



مؤسسة الرعاية الصحية الأولية
PRIMARY HEALTH CARE CORPORATION



PHCC CORPORATE ANNUAL REPOR^T 2018

PRIMARY HEALTH CARE CORPORATION - TOGETHER FOR A HEALTHIER COMMUNITY

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**PHCC CORPORATE
ANNUAL
REPOR^T**

2018

01

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**Together For
A Healthier Community**

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Dr. Mariam Ali A. Malik, Managing Director
Primary Health Care Corporation

Foreword, by the Managing Director

Greetings,

We started off with a goal- to represent and align with Qatar's Healthcare Vision 2030. The year 2012 was the establishment of the Primary Health Care Corporation. Our journey to deliver the highest healthcare standards began. Since then, we have upgraded and opened new primary care facilities, enhanced and delivered eight transformative models of care, and strengthened the capacity and capability of our workforce through additional investment, staff development and training. Our goal was set with the community in mind and the patient at the core.

We did not stop there. Our continuous strive to serve the community and to enhance our primary healthcare services defined our unique and genuine stamp in the Qatar Healthcare system. We developed comprehensive high-quality primary health care services that focus on wellness, prevention and early detection that emphasizes our core focus on the patient through the person-centered health model. We also proudly announced that we were awarded with the highest level of Canadian Accreditation (Diamond level with no conditions), which was a tremendous achievement that aligned with our goals to provide the best primary health care services to our community.

2018 marks another great milestone in PHCC's Journey. As the National Primary Health Care Strategy 2013-2018 (NPHCS) came to a close, it became necessary to refresh our vision and mission and to set clear strategic goals and activities for the next five years. Our newly announced Corporate Strategic Plan 2019-2023 which is fully aligned with the National Health Strategy, in which we have fully participated in and allowed us to maintain the progress of primary health care in Qatar as a whole.

Through our set strong foundations and many achievements we are able to implement our next five year strategic plan to work towards a healthier future for our community and families with a focus on wellness and prevention and to continue to provide a comprehensive state of the art, high-quality primary healthcare services through the family medicine model

of care. As a family physician myself, I understand the value of patients having their own family doctor, who will get to know the family well, and advise and treat the whole person, rather than specific conditions in isolation. We understand the need for a Family Medicine Model of Care in the community and we aim to deliver.

Our vision is ambitious yet detailed and achievable. Our strategic priorities focus on providing the best primary healthcare services. We currently operate 27 health centers including 5 wellness centers. These new health centers are latest state-of-art addition to PHCC's bouquet of facilities. This expansion and availability allows us to be accessible by our community.

The State of Qatar, under the wise leadership of His Highness the Amir, and the Father Amir, established a Development Strategy for the whole country through the Qatar National Vision, and its related strategies and plans. This aligns with the Astana Declaration: new global commitment to primary health care for all. The human health and development goals have always been given a high priority, and a strong primary care system is essential to enabling our nation to have a proactive modern health care system. PHCC works closely with our valued partners in the Ministry of Public Health and Hamad Medical Corporation to provide an overall consistent healthcare service that our community deserves.

Finally, I would like to thank all who have participated, supported our work, and contributed to achieving the goals of the Primary Health Care Corporation, the National Primary Healthcare Strategy and the National Health. Each one of us has a vital contribution to make towards healthcare, whether as staff, stakeholder or healthcare provider. I look forward to our collective achievements in the next five years in advancing the health and well-being in Qatar through comprehensive, integrated, person-centered and affordable primary health care services.

Managing Director
Dr. Mariam Ali A. Malik,



02

2018 Highlights

PHCC is operating 27 Health Center

Inauguration of 4 health centers (Al Waab, Al Wajbah, Muaither and Qatar University)

Inauguration of PHCC Staff Clinic in PHCC headquarter

PHCC has concluded the Primary health care strategy 2013-2018 with overall delivery rate of 93%

PHCC will launch the new Corporate Strategic Plan (CSP) in April 2019

The Patient Portal (MyHealth) is now live for Patients and their Families

The wellness services runs in 5 Health and Wellness Centers operating at full capacity and available for men and women

2,859,684 visits to PHCC health centers

99% of governmental schools are covered by at least one school nurse in each school

8.7% increase in Clinical workforce in 2018 and PHCC total workforce was increased by 7.4%

98.3% of health care practitioners have been licensed

PHCC achieved a Qatarization rate of 56.92% in Administrative Category in 2018

98% is the patients satisfaction rate with Home Health Care Services



03

National Primary Health Care Strategy 2013 – 2018

The National Health Strategy (NHS) 2011-2016 represented Qatar's vision for a successful integrated healthcare system and addressed the imbalances that existed in the way health care was provided. It identified "Project 1.1 Primary Care as the Foundation" as the first of 42 national health projects.

In order to deliver Project 1.1 and for its contribution to the National Development Strategy and the Qatar National Vision 2030, the National Primary Health Care Strategy 2013-2018 (NPHC) was published and PHCC was named as the lead organization for its delivery.

The NPHC Strategy was set out for delivery across all providers of primary health care in Qatar, setting the principles, which could be applied to any sector, and proposing evidence-based and Qatar specific models of care. It did give prominence to the needs of the Primary Health Care Corporation (PHCC) in terms of implementation, but this simply reflects PHCC as the largest provider.

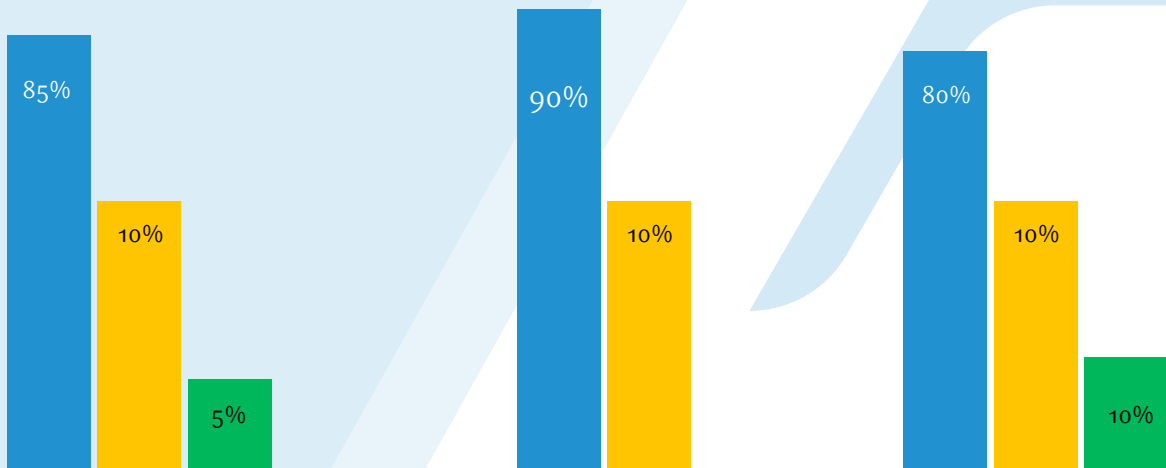
PHCC was responsible for delivering 58 of the 70 recommendations of the National Primary Health Care Strategy and it has succeeded in completing 47 of these. The remaining 11 have been transferred for completion to the Corporate Strategic Plan 2019-2023, which have already achieved significant progress, and most will be delivered in the next 12-18 months. Only 2 of the 10 patient pledges remain. These also will be completed in the short-term. This accounts for an overall delivery rate of 93%, as at the end of December 2018.

Considering the challenges faced by PHCC, in addition to the enormous responsibilities of delivering its day-to-day business as usual health care services and corporate responsibilities, PHCC's achievements in delivering the National Primary Health Care Strategy 2013-2018 has been a huge success.

70 Recommendations

10 Quick Wins

10 Patient Pledges



The KEY achievements of the National Primary Health Care Strategy 2013 - 2018 are:

- Workstream plans are at risk of failure to deliver or there are significant number of serious risks which are unmitigated
- Workstream plans have some risk of failure or there are a small number of serious risks which are unmitigated
- Workstream plans are on track and there are a small number of serious risks which are mitigated
- Workstream is completed, BAU, subsumed by a new or existing recommendation or external to PHCC



The key achievements of the National Primary Health Care Strategy 2013-2018 are:

Delivery areas	Achievements
Improved access to care	<ul style="list-style-type: none"> • Ten new health centers, including five Health and wellness centers. • Family Medicine Model developed and roll out commenced, ensuring all patients have a named physician. • Home Health Care service for eligible patients by a multidisciplinary team. • Appointment system for all family physicians' consultations with an average consultation time of 15 minutes • Regional specialist centers established for ultrasound, ophthalmology, and laboratories. • e-Referrals established between PHCC, HMC, and Sidra. • Triage in all health centers with access to urgent care treatment rooms. • Opening the Staff Clinic.
Comprehensive, integrated services	<ul style="list-style-type: none"> • NCD services integrated with the Family Medicine Model. • Psychological support service providing stepped mental health support. • Antenatal, post-natal and family planning services • Well-Baby clinics, along with the development of Child Health Notebook • A 'Beautiful Smiles' service for oral health education and treatment to pregnant women and children.
Screening and early detection	<ul style="list-style-type: none"> • SMART Health Checks for common conditions and risk factors. • Population-based breast and bowel cancer screening services. • Mental health screening for anxiety and depression. • Pre-marital screening.
Quality and patient safety	<ul style="list-style-type: none"> • Clinical Information System across whole organization. • Shared Electronic Medical record between primary and secondary care. • Independent accreditation of services, by Accreditation Canada, at diamond Level
Customer service and patient engagement	<ul style="list-style-type: none"> • 107 call center and patient help line. • Improved patient experience through Hayyak customer service.
Workforce training and development	<ul style="list-style-type: none"> • Learning & Development Strategy across clinical and non-clinical disciplines. • Delivery of Leadership and Management training to senior Qatari managers.
Preventative health	<ul style="list-style-type: none"> • Healthy Lifestyle services including smoking cessation, diet and nutrition, and exercise referrals. • Five Health and Wellness Centers with facilities to provide wellness services PHCC patients with NCDs, and risk factors.
Partnership	<ul style="list-style-type: none"> • MoUs and protocols with HMC and Weyyak to support mental health. • Collaboration with HMC on home health care mobile doctors service. • Comprehensive reporting mechanisms including quarterly update reports to The Minister of Public Health via the Strategy Implementation Board.

Corporate Strategic Plan 2019 – 2023

At the end of 2018, some of the current activity from the NPHC Strategy will carry forward into PHCC's first Corporate Strategic Plan 2019-2023, along with new strategic activities. PHCC has led the role for national coverage of primary health care services in the State of Qatar. Within the new Corporate Strategic Plan, the two major programs are integrated family medicine and a greater emphasis on preventative healthcare.

