



**KINGDOM OF BAHRAIN  
MINISTRY OF HEALTH**

# **Health Improvement Strategy 2015–2018**



H.R.H. Prince Khalifa bin  
Salman Al Khalifa  
The Prime Minister



H. M. King Hamad bin Isa  
Al Khalifa  
King of the Kingdom of  
Bahrain



H.R.H. Prince Salman Bin  
Hamad Al Khalifa  
The Crown Prince  
and Deputy Supreme  
Commander



KINGDOM OF BAHRAIN  
Ministry of Health

# Health Improvement Strategy

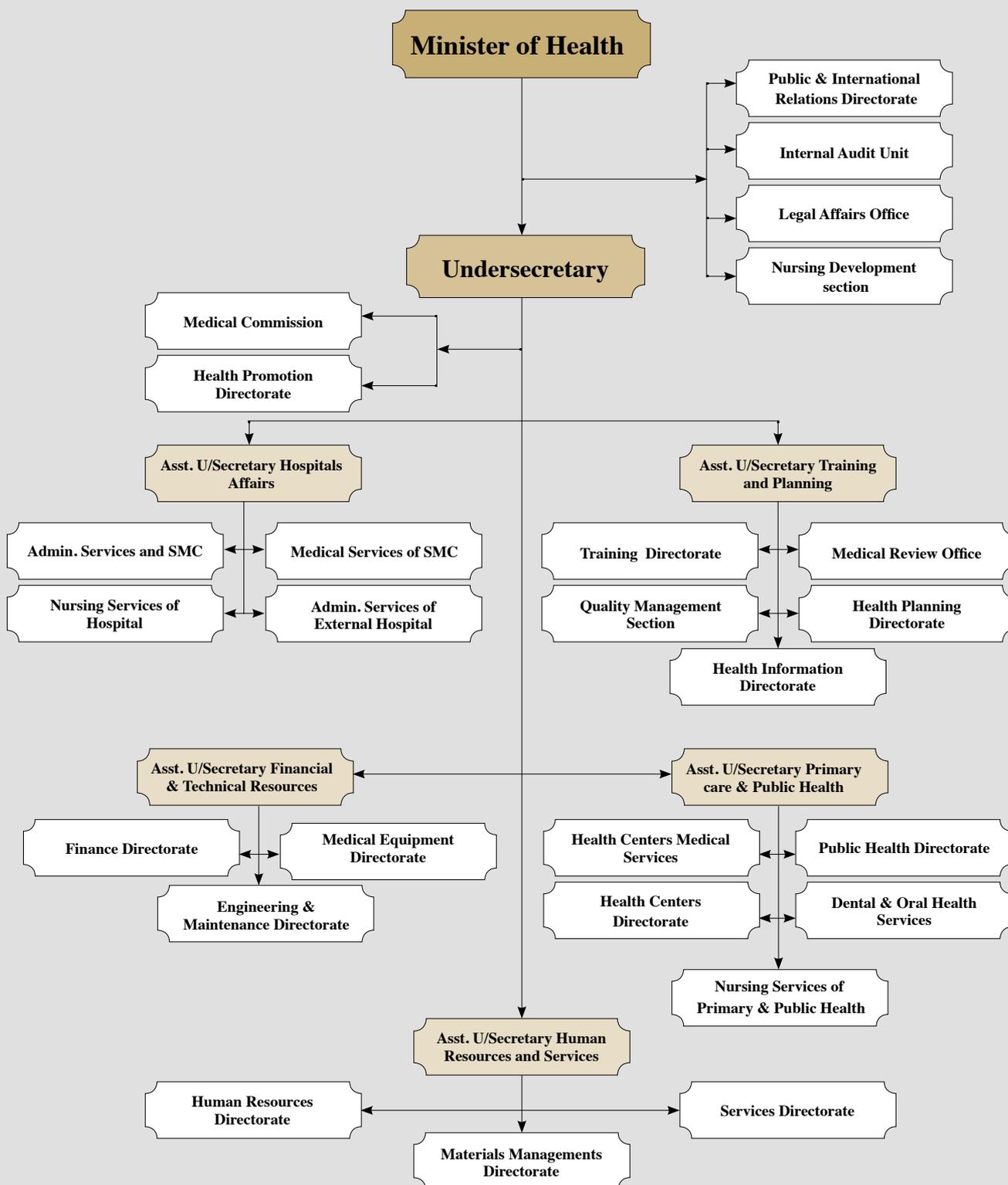
---

## TABLE OF CONTENTS

|   |    |
|---|----|
| Ministry of Health Structure .....  | 4  |
| Future Direction of Health Strategy 2015 – 2018.....  | 5  |
| Challenges.....   | 6  |
| MOH-SWOT Analysis .....   | 9  |
| Vision .....  | 10 |
| Mission.....  | 10 |
| Values .....  | 10 |
| Health improvement strategy .....   | 11 |
| Indicators of achieving the Strategic objectives .....  | 12 |
| Strategic Objective No.1: Sustaining population’s health through health promotion<br>and prevention.....  | 14 |
| Strategic Objective No.2 : Integration of services in the Health system throughout<br>Ministry of Health and with other governmental and private institutes ..... | 18 |
| Strategic Objective No. 3: Putting quality first.....   | 26 |
| Strategic Objective No. 4: Access for all to healthcare services.....   | 30 |
| Strategic Objective No. 5: Enhancing Ministry of Health’s role in policy making and<br>governance .....   | 32 |
| Strategic Objective No. 6: Health service sustainability .....  | 38 |



# Ministry of Health Structure



## Future Direction of Health Strategy 2015 – 2018

Health Improvement Strategy (2015- 2018) shall be considered as an extension of what has already been accomplished and achieved, through the implementation of initiatives, projects and improvement programs from Kingdom's of Bahrain's Health Agenda 2011 -2014.

