental disorder and heart diseases (Koenig et al., 2014).</p>	<p>The facility can review on the area of research where this section can be advanced so that students can use this center as a learning center as well.</p>
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Population Health in Saudi Arabia

According to Alkhamis, (2017), people living in urban areas are many as compared to people living in rural areas. Sadly, the higher population is more vulnerable to ailments as they live in more exposed regions as compared to people in less densely populated areas of Saudi Arabia. Hence, a strong healthcare system should not only focus on established healthcare facilities in urban areas but also put into consideration the rural regions as well.

Conclusion

Saudi healthcare system is improving and showing many advancements in different healthcare organizations. Even though, there are many differences between the mentioned healthcare organizations in many aspects including of areas of treatments and organizational structures, they share one important goal which is to improve healthcare of individuals and the population in Saudi Arabia.

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