The Corporate Strategic Plan 2019-2023 is planned for launch in April 2019. The strategy comprises 6 strategic priorities, 20 goals and 80 strategic activities to be delivered over the next five years, one of which is to develop the next five-year National Primary Health Care Strategy for the State of Qatar.

New Corporate Strategic Plan will

- launch in 2019
Covers 2018 - 2023
- 6 Strategic priorities, 20 goals and 80 strategic activities



04

PHCC Capacities

4.1 Infrastructure

PHCC recognizes that some of its current facilities have outgrown and outstretched their capabilities due to the unsurpassed population growth in the country in the last few years. For this reason, in accordance to National Primary Health Care Strategy pledges for services that are provided in a safe and clean environment that meets patients' expectations and enhances clinical practice; PHCC has developed Corporate Priorities which a number of them is pertinent to physical environment.

Since 2015, 10 Health Centers (new & replacement) were opened in the Metropolitan area of Doha where the most significant increase in population was recorded while recognizing the rapidly growing demand of health services in the outskirts of Doha. Additional 10 new health centers are planned to be delivered starting from 2020. Currently, the Primary Health Care Corporation is operating through 27 primary health care centers distributed into three regions, namely Central, Western, and Northern. The majority of these centers are located in the city of Doha, while the rest are located in populated areas in across the country.

The objective of the new Health Centers is to create facilities that are of outstanding architectural merit and being clinical centers of excellence, supporting patients and their families as well as the clinical staff. PHCC strives for venues that will be Evidence-based, Purpose-built, Patient-centered, Family-oriented, Respectful to Culture, Supportive to Clinical Practice, Safe, Reliable and Sustainable.



Operational Facilities

N	Health Centers	Municipality	Operational Since	Notes
1	Abu Baker Al Siddiq Health Center	Al Rayyan	1987	
2	Abu Nakhla Health Center	Al Rayyan	2009	
3	Airport Health Center	Doha	2000	
4	Al Daayen Health Center	Al Daayen	2009	
5	Al Jumailiya Health Center	Al Rayyan	2008	
6	Al Kaaban Health Center	Al Khor	1990	
7	Al Karaana Health Center	Al Rayyan	2015	Inaugurated and Operational since 12 July 2015.
8	Al Khor Health Center	Al Khor	1970	Will be replaced
9	Al Rayyan Health Center	Al Rayyan	2007	
10	Al Shamal Health Center	Al Shamal	1970	Will be replaced
11	Al Sheehaniya Health Center	Al Rayyan	1995	
12	Al Thumama Health Center	Doha	2016	Inaugurated and Operational since 07 June 2016.
13	Al Waab Health Center	Al Rayyan	2018	Became Operational on 16 Sep 2018. Inaugurated on -27Sep 2018.
14	Al-Wajbah Health Center	Al Rayyan	2018	Became Operational on 13 May 2018. Inaugurated on -14May 2018.
15	Al Wakra Health Center	Al Wakra	1991	
16	Gharrafat Al Rayyan Health Center	Al Rayyan	2009	
17	Leabaib Health Center	Al Daayen	2015	Inaugurated and Operational since 13 December 2015.
18	Leghwairiya Health Center	Al Khor	2015	Inaugurated and Operational since 05 July 2015.
19	Madinat Khalifa Health Center	Doha	1980	Will be replaced
20	Mesaimeer Health Center	Al Rayyan	2009	
21	Muaither Health Center	Provide	2018	Became Operational on 16 Dec 2018. Inauguration date TBC.
22	Omar Bin Khatab Health Center	Doha	1985	
23	Qatar University Health Center	Provide	2018	Became Operational on 08 April 2018. Inaugurated on -14May 2018
24	Rawdat Al Khail Health Center	Doha	2016	Operational on 14 June 2016. Inaugurated on 17 July 2016.
25	Umm Ghuwailina Health Center	Doha	1980	Will be replaced
26	Umm Slal Health Center	Umm Salal	2016	Operational on 17 July 2016. Inaugurated on 20 July 2016.
27	West Bay Health Center	Doha	1988	



Year 2018 witnessed the opening of 4 new health centers; Al Waab, Al Wajbah, Muaither and Qatar University Health Centers. These new health centers are among the most modern and unique health centers not only in Qatar but also in the whole region. They represent a huge leap in the level of services provided by PHCC. All new health centers are bigger in size than existing ones and provide wide range of comprehensive clinical services such as Family Medicine clinics, Vaccination Clinics, Non-Communicable Diseases Clinics, Postnatal Clinics, Well-women and Well-baby Clinics, Smoking Cessation Clinics, Medical Commission and Travel Vaccination, Dental services, Therapeutic and Physiotherapy Clinics, early screening services for breast and Bowel cancer, as well as Laboratory, Pharmacy and Radiology Services.

Furthermore, Muaither and Al Wajba Health Centers will also offer integrated wellness services that focus on health promotion. This includes gym, swimming pools, massage rooms, steam rooms and sauna rooms as well as general medicine clinics and specialized clinics well equipped with the latest medical and non-medical equipment.

New Health Center Plan Expected from 2018 onward

	Facility	Municipality	Owner	Facility Type	Type	Status as of REPORTING QUARTER	Expected Operation
1	Madinat Al Shamal	Al Shamal	PHCC	Health Center	C	Construction	2021
2	South Wakra	Al Wakrah	PHCC	Health Center	A	Construction	2021
3	Al Mashaf	Al Wakrah	PHCC	Health Center	B	Construction	2021
4	Umm Al Seneem	Al Rayyan	PHCC	Health Center	B	Construction	2021
5	Al Khor	Al Khor	PHCC	Health Center	C	Construction	2021
6	Al Sadd	Doha	PHCC	Health Center	Special	Construction	2022
7	Nuaija (formerly known as Al Hilal)	Doha	PHCC	Health Center	Special	Design	Post 2022
8	Al Thmaid (formerly known as Bani Hajer)	Al Rayyan	PHCC	Health Center	Special	Design	Post 2022
9	Umm Ghuwailina	Doha	PHCC	Health Center	Special	Design	Post 2022
10	Madinat Khalifa	Doha	PHCC	Health Center	Special	Planning	Post 2022





Q1 2018	Category	Notes	2017 licensed QCHP	2018 licensed QCHP
1	Number of Physicians	As licensed by the QCHP, end of the reporting period	735	815
2	Number of Dentists	As licensed by the QCHP, end of the reporting period	179	245
3	Number of Nurses	As licensed by the QCHP, end of the reporting period	1821	1889
4	Number of Pharmacists	As licensed by the QCHP, end of the reporting period	336	363
5	Number of Allied Health Professionals (AHP)	As licensed by the QCHP, end of the reporting period	711	802
6	Number of Non-Medical Staff	Not licensed by QCHP as a healthcare practitioner, end of the reporting period	1811	1894
7	TOTAL WORKFORCE	End of the reporting period	5593	6008



4.2 Workforce

One of the most critical factors in providing high quality primary healthcare service is having a motivated, appropriately skilled and experienced team that work collaboratively and share a common goal of improving health outcomes for the patient. PHCC recognizes the importance of this strong foundation. Broadly speaking, we can divide this into three categories: recruiting new and different staff; training and developing existing staff; and promoting the Health and Safety of all our staff.

8.7 % increase in Clinical workforce in 2018 and PHCC total workforce was increased by 7.4 %



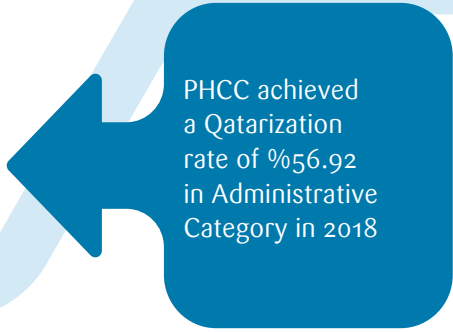
Recruitments

In 2018 we continued the program of recruitment to ensure the recruitment of the most appropriate candidates. The recruitment activities were boosted in order to support the commissioning of the 4 new health centers; (Muaither, Al Wajbah, Al Waab & Qatar University) by planning and recruiting the required clinical and non-clinical staff. We have recruited most of the key roles, many of which are for providing the clinical services including specialist doctors from a varied range of backgrounds, ensuring that our patients receive the best possible care available. We are proud and pleased to have successfully recruited staff that are committed and passionate in delivering health care services to the patient population of Qatar. PHCC's overall Clinical Workforce has increased by 8.7 % in 2018 compared to year 2017 to reach 4022 employees. Overall, the total number of PHCC workforce reached just over 6000 employees at the end of 2018.



Qatarization

PHCC is making every effort to attract a Qatari workforce at various career levels and increase the Qatarization rate. The corporation supports Qatari National Development Strategy in various fields. PHCC's senior management are devoted towards creating the best job opportunities for Qataris. The main Qatarization functions were administrative functions in general and leadership positions in particular. We also provide job opportunities for qualified Qatari nationals to demonstrate their skills especially in the Health Care field, as well as training of Qatari employees and enrolling them in specialized training courses that meet the required purpose within their respective functional areas. PHCC achieved a Qatarization rate of %56.92 in Administrative Category in 2018, thanks to the policies adopted by the corporation related to promotion of Qatari staff and improvement of working conditions.



PHCC achieved a Qatarization rate of %56.92 in Administrative Category in 2018

PHCC New Qatari Joiners Empowerment in Project Management

A newly initiated project by the Managing Director to empower and enable Qatari joiners to PHCC in the Project Management Field. This is following the Ministry of Administrative Development Labor and Social Affairs' directions relevant to Qatarization and in alignment with the Corporation's needs.

The project aims to provide new Qatari joiners with an all-embracing approach in Project Management entailing project management skills, applied learning, practice and skills in the workplace, and peer-to-peer development, coaching and mentoring. The Corporate Project Management office in partnership with Workforce Development and Training and Workforce Planning Directorates, is advancing a Career Framework, Training Plan and Organization Rotation Program, which will effectively enable the candidates to learn, develop and improve their Project Management skills allow them to conduct, support and deliver projects effectively and efficiently in a consistent way across PHCC.

In relation to the above, we have designed a Workforce Planning Model for PHCC along with Five-year Medium-Term Workforce Plan. This will integrate Workforce Planning into Service specification development and Manpower Budgeting. Further, this will also ensure that we continue to recruit to meet the needs of an evolving model of Primary Care services and links to the National Workforce Plan of the State of Qatar.