In order to maintain this level and to achieve further progress and prosperity, the upcoming strategy should bring a clear vision and mission and must reflect the current and future situation. It should be in line with Bahrain's Economical Vision of 2030. Preparing and tackling the major challenges faced by the health sector, focusing on preventive services and health promotion programs, through encouraging community partnership and self-care principles as well as seeking to provide high quality healthcare must be evidence-based and in line with the best international standards.

The sustainability of Health Sector financing, and the ongoing development and improvement of provided healthcare system, requires an increase of efforts, adjustment and creation of policies and plans that aim to find alternative and attractive systems which will lead to effective sustainability, competitiveness and increase interdependence and integration between various related governmental, private and civil sectors, creating the backbone necessary to improve investment opportunities in the health sector and confront the increasing in demand for general and specialized health services.

Aligned with the above, the Ministry of Health has prepared this plan with the analysis of internal and external environment data. It also helped in the formulation of this strategic plan, and the determination the most important strategic objectives, programs and projects which will be implemented in the next four year plan.

The Ministry of Health has also considered improving follow-up of the implementation plan and monitors its process, by focusing on the proper selection and accurate measurement of success indicators for achieving the set objectives.

The design of the actual Strategy differs from the previous ones as for the first time it is linked with the governmental budget allocation which is usually carried out by the Ministry of Finance. This new design has been developed under the supervision of the Economic Development Board to ensure the implementation of this strategy recommendations.