Workforce Training & Development and Clinical Licensing

We are committed to further strengthening the workforce of PHCC and understanding the value of continuous learning and development of our workforce. The PHCC workforce development plan focuses on how the existing workforce can deliver work in new ways, provide more services and develop new skills.

A dedicated workforce training and development team is in place to support the organization in identifying training needs and establishing high quality training and development opportunities. PHCC Workforce Training and Development directorate leads the development of the organizational approved PHCC Learning and Development Five Year Strategy and Action Plan to develop, promote and maintain 'Excellence in workforce and organizational learning'. By improving knowledge, skills, competence and embedding a learning culture, PHCC will ultimately develop a highly skilled and competent health care workforce that delivers enhanced patient experience through development of emerging services and new roles to provide high quality primary health care.

The development approach has been to triangulate learning requirements with the strategic direction, professional standards, service and organizational priorities. This is to ensure a comprehensive assessment for training needs across the organization.



There have been significant achievements over the past year, supporting completion of Patient Pledge 6 and skills development supporting ongoing leadership development beyond the completion of recommendation 51 from the National Primary Health Care Strategy (2022-2018), including national priorities for the State of Qatar. In summary, these include:

- PHCC has been accredited as an approved CPD Provider Organization by Qatar Council for Health Care Practitioners (QCHP), Ministry of Public Health for a further 2 years, to extent CPD provision through PHCC for the full 5 years. This will further enhance and extend PHCC quality CPD provision for all health care professionals.
- Continuous Professional Development (CPD) supports the development of physicians, nurses, pharmacists, oral health, radiology and laboratory professional groups and licensed practice. These are being further extended and enhanced for other health care professional groups, supporting dietetics and nutrition, ophthalmology, social workers, audiologists, school nurses etc for service enhancement, wellness and preventative care services. Introduction of online training needs analysis (TNA) process that supports effective CPD planning for 2018 and beyond.
- ACLS approval has been received from American Heart Association (AHA) as an extended program delivered through PHCC-International Training Center, following compliance to AHA standards and governance. This program is now being delivered with 144 accredited health care professionals benefiting from this accredited program, with 18.75 hours QCHP accredited learning hours under QCHP standards at category 1) 1 hours) & category 3) 3 hours).
- PHCC continues to strengthen and extend academic partnerships with national and international educational establishments. In 2018, sponsorships and scholarships were approved for 16 Qatari and Non-Qatari PHCC staff, supporting Bachelor of Nursing, Master of Nursing, fellowships abroad, Executive MBA Abroad, and other Masters Level Programs. In 2018, PHCC workforce have 59 completed scholarship programs (supporting BSN and MSN, and leadership programs for Qatari nationals or long-term residents).
- Developing Qatari nationals as per approved career plan and orientation for primary health care and workplace readiness. A new two-week Qatari Training Program was developed for newly recruited PHCC staff. Comprehensive foundation level IT Skills program includes training on Microsoft Office suite and on “The Excellency in Job Performance” which consists of core training on customer service, communication skills, time management and report writing. 632 Qatari staff has completed this course in 2018.
- In 2018, the “Foundation Level Medical Arabic Language Skills” was delivered in collaboration with Qatar Guest Center (Part of Eid Charity, Voluntary Sector); to 250 invited non-Arabic speaking physicians.
- “Excellence in Effective Communication and Teamwork”, program continues to be delivered to support Accreditation Canada International (ACI) standards and ongoing health care leadership skills in health care teams for integrated care and provision, as inter-professional development opportunity across PHCC. A total of 651 PHCC health care professionals have attended these sessions in 2018.
- Inter-professional Development has been actively encouraged to support health care teams and delivery of integrated services, with a total of 1339 PHCC health care professionals have attended this program in 2018, covering Case Based Discussion, Journal Clubs, Simulation in Practice and Sentinel Events Analysis, through 13 health centers across State of Qatar.
- The above figures and learning do not include our extensive eLearning provision and uptake of medical journals and online learning, through approved and credible international medical eLearning institutes, as part of the PHCC eLibrary provision. This learning can be summarized as follows for 2018:



- Number of Learners: 13,518
- Completed Online Modules / Assessment: 35,024
- Learning Hours Completed: 48,542 hrs
- Number of Topic /Journal hits / page views: 794,691

Percentage of PHCC Staff Acquiring Clinical License

Year	2016	2017	2018
Physicians	90.92 %	97.73 %	97.08 %
Nursing Staff	81.44 %	98.28 %	99.98 %
Laboratory	94.74 %	97.62 %	97.79 %
Radiology	92.31 %	97.71 %	95.69 %
Pharmacy Staff	93.70 %	98.52 %	97.79 %
Dentists	91.94 %	96.59 %	98.59 %
Dental assistants	95.74 %	99.30 %	98.40 %

In addition to these activities, the Clinical Licensing team and Workforce Training and Development has been working to ensure that the all clinical workforce can obtain the Annual Practicing License from Qatar Council for Health Practitioner (QCHP) of Ministry of Public Health, Qatar. Having all clinical staff go through the process provides assurance that all PHCC clinical staff are competent and appropriately qualified and a set of clinical competencies are being developed. The table below shows the current status of Clinical Licenses, remaining clinical staff are under the evaluation or licensing stage. The total licensed Healthcare Practitioners as at December 2018 was %98.30) 3982) out of 4051 clinical staff.



05

Connecting the System

The implementation of the Clinical Information System (CIS -) in PHCC facilities back in 2016 has paved the way to develop better and enhanced collaborations between PHCC and its partners in addition to empowering patients and provide them with tools to access their health records. CIS supports the advancements of providing the best medical services worldwide ensuring the patient receives an integrated service. CIS also allows electronic connectivity between health centers and one personal record across PHCC & HMC allowing the treating physician access to a full medical and medication history and lab/ radiology results within seconds. We have installed new sophisticated digital vital signs machines and digital weighing scales which along with our laboratory analysers have been interfaced with CIS, reducing the need for manual data entry. This reduces the likelihood of error and greatly enhances patient safety therefore ensuring that all people in the State of Qatar have access to the most effective and safest medical services.





5.1 Better Together Program

The overarching aim is to provide strategic leadership, direction and governance for the successful delivery of the selected programs within Better Together program, assess organizational risks and mitigation and report on projects progress. This will be delivered through developing and maintaining strong working partnerships between PHCC, HMC and Sidra to support integrated healthcare and aiming to improve care and health outcomes as efficiently as possible in terms of resources and patient access. Collaborative work between PHCC and HMC has already been taking place, however; this program is designed to add structure and co-ordination to this and support both organizations to identify organizational and system improvement opportunities and to jointly navigate challenges.

The benefits of such collaboration is to Increase specialist services offered at PHCC, improved access for patients to specialist care closer to their homes and Streamline referral pathways.

The areas of focus are:

- Integrated Home Health Care
- Outpatients Improvement
- Communications (Patient focused)
- National Call Centre (Ministerial mandate)
- Dental services
- Maternity Care
- Accountable Care - Diabetes & Cardiology
- Mental Health Services
- Referral Management and discharge management





5.3 The Patient Portal (My Health) is now live for Patients and their Families

The Patient Portal (MyHealth) has been launched. This is an online secure access to Electronic Medical Records, where patients can view their recent clinic visits, upcoming appointments, results of lab investigations, prescribed medications & treatment, allergies, medical reports, and procedures history at both PHCC & HMC. This can be done anytime, anywhere in the world through a computer, tablet, or a smart phone connected to internet. Patients can easily request access to the portal by approaching Hayyak representative and fill the required forms. After that a username and password will be issued.



06

Services: Delivering More and Better Care

PHCC is working towards delivering comprehensive, integrated, person-centered and affordable primary health care services to advance the health and well-being of the population. We are not only improving access to our services but also focusing on expanding the range of services we offer. We aim to ensure that the services meet the diverse community needs, and that clinical quality and safety is strengthened, monitored and maintained.

PHCC Health Care Services

Family Physician - Consultation	Home Health Care Services
Patient Management	Antenatal Care Services
Screening Services	Vaccination Services
Dental Services	Mental Health
Medical Commission Services	Ophthalmology/ Optometry/ENT
School Health Service	Dermatology
Social Worker Services	Laboratory Services
Health Education	Radiology Services
Health Promoting Schools	Pharmacy Services



6.1 Health Promotion and Disease Prevention

Health promotion and disease prevention activities are one of the most important responsibilities led by the World Health Organization and the Ministry of Public Health which focus on the prevention of illnesses such as cancer and heart disease throughout the reduction of risk factors that includes smoking, unhealthy diet, sedentary life and environmental pollution. Therefore, improving lifestyle is the ideal solution to avoid ailments and complications. Primary Health Care Corporation, as a part of the health system and as the main provider of primary health care services in Qatar should focus first on preventing diseases and health promotion. This is happening in different forms such as:

National Bowel and Breast Cancer Screening Programs

We are proud to implement and operate the first ever population-based cancer-screening program to actively call and recall participants within the GCC. 'Screen for Life', Qatar's National Breast and Bowel Cancer Screening programs, led by Primary Health Care Corporation, have completed their 3rd successful year of raising breast and bowel cancer awareness in Qatar, enhancing their reputation as a regional leader in cancer care. During the year, the programs recorded great achievements through a wide range of lectures, community outreach programs, awareness campaigns and other activities. These services are offered to Qatari patients and are also available to all non-Qatari patients upon referral. The service will be rolled out to the full eligible population in the near future.

The ongoing efforts by 'Screen For Life' to engage communities in the program's goals and the benefits of screening in the early detection of cancer, resulted in 7,624 ladies (Aged 45-69) being screened for breast cancer at one of the three dedicated screening facilities in Al Wakra, Leabaib and Rawdat Al Khail Health Centers, and 10,886 (Men and women aged 50-74 years) screenings for bowel cancer.

Out of those screenings, 17.72% and 7.11% abnormal results were found for breast and bowel cancer respectively that required further analysis and diagnosis at HMC, which resulted in 3.48% and 4.36% and of abnormal results being positive cancer cases respectively.



2018 - BOWEL CANCER SCREENING

Nationality Group	Qatari	Non-Qatari	Total
Fully Screened	6,144	4,742	10,886
Abnormal Screening Result Positive FIT	(7.66%) 471	(6.38%) 303	(7.11%) 774

2018 - BREAST CANCER SCREENING

Nationality Group	Qatari	Non-Qatari	Total
Fully Screened	6,144	3,681	7,624
Abnormal Screening Result Positive	(17.37%) 685	(18%) 666	(17.72%) 1351



2018 bowel Cancer Screening	Qatari	%	Non Q	%	Total	%
Fully Screened	6,144		4,742		10,886	
Screening Result Positive	471	7.66%	303	6.38%	774	7.11%
Colonoscopy Attended HMC appointment	292	61.99%	212	69.96%	504	65.11%
Abnormal diagnosis Malignant cancer	15	5.13%	7	3.30%	22	4.36%
Abnormal diagnosis: Polyps	156	53.42%	120	56.60%	276	54.76%
Precancerous Polyps : (Adenomas: Tubular, Villous, Tubulovillous)	127	43.49%	88	41.50%	215	42.65%
Benign polyps	29	9.93%	32	15.09%	61	12.10%
Normal colonoscopy	34	11.64%	33	15.56%	67	13.29%



Early Detection

2018 - BREAST CANCER SCREENING

Nationality Group	Qatari	Non-Q	Total	%
Fully Screened	3,943	3,681	7,624	
Abnormal Screening Result Positive	685	666	1351	17.72%
Positive Cancer	20	27	47	3.48%

Another key focus area of primary health care development is to introduce and manage cervical cancer screening services, so that every woman in the State of Qatar is offered screening from the age of 21. It is recommended that women from the age of 21 to 49 are screened every 3 years, and those aged between 50 and 64 every 5 years. This is an important initiative, which requires the specialist skills and trained workforce to manage these important services. PHCC is firmly committed to support this dedicated service, which plays an important role in women wellness and creating awareness of the importance of screening, including early detection. 4,473 ladies were screened for cervical cancer in 2018.

In 2018, there were 2 major campaigns focused on the National Breast and Bowel Cancer Screening Programs. During these campaigns thousands of people received the message of early detection and the outreach awareness activities were very effective; more than 1200 people attended 40 lectures and close to 600 people registered for screening during awareness booths activation and lectures. The mobile screening unit was also activated through marketing events where it visited over 25 locations and provided screening for more than 330 ladies who saved time and effort as the unit was located in their workplaces or residential areas. With more than 16,000 followers of the different platforms; Facebook, Twitter and Instagram, social media continued to play a very important role. Physicians alone referred more than 7,000 participants for screening.

There were over 45 press releases, features and interviews which were published along with 3 newsletters. Also prominent local program ambassadors were engaged to play a vital role in raising the message of early detection for the people of Qatar.



Non-Communicable Disease (NCD)- SMART Clinic

The SMART Clinic is a locally devised model of accountable care that ensures provision of comprehensive and continuous health care. It initially targeted diabetes screening to all registered adult Qatari patients. The first step in establishing the project was to identify all those with known risk factors, new, existing and dormant patients this is done through a combination of data analytics and a risk-based screening program. Moving forward, the scope of Smart Screening categories was increased to include more conditions i.e. Atherosclerotic cardiovascular disease (ACVD), Liver disease, Thyroid function, Vitamin D deficiency etc.

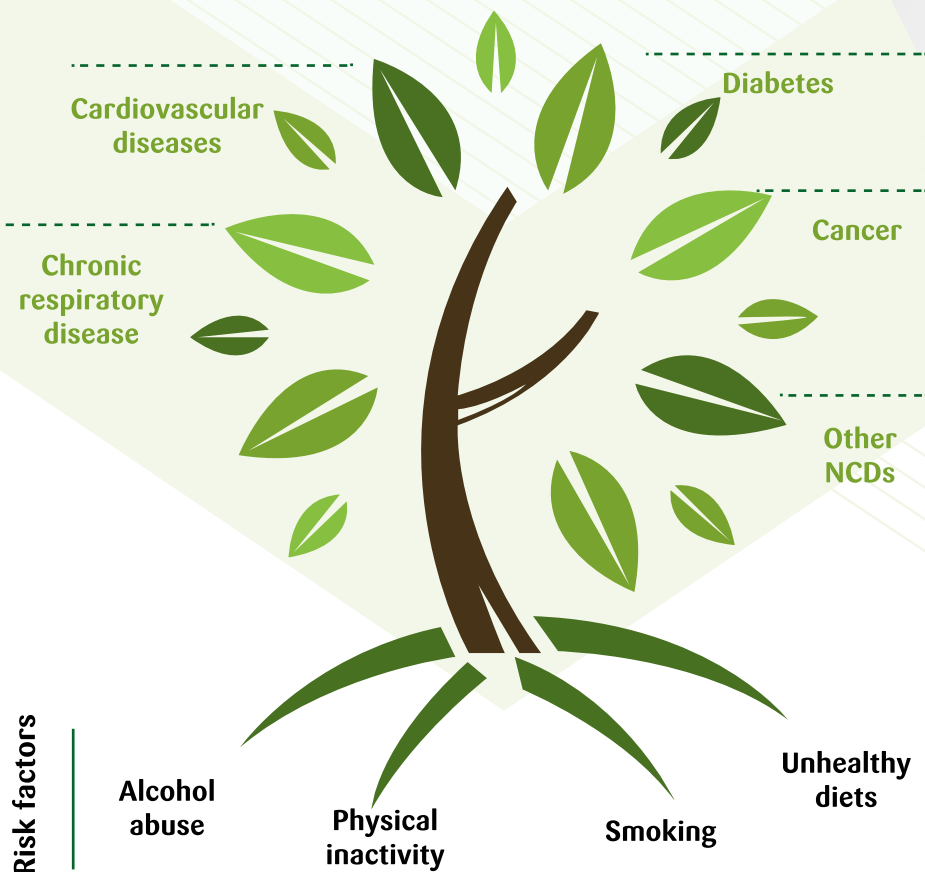
These services were rolled out to all PHCC health centers in 2017. In 2018 screening invitations were targeted to the adult Qatari population. In 2019 we are planning to extend this service to include non-Qatari population.

We have started a transition to the Family Medicine Model, whereby screening services and management of patients with NCD's will not need to go to a separate clinic as they will be seen by their own Family Physician.

As part of the continuous effort to raise awareness on diabetes and how to better manage and prevent the disease, PHCC hosted a series of activities during the month of November in recognition of World Diabetes Day in all health centers. PHCC health awareness team in health centers educated patients and the public about diabetes and its risk factors. Several diabetes education sessions for students and teachers in schools across Qatar were also planned.

In 2018, the number of smart Clinics consultations has increased by 33 % compared to 2017 - with more than 8,000 patients

- Diabetes
- Pre diabetes
- Atherosclerotic cardiovascular disease (ACVD)
- Liver disease
- High blood pressure
- Thyroid function
- High cholesterol
- Kidney function
- Obesity
- Vitamin D deficiency
- Anemia
- Anxiety
- Depression
- Hepatitis B
- Hepatitis C



Smoking Cessation Clinics

24 % increase in patient who confirmed quitting smoking in 2018

PHCC is committed to supporting and encouraging patients to live healthier lifestyles and to be proactive about quitting smoking. 2 additional health centers joined the smoking cessation clinics program in 2018 increasing the number of health centers providing this service to 9. The health centers are Al Dayyan, Mesaimeer, Omar Bin Khattab, Abu Bakr Siddiq, Rawdat Al Khail, Gharrafat Al Rayyan, Leabaib, Al-Shamal and Al-Wakra health centers. The number of visits to these clinics reached 2799 in 2018 (15% increase to 2017). Out of those visits, 2166 (37% increase to 2017) patients were assisted into quitting smoking. Subsequently, 258 patients reported that they actually quit smoking. (24% increase to 2017)



Wellness Services

The vision of Wellness Services is to empower people to make positive lifestyle choices to achieve balance in their physical, mental and emotional health and to support them to live longer, healthier and more productive lives. It also aims to take a whole-person and community approach to improve the health and wellbeing of the whole community.

Wellness services are provided in three levels of increasing intensity, as follows:

- **Universal Wellness Services (Level 1)** are for all PHCC service users and cover the provision of information related to the four main risk factors for ill health in Qatar.
- **Brief Interventions for Wellness (Level 2)** are provided at all health centers, by family medicine teams.
- **Healthy Lifestyle Service (Level 3)** are delivered regionally at Wellness facilities.

The recent opening of Muaitheer and Al Wajbah increased the number of Wellness Centers to 5 along with Leabaib, Rawdat Al Khail and Umm Slal Health Centers.

The wellness services in all 5 Health and Wellness Centers began operating at full capacity making the facilities available five days a week across morning and evening shifts for men and women.

The services offered at each of the wellness centers include gym, sauna, steam room, swimming pool, health coach, massage and group classes (aerobic and fitness dance). This is being supported by Healthy Lifestyle clinic and Health Coach Clinic.



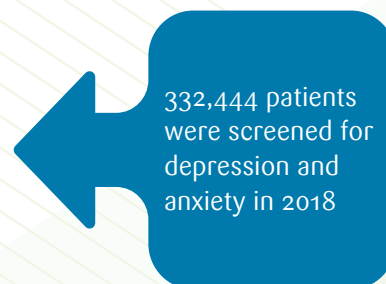
The wellness team is also working collaboratively with the Physiotherapy services on managing Low- Back pain group sessions for physiotherapy patients with sessions started at Q1 2018. In addition, the wellness team is working on developing procedures for the Relaxation Lounges at PHCC's new Head Quarters in collaboration with the Occupational Health and Safety department.

Better Mental Health

The National Primary Health Care Strategy clearly states that the Primary Health Care in the State of Qatar will play a significant role in treating mental disorders and constitute the basis of a mental health service delivery system. The first phase of service implementation included the design of services provided by physicians, development of clinical guidelines, advanced training, provision of drugs needed for treatment, and the establishment of joint working relationships with secondary mental healthcare providers.

Psychological support services provide a stepped model of care for patients presenting mild to moderate mental health concerns. Primary Care Mental Health Teams (PCMHTs) -also known as Support Clinics- have been established at Leabaib, Rawdat Al Khail, Al Thumama and Al Wajbah Health Centers- All four PCMHTs are in place. Psychologists offer psychological therapies for patients. A mixture of morning and afternoon shifts; Sunday to Thursday are available for patients to choose from. All health centers now have access to primary care psychological therapies, reducing the need for referring patients into secondary care.

332,444 patients were screened for depression and anxiety in 2018 and 8,054 patients were treated with a psychotropic medication to manage depression and/or anxiety whereas 24% of the screened patients required a referral to secondary care.



332,444 patients were screened for depression and anxiety in 2018

More psychotropic medications which were not previously available have been added onto the PHCC formulary. All health centers have at least one psychotropic medicine of each therapeutic category (anti-psychotic, antidepressant, mood stabilizer, anxiolytic, and antiepileptic) as per WHO recommendations.