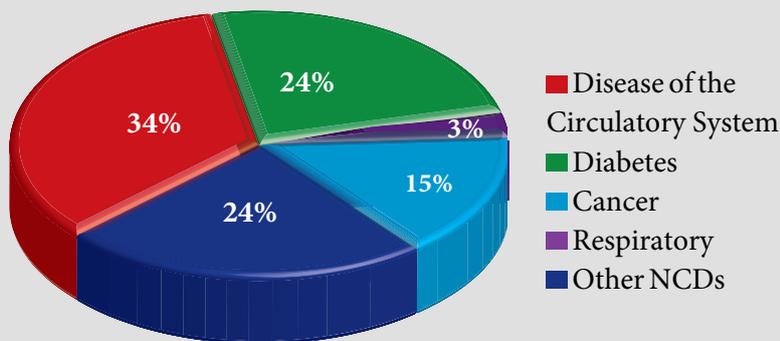
## Challenges

### 1. Demographic change

- **Population growth:** as a result of the increasing population in the Kingdom of Bahrain that reached in 2013 (1,253,191) and the high proportion of non-Bahrainis that reached 50.94% of population in the same year, there was an increase in both the demand for health services and the expectations of patients. For instance, Salmaniya Medical Complex -Ministry of Health's major governmental hospital- provides medical consultation services to approximately 1,500 patients per day in Out-Patient Department OPD in addition to the treatment of more than 1,000 cases in the same complex's wards. The primary healthcare provides consultation services to more than 8,000 cases per day, which means that approximately 25% of the total population of the kingdom is utilizing Ministry of Health services per month.
- **The increase in life expectancy rate:** There is a significant increase in the life expectancy rate in the Kingdom that reached to 75.3 years in 2013 compared to 73.4 years in 2000. Therefore there is an increase in elderly population and health care needs.

### 2. Escalating rate of chronic Non-Communicable Diseases (NCDs)

- The Non-Communicable Diseases, which include the (diseases of cardiovascular, cancer, diabetes and chronic respiratory diseases, etc.), are becoming a serious threat to the overall Health System, being considered the principal cause of death. In addition, these diseases and their complications pose an economic burden on countries and on their health systems as a result of the high treatment expenditure implicated due to prolonged periods of treatment and its negative impact on the productivity of the individuals, which negatively affects the progress of society. Figure(1) show the percentage of deaths among The Non Communicable diseases(NCDs) Deaths

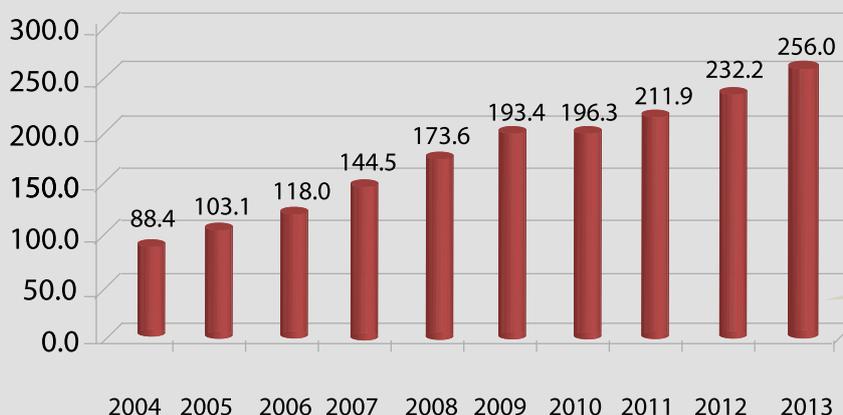


The NCDs mortality rate represent 63% of the total causes of death in Bahrain\*

Figure(1): The percentage of deaths Among The Non Communicable Diseases(NCDs)

### 3. Sustainability of Health financing

During the last twelve years (2000 - 2012) the government spent approximately BD 1.677 billion (including projects) on healthcare, whereas the allocation to the Ministry of Health from the total government budget (including projects) reached 7.6% for the year 2013. The recurrent expenditure of Ministry of Health has increased by 192.16% between 2001 and 2012; reaching in the year 2013 to approximately 249.8 million Bahraini Dinar BD compared to 88.4 BD million in 2004. Also, the per capita GDP in 2009 was BD 7319 (U.S.D \$ 19,413.7) and it increased to BD 10065 (U.S.D \$ 26697) in 2013, on the other hand, there was an escalating in the Health care cost with limited alternatives of health financing. Figure(2) shows the total MoH expenditure in BD (million) between 2004 and 2013.



Figure(2) Total MoH expenditure in BD (million) between 2004 and 2013

\*Source: MoH-Health statistics report 2013



## 4. Technological development and medicines

- As a result of technological development in the field of diagnostics, Ministry of Health expenditure on surgical tools, laboratory and radiology reached to BD 8.8 million in 2012, compared to 4 million BD in 2001, with an increase of 210%.
- In 2012, Ministry of Health medication list consisted of 1,107 items. The medication expenditure augmented due to increase in the consumption rate. In addition, in 2012 the medication expenditure reached to about BD 31.5 million compared with 6 million BD in 2001, with an increase of 425%.