PHCC continue to collaborate with the Mental Health Friends Association (Weyak) and Behavioral Health Support Center within the framework of achieving community partnerships and supporting cooperation in the fields of mental and behavioral health. The Memorandum of Understanding (MoU) signed between both parties aims to enhance mutual cooperation between both parties to face behavioral deviances by spreading behavioral awareness and delivering preventive and curative services to the target groups based on PHCC's significant role as a key partner in the work of Behavioral Health Support Center which aims to promote behavioral health in the community and resolve behavioral deviances.

PHCC also joined The Ministry of Public Health (MOPH) efforts and hosted several events to mark the World Mental Health Day. Events were held under the theme 'Young people and mental health in a changing world,' to create awareness about mental health issues and the its impact on general health and wellbeing. The main event was a collaboration between PHCC & other healthcare providers as well as representatives from the Ministry of Interior, Ministry of Education and Higher Education, Ministry of Transport and Communications, Hamad Medical Corporation, Sidra Medical, Naufar, Qatar University, Qatar National Library and Weyak.

Following the theme for this year, participants learned techniques to help control drivers of stress, anxiety and insomnia at a series of events marking World Mental Health Day at Qatar National Library. Advice on improving workplace experience, the impact of drugs on mental wellbeing and on how to tackle daily life stress were shared by mental health specialists. Parents learned how to better manage the impact of the digital world on children. In addition, attention was directed towards staff to raise awareness of the importance of mental health and has conducted numerous sessions across the health centers.



Oral Health and Dental Services

The necessary policies and clinical guidelines of The Beautiful Smile program have been developed and implemented in order to provide preventive and curative services for children and adults. The roll-out of the Beautiful Smile service was completed at all health centers.


New procedures were implemented within the dental service scope:

- Phase 1 of implementing Dental Specialist Services (DSS) was successfully launched with the implementation of the Oral Surgery service within Regional Specialist Health Centers.
- The School Oral Health (SOH) which served children in school grades 1 and 4 only; was replaced with an approved 5-year implementation plan of a new service, named 'Asnani' that serves and encompasses the complete population of governmental schools and kindergartens within Qatar.

In terms of the National Oral Health Strategy, the national Policy for the use, management and waste control of Amalgam was approved by National Oral Health Committee and directions were communicated to all providers of dental and oral health explaining compliance requirements and their duties.

The National Oral Health Committee also approved the establishment of 2 national working groups that will focus on priority areas as identified for delivery in line with the approved priorities of the National Oral Health Strategy. These working groups are the National Oral Health Promotion and Prevention Working Group and National Dental Quality and Safety Working Group. In addition, a Joint Scientific Committee for Water Fluoridation in Qatar was established.

For 2017 a total of 299,000 patients were seen and treated, in comparison to 2018 where 325,000 patients were seen and treated.



8.6 % of increase
in the number of
patients seen and
treated from 2017



6.2 Family Medicine Model

PHCC is progressing with the implementation of the ambitious “Family Medicine Model (FMM)””; the approach that will result in services being provided in a well-integrated manner by a multidisciplinary team, with a clear relationship to the patients and their families.

The Family Medicine Model was implemented in 12 health centers including the recently opened; Al Wajba, Muaither, Al Waab and Qatar University Health Centers in 2018. 70% of registered patients in these 12 Health Centers are assigned with Family Physician by the close of 2018.

Plans implementation and rollout of the FMM were developed across all health centers and are due for completion mid of 2019.

The future vision is to no longer separate services into stand-alone clinics that are operated only at certain times within PHCC for basic and foundation primary care services. Rather, appointments for any of the foundation Health Center services can be made with a member of the health care professional team to which the patient is assigned and can be made at any shift or day of the week when at all possible and as the schedule allows. These services can be provided within the scope of the family medicine specialist. When a patient is present for a consultation, the opportunity will be seized to provide other services they may be due for rather than having them return for another visit. This will enable an improved, standardized and coordinated approach to service delivery. Increased emphasis will be placed on health promotion and the prevention or mitigation of chronic conditions.

PHCC has invested in the Family Medicine Residency Training Program that aims to have highly competent and up-to-date qualified Family Physicians who are confidently able to lead the health care system in Qatar providing continuous, evidence-based and high health care service standards for all patients.

In acknowledgment to the important role that family doctors play in the success of Qatar’s Health Care system, The World Family Doctor day is celebrated annually around the world on the May 19th. PHCC organized several promotional events several malls and shopping centers as part of the Family Medicine Model awareness campaign where brochures and informative leaflets were made available to the public.



School Health Services

The School Health service aims to create a healthy and safe school environment in sensory, psychological and social terms, acquiring life skills and developing healthy habits for members of the school community, closer ties and cooperation between members of the school community and society and provision of preventive and curative health services. This is implemented via school health policies and procedures that promote health-promoting behaviors such as: healthy feeding, introduce health education topics, and adhere to school security and safety procedures.

Substantial improvements have been made to school health services such as: the successful implementation of new and reviewed existing school health policies, the development of a training plan for all school health nurses, and the development and implementation of a school health services improvement framework.

This year, the number of school nurses deployed at schools increased to 295 nurses covering a percentage of 99% of schools in Qatar compared to 97.4% in 2017. In addition, 55% or 151 school clinics have been linked to the e-file services (Cerner) in relevant health centers in PHCC. PHCC is also in the process of identifying the pathways for improving school nursing services throughout three main pathways: health promoting schools' program, school-based student health survey, and improvement of school clinic services.

99 % of governmental schools are covered by at least one school nurse in each school



HEADSS Assessment Project: (Home, Education, Activities, Drugs, Sexuality and Suicide assessment)

The concept of this assessment tool dictates that once the results of the assessment is completed, it will be logged into CIS by the school nurses and school psychologists. If the child needs referral to secondary care, the family physician will manage this process - as they do already in health centers. This means that there will be one standard approach to how children access mental health services.

Preparation phase for this project has been completed including the proposal for the pilot phase, standardized HEADSS Assessment forms, mechanism of student's referral and follow up, memorandum of agreement between School Health & Ministry of Education & Higher Education (MoEHE), establishing the Adolescent Health Team.

Other ongoing School Health projects includes Chronic Disease Care Management Project and Asthma-Friendly Schools project.

Annual Vaccination Campaign Against Diphtheria and Pertussis

PHCC and in coordination with the Ministry of Public Health has launched the (annual vaccination campaign), against diphtheria, tetanus and whooping cough, from 4 to 13 March 2018.



This campaign targeted the tenth-grade students of the government secondary schools. A total of 62 schools, 30 boys and 32 girls with a number of targeted students of 8801, out of which 5810 were vaccinated. This campaign has been conducted by the School Health Services and Program Department.

The given vaccination is a third stimulant dose, where the student has already received these vaccinations in the age of 4-6 years. This campaign is launched on an annual basis for the 10th graders, where it boosts immunity against the mentioned diseases to the next 10 years.

A doctor has been present in each school provide advice and direct medical intervention in case of any emergency as well as teams of highly qualified nurses to carry out vaccination in targeted schools. In addition, and in coordination with the Ambulance Service center at Hamad Medical Corporation, an ambulance for each school was present during the campaign.

Furthermore, the School Health team actively participated in several health promotion awareness activities and celebrations. A great example is the “Back to School awareness campaign -Healthy for Qatar”

PHCC in co-operation with the Ministry of Education and Higher Education launched its awareness campaign to highlight to school students the importance of maintaining health and leading a healthy lifestyle under the theme (Healthy for Qatar)

The campaign carried out by a comprehensive medical team comprised of nutritionists, health educators, family doctors, dentists, nursing supervisors as well as school health program.

The importance of carrying out health campaigns at the beginning of the new academic year is to spread the healthy-life culture and raise the level of health awareness among students, all part of the awareness and educational plan stemming from the National Health Strategy to promote school health through prevention.

The strategy also aims to emphasize the health steps to reduce the spread of infectious diseases among school students and the importance of choosing proper school meals and its reflection on student achievements. The campaign also focused on the basics of cleanliness such as nail trimming, hand washing and dental hygiene, in addition to the basic elements of maintaining the students’ physical and psychological health and the importance of the school nurse’s role.



6.4 Women and Maternal Health

The updated Antenatal package of care aims to ensure early detection of pregnancy-related complications, provide an opportunity for health promotion and education and appropriately refer cases to a higher level of care when necessary. For low risk mothers, the updated Antenatal Care service involves a set of 6 structured visits at specific gestational age. This is available in all health centers, which will each provide opportunities for health education with the Maternal and Child Health counsellor. An improved screening package was also provided, including HIV, Hepa B, Hepa C, Syphilis & Rubella screenings in addition to Hemoglobin level and fasting blood sugar. Evidence based best practice clinical guidelines have also been developed to support Antenatal Care teams in providing care to all clients receiving the services. The pregnancy notebook has also been updated following feedback received and was rolled out across all health centers. In 2018, 100% of pregnant women accessed the Antenatal Care service at least 1 time during pregnancy and received Antenatal care.



The 6-week postnatal check service includes a physical & psychological assessment, health education and counselling on breastfeeding, nutrition, physical activity and family planning.

Full roll out of the post-natal 6-week check-up was completed in Q4 2017 and all HCs are now providing the service to both Qataris and non-Qataris.

The Integrated Family Planning service aims to provide women of reproductive age and/ or her partner with the following:

- Quality and evidence-based information and the means to exercise informed choice in determining the number, spacing, and timing of the births of children
- The access to methods available for birth spacing.

Family Planning educational materials are made available and distributed to all health centers since 2017. The Integrated Family Planning service at PHCC is supported by 4 approved Clinical Guidelines for the available contraceptive methods within PHCC pharmacy's (COC, POP, POI and Clinical Guidance for Copper Intrauterine Device (Cu-IUD) insertion and removal). A Family Planning staff needs assessment was conducted and training requirements were identified accordingly. A first cycle of an IUD training was delivered, in collaboration with Sidra and HMC to 20 physicians in 2018 including clinical supervision. A refresher course was conducted on Contraceptive Use (WHO-MEC 2015) for the health center physicians and MCH Counsellors in 4 cycles throughout 2018.

A collaborative approach between PHCC, SIDRA and Hamad Medical Corporation to develop capacity and service to enhance the Family Planning options and community-based service was launched in November to enhance Family Planning Services within Qatar. An initial 20 physicians from across the Primary Health Care Corporation were given



the opportunity to become skilled at and develop expertise in the area of contraception in the form Intrauterine Device insertion. A two-day comprehensive course, mindful of maternity and newborn strategy, coordinated by Primary Health Care Corporation Workforce Development and Training Directorate was delivered by family planning experts from SIDRA and Hamad Medical Corporation.

World Breastfeeding week is celebrated annually in August and it aims to highlight the tremendous benefits of breastfeeding to mothers and babies. The theme of the 2018 week was “Breastfeeding: Foundation for Life,” which was an opportunity to promote breastfeeding and give new mothers access to the quality care, counselling and the support they require. PHCC hosted a number of events and activities to encourage the practice and to create more awareness via publications, brochures and other media.

6.5 Home Health Care Services

We aimed to take our services to the doors of those whom need home-care service, all this to make sure that our services are accessible by as many as possible and to enhance our patient’s experience.

Home health care is considered to be an integral part of patient recovery and skilled multidisciplinary care delivered in the patient’s home, which may prevent forestall or limit re-admission to an inpatient setting. This year we have implemented a new model of home health service to ensure more comprehensive cover provided by a dedicated, multidisciplinary team who visit, assess and agree to a care plan with the patient and family. This enhanced service was rolled out and has now been established across all Health Centers. Currently the service is available for Qatari patients above 60 years old and has been extended to provide full clinical assessment, patient and family health education, monitoring of vital signs, monitoring of Blood Glucose, medication administration, vaccination, phlebotomy and wound care. We aim to extend the service further in the coming years to cover Qatari patients under 60 years old in addition to providing home post-natal service. In 2018 PHCC recorded 8% increase in the number of home Healthcare visits (110,415 in 2018 vs 101,630 in 2017) with a maintained satisfaction rate of 98%. The total patients treated with Multidisciplinary Care Plan - home healthcare services for 2018 was 877 patients.



Patients satisfaction rate with Home Health Care Services achieved 98 %

The Home Health Care team participated in a number of events and workshops by PHCC, MoPH, HMC and other community organizations. To list a few; PHCC’s Patients Forums, Dementia Champions Meetings, Community Elderly Service Priorities Workshop and the Social Police Lectures about the Qatari Customs and Traditions.



6.6 Diagnostic and Pharmaceutical Services

Diagnostic and Pharmaceutical services are essential component of the prevention and treatment process. PHCC continued working to enhance those ancillary service in terms of both capacities and ease of access by patients.

New tests were added to the existing menu of tests and central labs have been assigned, which means more testing can now take place within primary care and patients do not need to go to HMC for these. Leabaib Health Center lab was the first to be activated as central lab followed by the Labs of Rawdat Al Khail, Al Thumama, Mesaimmer and Leghwairiya Health Centers.

The labs provide additional testing services for common endocrinology testing and other immunology tests. For these tests, the turnaround times have reduced drastically, and the results are ready within the day itself.

Leabaib, Mesaimmer and Rawdat Al Khail central labs, provide additional laboratory consultations by the pathologists to the physicians in neighboring health centers, which provides physicians with pathological consultative guidance on reflex testing and other esoteric tests. This advisory service help patients to have the correct tests in a much faster time and thus leads to better service for patients.

Expansion of lab service hours at all health centers to ensure blood collection morning and evening shifts has also now been introduced. All these measures are helping to improve patient access and turnaround time for test results. This resulted in reduced patient waiting times and improved patient experience of lab services. In 2018, PHCC has run a total of 5,974,461 tests compared to 5,041,934 in 2017. All lab items and consumables are closely reviewed and monitored for adequate stocks and uninterrupted supplies.

As for Radiology services, extensive work has been undertaken to revolutionize the way PHCC delivers its diagnostic imagery service to support increasing demand on services and ensure best practice standards are utilized.

We have recruited additional radiologists and collaborated with SIDRA to ensure more radiologists are available to review images and provide expert opinion to the family physicians to provide the very best care for our patients. Radiology Information System (RIS) and picture archiving and communications system (PACS) are now live in all PHCC Health Centers. PHCC PACS was integrated with HMC Cerner to enable physicians in HMC to view PHCC images and therefore minimize duplication of exams and unnecessary exposure to Radiation to our patients.

As part of improving the communication between physicians and the radiologists within PHCC, a single contact number was introduced to call for any clinical support from PHCC Radiologist during working hours. Furthermore, the red flag communication documentation process between radiologist and physicians was digitized via the Cerner message center. In addition, the Abdominal Ultrasound services was launched in Al Thumama, Al Wajbah , Umm Slal , Rawdat Al Khail, Muaither , Leabaib and Qatar university health centers and are accepting referrals from the surrounding health centers in the designated regions.

PHCC recorded 173,753 radiology procedures in 2018 with 99% of urgent and routine radiological reports were made available within 24 hours of completion 96% , 85% respectively for 2017.

In terms of Pharmaceutical Services, PHCC also took measures to maintain adequate medication levels, address any possible shortage and put a long-term plan to ensure continuous supply. In 2018, the Pharmaceutical Services dealt with 5,908,525 prescriptions.

PHCC also continued with rollout and implementation of the Pharmacy Payment System - MyCare Billing – and achieved Go Live in the majority of the health centers. 2019 Go-Live is being planned at 3 more health centers. Progress was achieved in facilitating the transfer of stable refill medication patients from HMC Outpatient Clinics (Cardiology, Mental Health, Dermatology, Ophthalmology) to PHCC Health Centers. Further discussions are ongoing on developing Shared Care Guidelines, updating the SLAs, and the PHCC workload in addition to establishment Anticoagulation clinic in Leabaib Health Center as continuum to Cardiology Care clinic.

PHCC Medication Management & Pharmacy team participated in the 4th Patient Safety Week conference and its related workshops and facilitated presentations on “Medication Management Safety approaches in PHCC”.

Central labs help in reducing the waiting time for results of some Lab tests and the results are ready within the day itself

In 2018, PHCC has run a total of 5,974,461 tests compared to 5,041,934 in 2017.



07

Ensuring Safe, High Quality Services

PHCC is committed to safety and continuous quality improvement. We also recognize the importance of the wellbeing of our staff as well as our patients and have a dedicated team to ensure that Organizational Health & Safety standards are implemented and maintained in accordance with our policies. All employees are constantly working to provide safe and high-quality care as they are top priorities for us at PHCC. We strive to bring everyone, staff and patients, to work together to ensure safety for all.

PHCC is also committed to Qatar National Patient Safety Standards that are aligned with WHO program and to the Accreditation Canada International patient safety standards.

7.1 Accreditation Canada International (ACI)

Accreditation offers PHCC a framework to assess and improve the quality and safety of services. It is a tool that is aimed at enhancing effectiveness and efficiency of PHCC services ensuring patient and staff safety and putting patients and families at the center of our services.

PHCC has been accredited with ACI Diamond Level without Conditions in June 2017. This indicates the commitment and dedication of PHCC and its staff toward continuous improvement and delivering internationally recognized services. PHCC had set plans to fulfill the requirements of ACI in order to maintain the Diamond level status for the third cycle in 2019.

HIGH QUALITY SERVICES



7.2 Safety at Our Premises

Occupational Health and Safety (OHS) aims to ensure a timely and adequate prevention of risks, accidents, and occupational illnesses in addition to improving service delivery environment and conditions for employees, contractors, visitors, patients and others who may be affected by the organization's activities.

In 2018, we continued to focus on achieving the highest possible health and safety standard for PHCC employees, contractors, visitors, patients and others who may be affected by the organization's activities:

This year we also continued the focus on the following initiatives:

- Improve radiation safety by identifying related activities and enhancing the radiation protection of individuals in PHCC facilities and routinely carry out radiation levels assessments in all radiology areas.
- Prevention of needle-stick injuries.
- Participation in the effort led by MoPH to manage medical waste from all healthcare providers in the State of Qatar.
- Carry out spot checks on fire and safety equipment and upgrade fire safety systems across several health centers. In addition to continue training of new staff and contractors on fire safety and emergency evacuation.
- Continue with the Indoor Air Quality project within the Health centers.
- Activating Workplace Violence and Harassment Group within PHCC and develop related policies for workplace violence prevention.
- Training and deployment of First Aiders within PHCC Head Quarter departments and Health Centers.
- Promote a culture of employee safety with a focus on workplace layout and design, material handling, safe patient handling, repetitive movements, and working postures.
- Inauguration of PHCC Staff Clinic which is located in PHCC headquarter tower the clinic works from 7 am - 2 pm. Staff can benefit from the following services: Assessment, Treatment, Referral and Opportunistic Screening, Wellness and Relaxation, OHS Preventative Programs and Sick Leave Assessment and Managements.

We run regular safety awareness campaigns to ensure all of our staff are aware of and maintain appropriate standards of care. For example, PHCC encourages patients and their relatives to take a role in preventing health care errors by being active, engaged and involved in their own treatment, and on the other hand, encourage staff to speak up, report any risks or errors and implement solutions to prevent harm to themselves, their colleagues and patients.

PHCC also works to avoid various risks that may occur in health centers, such as preventing the transmission of germs by ensuring the provision of detergents, organizing events and distributing leaflets and publications that would raise awareness about hand hygiene among the visitors of health centers. We joined the World Health Organization's (WHO) global annual hand hygiene awareness by launching the 9th campaign under the theme "Save Lives: Clean Your Hands". This was aimed to ensure that infection control is acknowledged universally as a solid and essential basis towards patient safety and supports the reduction of health care-associated infections and their consequences. Compliance levels are regularly audited across our Health Centers with compliance rates consistently rising.

Infection Prevention and Control (IPAC) and Communicable Disease Control (CDC)

Infection Prevention and Control (IPAC) audits are being conducted periodically at all PHCC health centers to ensure the highest levels of safety are achieved while providing our services to the patients. PHCC is celebrating International Infection Prevention Week in the last 7 years in an effort to highlight the importance of infection prevention and control among healthcare professionals, clients, visitors and community. The 2018 IPAC week campaign theme was "Protecting Patients Everywhere"

On the other hand, A Framework for managing the Control of Communicable Diseases (CDC) functions in the context of PHCC mandate was also developed. This framework identifies the priority strategic directions, functions and actions to enhance the role of PHCC in the control of communicable disease.

The Communicable Disease Control (CDC) team developed Case Definition of all Communicable Diseases mentioned in MoPH forms. SOPs for Electronic Notification of Communicable Disease Control were also developed and rolled out to all health centers along with the implementation of CDC dashboard based on electronic notification data to help health center operations to focus on communicable disease outbreaks and identify trends related to incidents. Revision and update of 4 disease management guidelines were completed to support PHCC services in response to priority diseases (Tuberculosis, Influenza, MERS-COV and skin and rash diseases).