Showcasing the efforts of Ministry of Health to enhance the quality of care services and the commitment to provide the cutting- edge developments in technology to the population of Bahrain.

## 5. Limitation of the partnership between the public and private sector and investment in health

Promotion and integration partnership with key-stakeholder in Private Health Sector is a key-factor to enhance the quality service level and reduce economic burdens in the Ministry of Health. Proactive medical tourism and increment on health investment is the bottom line of successful policies and strategies through its main gate which is the Economic Development Board (EDB) and the National Health Regulatory Authority (NHRA). Implementing the health insurance considered one option for health financing, decrease economic burden on MoH and it also helps in increase the choice for citizen and residence to select other public or private health facilities.

## 6. Shortage in specialized health workforce

The MoH reach levels of Bahrainization of 82%, achieving the expected targets promoted by the government on regard the professionalization of Bahraini population. However despite an increment of 35 % on manpower in 2013, still there is a substantial gab in the actual workforce needs to cope with the overall rising needs of sub-specialities.

Needed to be remark, the insufficient specialized physicians in key areas, such: emergency, anesthesia, intensive care, palliative care, Oncology, Radio-diagnosis, Obstetrics, Gynecology and haematology. Moreover, there is a need in areas of nursing, pharmacy and other allied health, etc.

## MOH-SWOT Analysis

### Strengths

- Supportive leadership and a functioning supreme council of Health that stewards the health system
- Structured legal framework.
- Advanced infrastructure in terms of new technologies and facilities.
- Highly qualified national health professionals in Public Health Sector.
- High accessibility and respond to populations needs for health.
- Comprehensive & well established primary healthcare services.
- Secondary health care services within an educational and medical complex that contains most specialties.
- Presence of long term Strategic human resources plan.

Internal Origin

### Weaknesses

- Limitation in integration, communication and coordination between Primary and Secondary Health Care.
- Limitation in clinical and health research capabilities.
- Limitation in medical privileges
- Limitation in availability and implementation of standard guidelines for treatment.
- Health information system including civil registration and vital statistics is inadequately analyzed or used for informed decision making.
- Limitation in specialized medical facilities
- Limitation in implementing training plans.

### Opportunities

- Transparent political environment that encourages dialogue discussion and change.
- Partnership with national, regional and international organizations (e.g. private health facilities, The Health Minister's Council For GCC States, EMRO-WHO, World Bank, etc.)
- Partnership with educational institutes.
- Increase competition among healthcare providers.
- Increased awareness towards investment in health within the presence of regulatory framework.
- Direction towards improving the current health system through the government
- Direction towards improving the current health financial funds by Supreme Council.
- Developing a new system for performance evaluation and linking it to incentives.
- High investment in health information system and technologies for improving efficiency (I-Seha).
- The presence of a national body (National Health Regulatory Authority) to regulate the professions and health services..

External Origin

### Threats

- Demographic and epidemiological transitions with dramatic rise in Non-Communicable Diseases- NCDs, and associated risk factors (e.g. obesity, and tobacco consumption among men and women, etc.).
- Limitation in technical and financial resources.
- Global shortage of health professionals
- Fast technological advancement accompanied by high cost of medicines and medical devices.
- Increases demand on health services more than the rate of supply.



## Vision

All population have access to quality Health Care throughout life time

## Mission

The Ministry of Health, in partnership with stakeholders, promotes individuals and community's health, ensures the availability of high quality, sustainable and affordable health care services according to an approved policies and optimal use of resources using the high standard evidence-based and accredited health care services.

## Values

Four interrelated principles guide the above aspiration:

1. **Patient first:** The patients are the axis of this mode. Proactive identification and adequate response to the actual and future needs on respect of the health rights are primary targets.
2. **Safety:** Ensuring the highest levels of safety and accredited services according to international standards.
3. **Excellence:** To enhance, promote and develop quality services, through the optimal use of available resources, seeking to achieve the best efficient /effective models.
4. **Community partnership:** Partner along with key- stakeholders to achieve the strategic objectives.

## HEALTH IMPROVEMENT STRATEGY

The strategic analysis undertaken has resulted in the development of six strategic objectives for the Ministry of Health. These are detailed below and will form the backbone of all future decision making. All forthcoming service development proposals will be tested against these objectives and they will drive the service development strategy:

### Strategic Objectives

1. Sustaining population's health through health promotion and prevention



2. Integrating services in the health system throughout Ministry of Health and with other governmental and private institutes



3. Putting quality first



4. Access for all to healthcare services



5. Enhancing Ministry of Health's role in policy making and governance



6. Health service sustainability





## Indicators of achieving the Strategic objectives

1. Mortality rate due to Non-Communicable Diseases
2. Life expectancy at birth
3. Infant mortality rate
4. Maternal mortality rate
5. Mortality rate due to Communicable Diseases
6. Prevalence of Non-Communicable Diseases
7. Incidence of Communicable Disease
8. Vaccination rate for children
9. Electronic health record for each health user
10. Required time for the response, handling and recovery of disasters and emergencies
11. The proportion of executed training agreements of the total training agreements
12. Percentage of implemented “Patient Safety Policies and Procedures”
13. Attain International Accreditation for Ministry of Health’s facilities
14. Percentage of attended patient complaints according to approved mechanism
15. Number of operated health facilities out of MoH plan 2015 -2018
16. Number of referral cases from primary to secondary health care
17. Percentage of adopted and implemented clinical guidelines according to the approved plan
18. Number of new and updated organizational structures according to the approved plan
19. Percentage of new-registered cancer cases in the National Cancer Registry System
20. Percentage of executed to the approved annual training plans
21. Operational Warehouse Management System (WMS) in the Ministry of Health
22. Periodic National Health Accounts Report





## **Strategic Objective No.1**

Sustaining population's health through health promotion and prevention

## Strategic Objective No.1

### Sustaining population's health through health promotion and prevention

Improving the health of the population is a national priority and will be accomplished through the Ministry's continuing efforts to enhance the capacity of the primary care services. The goal is to not only to provide curative services but also promotion and awareness of the benefits of healthy life style habits to the population, through a greater focus on health screening programs and the development and enforcement of public policies.

Expenditure on preventive care and health promotion has not match the needs up to date. Changing disease patterns call for reallocation of some resources from curative to preventive services to make better use of available resources and decrease the cost of secondary and tertiary care, which is more expensive.

Investing in health promotion and prevention services is a proven, cost-effective route to reduce long-term costs and is an important element of strategic objectives number 2, which focuses on integrating services throughout the health system. When the integration of preventive services and health promotion is well-developed, the community becomes actively involved and supportive and the use of secondary and tertiary services can be diminished. The proposed initiatives will offer high-quality services in the areas of prevention, treatment and rehabilitation.

#### Indicators of achieving the objective:

1. Mortality rate due to Non-Communicable Diseases
2. Life expectancy at birth
3. Infant mortality rate
4. Maternal mortality rate
5. Mortality rate due to Communicable Diseases CDs
6. Prevalence of Non-Communicable Diseases NCDs
7. Incidence of Communicable Disease
8. Vaccination rate for children