7.3 Risk Reporting & Management

PHCC maintains a robust program to identify and manage incidents as well as risks. With the initiation of the Safety II and Resilience program, the organization is committed to learn from everyday work to identify issues and hassles that are affecting the daily clinical work. We are pleased at the high level of commitment from the leadership in building a safety culture. The team is equipped with knowledge of the most recent processes and practices in Safety and moving forward into 2019, Risk Management team is looking forward to enhancing the learning culture, by recruiting patients and including them as a part of risk management process.

For proactive risk management, stakeholder capabilities in risk assessments is continuously being enhanced through training and follow-up to enable them to identify risks and develop mitigations and prevention plans as needed. In 2018, stakeholder ability to properly rate risks according to PHCC grading schemes has been improved. Risk management team has improved the process of logging in risks identified through incident reviews and risk assessments conducted by risk management.

On the other hand, the “SMART” reactive approach to risk management enables the organization to learn from adverse events and near misses through a system focused analysis approach highlighting system failures and vulnerabilities. The aim is to effectively improve the system as a whole and reduce the likelihood of future reoccurrence. When comparing the reporting trend for 2017 (5,568) and 2018 (4,875), there is a decrease of 6 % in the total number of incidents reported.



2018 Witnessed a decrease of 6 % in reported incidents compared to 2017

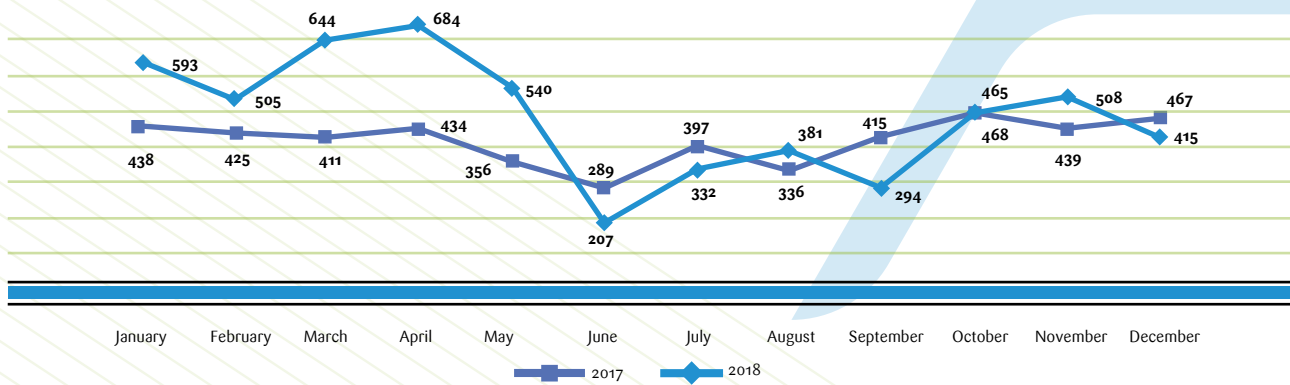
Incident reporting shows more stable trend in 2018, where the reporting of clinical incidents remains at a higher rate than non-clinical. Senior leaders from Health Centers and Headquarters are appreciating the value of incident reporting and incident reviews which testifies to the trust that tangible learning is happening as a result of incident reviews. A System Analysis (SA) approach to incident reviews is being followed by the risk management team. The below criteria are used to screen through the incidents which will require a system analysis:

- Incidents with harm
- Near miss with potential harm
- Repeated / series of events

As part of enhancing the incident review process, 2 major improvements have been made to the reporting template in 2018; risks identified during the review were included as well as entered in the Datix risk register after the release of the report, and Facts and Comments around staff and team resilience were included as positive findings that are critical in delivering safe care.



Total Number of Incident Reporting during 2017 (5568) and 2018 (4875)



7.4 Emergency and Disaster Preparedness

PHCC Health Services are an essential part of planning and responding to emergency arrangements within Qatar that ensures a consistent and integrated approach from responding agencies, whatever the emergency.

The initial PHCC Emergency and Disaster Plan (EDP) was developed in 2015 to provide guidance to organizational personnel in addressing the specific needs and demands arising from a disaster and forms the foundation of the integrated corporate response of PHCC, along with allied organizations to ensure an immediate, effective and optimal response to major emergencies.

The EDP team continues to deliver awareness sessions to all staff in the corporation and have also participated in 12 sessions of the corporate induction program (8 English and 5 Arabic) for 598 newly hired staff.

The EDP team tests communication across the corporation regularly, including testing and preparing the senior responders in headquarters on a monthly basis to make sure the organization is always prepared to respond whenever is needed, any time of the day or night.

During 2018, the EDP Team have continued to test and improve the EDP Plan. This includes running comprehensive testing and developing exercising schedule; comprising of tabletop exercises to review planning in addition to live exercises in 10 nodal health centers. These exercises are run in conjunction with partners from other entities and are essential as part of National Emergency and Preparedness plan.

As we move towards the 2022 FIFA world Cup, PHCC continues its preparations to support the National Response Plan. PHCC contributed to several national joint events with Ministry of Public Health, HMC and the Ambulance Service, Civil Defense, Police and others, in training and testing all aspects of emergency preparedness.



08

PHCC Community Participation, Key Campaigns and National Events

PHCC aims to strengthen their relationship with the community by using their contribution to the decision-making process that supports PHCC's vision in raising the awareness of various services, campaigns and events. In addition, PHCC is working collaboratively with different partners in various areas whether related to its core operation or adding value to the community. The Corporation answers questions and to respond to inquiries from the public and other entities through its participation in conferences, career fairs and media. Furthermore, PHCC holds sessions to encourage constructive dialogue which contributes to the development of the Corporation and how to improve the services to the public.

8.1 Patient Forums

Patient Forums are intended to obtain valuable patients views on PHCC services and to engage with a number of patient volunteers interested in working with PHCC to review and develop services. The forum utilizes a workshop-like setting where topic are communicated and discussed in addition to additional time allocated for open discussion, questions and suggestions from the participants.

Since Patient Forum's inception in 2016, 8 session were held in a number of health centers including 2 forums in 2018 (Abu Baker Al Siddiq and Al Thumama Health Centers). The sessions pivoted around services i.e. EMR-file system, triage and patient classification, 107 hotline, patient appointments and the consequent pros and cons, in addition to wellness center services, cancer screening and home care Services.

These sessions are considered important because they reflect the voice of society and its views that are vital in visualizing the impact on the public opinion and pave the way for better health care achievements.



8.2 Scientific Research Conference (1-2 December 2018, Doha)

Scientific Research Conference is an annual event organized by PHCC with an emphasis on the importance of primary care research. SRC serves as a forum for the exchange of knowledge and experience on key primary care issues, contributing towards continuing education, capacity building for research, innovation and collaboration to help shape the public health landscape at all levels.

SRC 2018's theme was 'Primary Care Research: Promoting Preventive Interventions, Improving the Quality of Care' reflects recognition in the rise of chronic preventable conditions influenced by modifiable risk factors in Qatar. By better understanding causes and developing and implementing appropriately targeted, contextualized and effective preventive interventions in primary care settings, preventable conditions can be reduced and even eliminated, and the quality of care can be significantly improved. The foundations to achieving these include through strengthening the generation and use of evidence in health decision-making, development of policies and intervention.

The full conference program covered two-full days of plenary and keynote lectures, short original communications, poster presentations and education workshops at the end of Day 2 Speakers at PHCC SRC 2018 included world-renowned experts in health and primary care research, providing a global, regional and local context to the Conference.

8.3 Other Major Events and Celebrations

PHCC Participation in Qatar University Career Fair 2018



The Career Fair is a platform for nurturing and developing young Qatari professionals in the health sector. It is an essential part of the primary health care strategy for employment which is designed to comply with Qatar National Vision 2030 that focuses on human development.

PHCC participated in Qatar Career Fair 2018, which was on 5th March at the university headquarters. PHCC participation comes as part of its continuous efforts to supply the Corporation with qualified Qatari cadre. PHCC was introduced to the public through its participation in the Fair. Students had submitted job applications to join PHCC and they had interviews with HR and staffing officials at PHCC. During the sessions, the vision, mission and goals of PHCC were defined.

PHCC's policy emphasizes the provision of career opportunities for qualified Qataris to demonstrate their skills, and their involvement in the labor market, especially in the field of health care, in order to provide Qatari cadres with expertise, as well as the training of engaged Qatari employees in institutional work in PHCC departments. Through the provision of specialized training courses that meet the required purpose.



National Sport Day Celebrations

As part of our mission to improve health and well-being of the community, PHCC held several activities across the country to mark Qatar National Sport's Day and were aimed at spreading awareness about the importance of maintaining physical activity and exercise as part of a healthy lifestyle. The main message was to highlight that the impact of chronic diseases such as diabetes, heart disease and obesity can be reduced by adopting a healthy lifestyle that involves regular exercise.

PHCC set up a booth in Katara and educated people on healthy lifestyle and nutrition as well as providing health checks and medical consultation.

PHCC staff also took part in group exercise activities across various health centers as well as sharing educational material with visitors. In parallel, Sports Day activities were conducted in a number of schools focused on promoting physical activity and encouraging students to start living a healthier lifestyle.



National Day Celebration

The corporation hosted various activities to mark the National Day Celebration, highlighting Qatari heritage and creating platforms to raise awareness of good health practice during the celebration period. Celebrations included a health awareness booth hosted in the Mall of Qatar, where the members of the public were invited to engage with PHCC clinical staff, health tips were offered and engaging educational material was shared. Health centers across the country hosted celebratory days with the main event held at the corporation's headquarter to honor the State of Qatar. PHCC also provided health awareness and dietitian experts in collaboration with various partners to raise awareness and engage the community on how to pursue an active healthy life.



PHCC Corporate Forum 2018

This annual celebration is aimed to mark the success of PHCC and to appreciate top-achieving employees. In addition to honoring employees of PHCC who spent 25 years in service. The forum is also a good opportunity to improve internal networking and bonding time.

Blood Donation Campaign

PHCC Launched a Blood Donation Campaign at a number of its health centers (Al Wakra, Al Thumama, Umm Slal & West Bay) in collaboration with Hamad Medical Corporation. This campaign was part of the corporation's commitment to social responsibility following a demand from the community to improve the accessibility of blood donation facilities. The campaign which came under the slogan "Who saved a life" was aimed at raising awareness of the importance of blood donation and increasing the blood bank reserve in Qatar; in a mission to save more lives.