#### Partners to achieve the goal

General Organization for  
Youth and Sports

Municipal Councils

Private Health Sector

All Governorates

Ministry of Education

Ministry of Social  
Development

Information Affairs  
Authority

## Strategic Objective No.1

Sustaining population's health through health promotion and prevention

| Initiative No. 1:   | Justification /Aim of initiative  | Programs  |   |   |
|---|---|---|---|---|
| Promotion of healthy lifestyles to maintain health and reduce the incidence of Non-Communicable Diseases NCDs<br><b>Ownership:</b><br>Undersecretary Office   | <ul style="list-style-type: none"> <li>Promote healthy lifestyles among all population groups and to reduce the incidence of Non-Communicable Diseases NCDs</li> <li>Reduce economic and social burden on health system.</li> <li>Healthy, active and productive individuals in the community.</li> </ul> | 1.1.1   | Encourage healthy lifestyles among the various segments of society.   |   |
|   |   | <ul style="list-style-type: none"> <li>Enhance the quality of individual's life</li> <li>Rational utilization of health services.</li> <li>Reduce incidence and complication of non-communicable diseases.</li> </ul> | 1.1.2   | Modify the behavior of people who suffer from risk factors for Non-Communicable Diseases-NCDs factors (increased weight - obesity - physical inactivity- Redundancy). |
|   |   |   | <ul style="list-style-type: none"> <li>Enhance quality of life for individuals suffering from non-communicable diseases or who are in risk of such diseases.</li> </ul> | 1.1.3   |
| <b>Initiative No. 2:</b><br><br>Strengthening the role of Primary Health Care in prevention of Non-Communicable Diseases NCDs<br><b>Ownership:</b><br>Assistant Undersecretary for Primary Care and Public Health | <ul style="list-style-type: none"> <li>Enhance community's health through early detection and disease prevention</li> </ul>   | 1.2.1   | Implementing the national plan for the prevention of non-communicable diseases.   |   |
| 1.2.2   |   | Continue to provide integrated care for Sickle Cell Disease patients.   |   |   |

## Strategic Objective No.1

Sustaining population's health through health promotion and prevention

| Initiative No.3:   | Justification / Aim of initiative   |       | Programs  |
|--|---|-------|---|
| <p>Enhance protection Against Communicable Diseases CDs, and newly-emerged diseases</p> <p><b>Ownership:</b><br/>Assistant Undersecretary for Primary Care and Public Health</p> | <ul style="list-style-type: none"> <li>Enhance protection against Communicable Diseases CDs and newly emerged diseases</li> </ul> | 1.3.1 | Strengthening the prevention of Communicable Diseases by maintaining a percentage of 99% of the vaccinated children over the age of 5 years through the expansion of the expanded immunization program. |
|  |   | 1.3.2 | Continuity of activation of the International Health Regulations.   |
|  |   | 1.3.3 | Expansion in the protection of food poisoning program.  |
|  |   | 1.3.4 | Strengthening the Public Health Laboratories.   |





## **Strategic Objective No. 2:**

Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

## **Strategic objective No. 2:**

### **Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes**

Countries around the world struggle to meet the challenges posed by the complexity of medical problems, which often exhibit co-morbidities and require attention from more than one provider. Combined with demographic and lifestyle shifts, the need to treat patients cost-effectively and as close to home as possible and in the right kind of facility presents considerable challenges to the healthcare system and its resources in Bahrain. To address such challenges, the MOH will need to develop more efficient arrangements to integrate its services across the Kingdom.

Integration of healthcare has many interpretations and Bahrain follows the WHO definition of integrated healthcare: “the organization and management of health services so that people get the care they need, when they need it, in ways that are user-friendly, achieve the desired results and provide value for money.” For comply with this statement, greater integration of the healthcare system needs to be achieved, where is patients are treated in a more holistic manner - at the most appropriate setting for their medical needs, by the right providers who are able to coordinate their treatment seamlessly. This requires well-developed policies and protocols which encourage, wherever appropriate, patient treatment at facilities other than hospitals. The integrated care system in Bahrain will be built on four principal pillars: policies and protocols which specify roles and responsibilities of the different healthcare providers; developed linkages between patient-centred collaborative healthcare providers (public and private); the active involvement of the public in the development and location of health facilities; and a governing structure and supportive IT systems that promote and enable alignment of healthcare providers towards integrated care.

### **Indicators of achieving the objective:**

1. Electronic Health Record For Each Health User
2. Required time for the response, handling and recovery of disasters and emergencies
3. The proportion of executed training agreements of the total training agreements