Other campaigns & media coverage:

- National Influenza vaccination campaign
- Ramadan campaign
- Autism Awareness Month
- World Customer Service Week celebration
- International Immunization Week
- World Mental Health Day campaign
- World Breastfeeding Week
- Doha Healthcare Week
- International Infection Prevention Week and Conference
- Launching of PHCC 9th campaign for hand hygiene
- World Day of Family Doctor celebration
- World Diabetes Day celebration

8.4 Utilizing Media to Provide Health Education

PHCC ensures its presence in all types of media. In press, PHCC has conducted educational dialogues with 'Arab', 'Al Raya', 'Al Sharq' and 'Al Watan' newspapers. The dialogues were between the local newspapers and several doctors from PHCC to inform and educate the community about health risks such as obesity, diabetes, heart and kidney disease. The Corporation focused on important topics such as Ramadan disease and promoting a healthy diet.

The same applies to TV and radio interviews. PHCC has presented audio and video interviews with several official bodies, like Qatar Radio Qatar TV, Al Rayyan TV, Oryx Radio, and Holy Quran Radio.

PHCC is also publishing its monthly newsletter under the name of "Reayaa" where it showcases the various achievements and events taking place every month.



functions of each management in addition to responsibility matrix document and high-level process of work flow to maximally diminish any potential confusion.

PHCC is moving swiftly towards implementation, further work is underway in developing specified corporate level process flows to support in a unified way performing PHCCs functions and enhance communication and collaboration e.g. corporate level reporting, corporate level risk management & corporate logistic supply chain.

Once concluded the outputs of the work will add significant value to PHCC and provide a robust and structured organizational model with better clarity and direction around functions and activities, to enable PHCC to maintain a competitive advantage looking ahead in the future.

9.2 Governance and Committee Structure

The Primary Health Care Corporation “PHCC” is governed by Senior Management and Executive Committee “SMEC” and supported by a group of standing committees in order to maintain internal control to achieve the organization’s policies and objectives. The SMEC committee established as the most senior standing committee and a principal part of PHCC Governance structure to take a holistic view of the work of PHCC, taking decisions and provide recommendations to the Managing Director on major strategic, governance and operational matters to ensure an efficient and effective organizational and healthcare delivery.

Through the Managing Director, the SMEC committee is responsible to exercise the delegated powers and discretions for overall strategies and corporate policies, operational activities and performance, evaluate and monitor the annual budget and finance of PHCC as well the capital projects, infrastructure of new facilities, and oversee the implementation of the annual audit report.

This approach supports the establishment of a list of committees that ensures the implementation of the strategic plan and objectives, risk monitoring, and development of operational plans with specific performance assessment criteria ensuring implementation according to the approved timetable and budget.

The PHCC approved committees that directly report to the SMEC:

- Disciplinary Committee
- Asset Write Off Committee
- Emergency Preparedness Committee
- PHCC independent Ethics Committee
- Tender and Contracts Committee
- Finance Committee
- Human Resources Committee
- Quality & Patient Safety Committee
- Corporate Ethics Committee
- Corporate Risk Management Committee



Executive
Committee



9.3 Internal controls

The Internal Audit function provides consultancy services to the organization. It carries out various activities to determine whether the Corporation’s controls and governance processes are adequate and functioning in a manner to ensure that risks are appropriately identified and managed to an acceptable level, significant financial and operating information is accurate, reliable, and timely, policies, procedures, standards and applicable laws are complied with, and resources are used efficiently and protected.

9.4 Compliance Management and Corporate Ethics Arrangement

PHCC has taken several procedures and measures to ensure compliance to work ethics. Some of these measures include the establishment of the Compliance and Ethics Management Office. The Compliance and Ethics function is responsible for developing, maintaining and reviewing PHCC Code of Conduct and ensure staff compliance with the Code of Conduct and ethics. It assists the development of a program that support a culture of compliance that encompasses all levels of the organization. And sharing the responsibility with the Corporate Ethics Committee in maximize levels of preventing, identifying, and correcting unlawful and unethical behavior at an early stage and act in accordance with the organizations values through encouraging employees to report potential breaches to the Code of Conduct and Ethical dilemmas, to allow for appropriate internal inquiry and corrective action.

For this purpose, a list of corporate policies have been developed in order to seek assurances on the implementation of the Corporate Ethics Framework, and that the conflict of interest is managed effectively.

The ethics framework aims to address issues related to organizational ethics, business ethics, scientific research ethics, and clinical and bioethics. It supports and upgrades the ability of staff to positively respond to ethical issues that arise while performing their daily tasks.

The Compliance Management and Ethics function is in the process of developing a training program targeting PHCC inter-professional staff. The purpose of this training is to develop and introduce the importance of ethics at work, PHCC ethics framework, corporate ethics committee, corporate values, code of conduct, the relevant policies, and the steps for raising ethical concerns.



9.5 Corporate Project, Program and Portfolio Management

The delivery of PHCC's five-year ambitious plan of strategic activity, is to be realized through a balanced portfolio consisting of number of high importance programs and projects. The strategy and vision of the organization is linked to the execution of these programs and projects. A high-level implementation plan of programs and projects has been developed by PHCC with strong collaboration and alignment of efforts across the Health sector. PHCC understands that such a plan requires the right mix and solid base of project management knowledge and expertise to meet expectations and deliver results.

In light of this, PHCC is investing in project management capabilities through having an established Corporate Project Management Office (CPMO), to standardize and introduce economies of repetition in the execution of projects. The aim is to facilitate conducting projects more efficiently and effectively, ensure consistency, and have the information easily accessible in order to support project teams and save their time and effort. CPMO is furthering and embedding a standard Project Management Framework and Methodology for conducting projects across PHCC, based on international standards, yet tailored to PHCC requirements. In 2018 the Project Lifecycle Checklist (PLC), was introduced which is a centralized tool developed to support PHCC's project management community with the right tools in delivering projects successfully.

The importance of strong and efficient project management was demonstrated through the successful delivery of the New PHCC organization structure project, with the provision of the Function Book and Responsibility Matrices (FB & RACI). The FB & RACI is the first of its kind for PHCC and details the key functions of each area within PHCC and aims to support PHCC employees in gaining a better understanding of the corporation and how its functions operate across the organization, realizing our strategy successfully.

Furthermore a well embedded centralized programs and projects reporting system led by CPMO, has enhanced communication and advanced collaboration across PHCC, whilst providing Senior Management increased transparency and support in making timely and informed decisions.

PHCC is committed in continuing to build upon project management capabilities through empowering the Corporate Project Management function and formulating a project management training roadmap investing and supporting our staff in managing projects, whilst improving communications, visibility and stakeholder satisfaction across the entire organization. Part of this effort is the PHCC New Qatari joiners Empowerment in Project Management project.



10

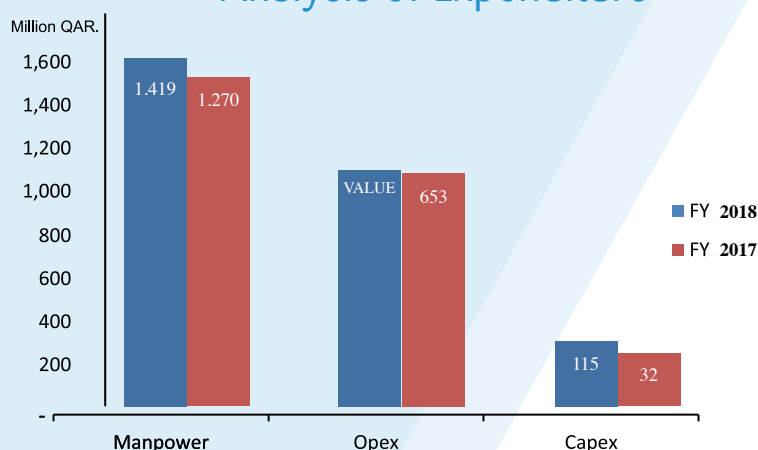
Financial Performance

Statement of Comprehensive Net Expenditure Accounts For the year 2018

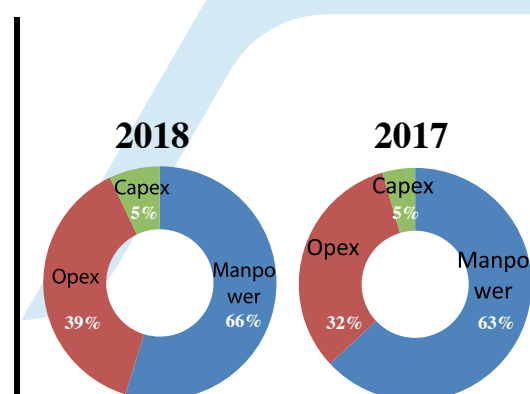
	Notes	FY 2018	FY 2017	Variation %
Operating Expenses				
Staff Cost	1.1	1,419	1,270	12%
Medicines & Drugs	1.2	251	251	0%
Fees & Remunerations for Services Rendered	1.3	132	104	27%
Rent of Housing	1.4	1	125	99%
General & Administrative	1.5	241	173	39%
Net Operating Expenses		2,044	1,924	6%
Capital Expenditures	2.1	115	92	39%



Analysis of Expenditure



Expenditure Matrix



Analysis of Expenditure

10.1 Staff Cost

Staff cost has increased by 12% in 2018 as compared to 2017 following reasons:

- Recruitments of Staffs for newly opened following Health Care Facilities.
 - Muaither Health Center
 - Al Wajbha Health Center
 - Al Waab Health Center
 - Qatar University Health Center
- In order to comply with Qatar National Health Strategy, additional staffs were hired to enhance the quality and efficiency of health care Services.
- Annual increment in Salaries & Allowances as per the HR Law.

10.2 Medicines & Drugs

Medicines & Drugs related expenses have remained stabled in 2018, due to better and efficient pharmacy management, improved procurement process.

10.3 Fees & Remunerations for Services Rendered

The main reasons for the increase in 2018, around 26%, as compared to 2017 are summarized hereunder.

- Payment of QR 44 million towards the national cancer-screening program, as per the National Health Strategy.
- During 2018, four New Health Care Facilities were opened which increase the following Outsource service costs as compared to 2017.

10.4 Rent of Housing

In 2017, the Ministry of Housing undertaken the responsibility of staff housing rentals, which resulted in decrease in rentals expenses in 2018 almost by 100%.

10.5 General & Administrative Costs

General & administrative costs have increased by 40% in 2018 as compared to 2017 is due to following reasons:

- Maintenance of facilities across PHCC in order to intact the structure from safety and quality perspective.
- Payment of 2017 outstanding's dues in 2018 related to utilities.

10.6 Capital Expenditure

Major reason of increase in capital expenditure by 25% in 2018 as compared to 2017 is the procurement of medical equipment's, IT equipment's and furniture & fixtures for the following four New Health Centers opened in 2018.

- Muaitheer Health Center
- Al Wajbha Health Center
- Al Waab Health Center
- Qatar University Health Center