## Strategic objective No. 2:

Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

### Partners in achieving this objective

Supreme Council of Health

Ministry of Finance

Civil Defense Department

Bahrain Defense hospital

King Hamad University  
Hospital

National Health Regulatory  
Authority

Civil Service Bureau

Private Health Institutes

Information Affairs  
Authority

The Supreme Council for  
the Environment

Ministry of Interior

Governmental and Private  
Health Education Institute

Legislation and Legal Opinion  
Commission Affairs



## Strategic objective No. 2:

Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

| <b>Initiative No. 1:</b>   | <b>Justification /Aim of initiative</b>   | <b>Programs</b> |   |
|--|---|-----------------|---|
| <p>Enhance integration in the Emergency and Disaster Management System in Ministry of Health</p> <p><b>Ownership:</b><br/>Undersecretary Office</p>  | <ul style="list-style-type: none"> <li>• Constantly improve emergency and disasters plans by keeping up with new developments and face possible risk with all stakeholders.</li> <li>• Ensure the readiness of the health facilities to immediate respond to these risks.</li> <li>• Ensure a safe health infrastructure while continuing to deliver health services, and promote the capabilities of national health human resources in the field of emergency and disaster management.</li> </ul> | 2.1.1           | Raise the preparedness and response level for the emergencies and disasters and recovery. |
| <p><b>Initiative No. 2:</b></p> <p>Develop Health Research Management System and link it with concerned stakeholders</p> <p><b>Ownership:</b><br/>Undersecretary Office</p>                                    | <ul style="list-style-type: none"> <li>• Improve health services through the provision of care based on evidence and scientific research results.</li> <li>• Collaborate between bodies involved in research and studies with proper utilization of available resources.</li> <li>• Publish studies and research findings.</li> </ul>   | 2.2.1           | Develop Health Research Management System and link it with concerned stakeholders.        |
| <p><b>Initiative No. 3:</b></p> <p>Develop and implement a strategy for services integration throughout Ministry of Health</p> <p><b>Ownership:</b><br/>Assistant Undersecretary for Training and Planning</p> | <ul style="list-style-type: none"> <li>• Improve the level and the quality of health care services provided by public health sector while reducing its cost.</li> <li>• Provide more coherent and satisfying health services as viewed by health services receivers with assurance of their satisfaction.</li> </ul>  | 2.3.1           | Develop and implement a robust and integrated Health Care System.                         |
|  |   | 2.3.2           | Establish an electronic network among all Health facilities in the ministry.              |
|  |   | 2.3.3           | Improve capacity of Internal audit and monitoring.  |
|  |   | 2.3.4           | Develop the telecommunications system in all Ministry of Health facilities.               |

**Strategic objective No. 2:**  
Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

| Initiative no 4:   | Justification /Aim of initiative  | Programs |  |
|--|---|----------|--|
| <p>Develop and implement an action plan for Health services integration between Ministry of Health and other governmental institutions.</p> <p><b>Ownership:</b><br/>Undersecretary Office</p> | <ul style="list-style-type: none"> <li>Improve the level and the quality of provided Health Care services by governmental health sector in the Kingdom of Bahrain while reducing its cost.</li> <li>Strengthen the rational use of public health services.</li> </ul>   | 2.4.1    | Develop and implement an action plan for health services integration between Ministry of Health and other governmental institutions.   |
|  |   | 2.4.2    | Promote integration between the Ministry of Health with media and other relevant institutions.   |
|  |   | 2.4.3    | Develop a monitoring system to follow-up the implementation of national and international agreements and memorandums of understanding. |
| <p><b>Initiative No. 5:</b></p> <p>Enhance partnership with the private health sector</p> <p><b>Ownership:</b><br/>Undersecretary Office</p>   | <ul style="list-style-type: none"> <li>Review the process of strengthening and enhancing collaboration between the public and private health sector in the Kingdom of Bahrain to facilitate the patient's health journey between the two sectors.</li> <li>Ensure patient's attainment of required service in the appropriate time with high level of quality and efficiency.</li> <li>Encourage competitiveness throughout health sector.</li> </ul> | 2.5.1    | Develop services integration system between the Ministry of Health and the private health sector and other relevant institutions.      |
|  |   | 2.5.2    | Develop and improve coordination and partnership mechanisms between Overseas Treatment Office and other related health institutions.   |

## Strategic objective No. 2:

Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

| Initiative No. 6:   | Justification /Aim of initiative   |       | Programs   |
|---|--|-------|--|
| Develop Support and Health Information Technology Systems.<br><br><b>Ownership:</b><br><br>Assistant Undersecretary for Training and Planning | <ul style="list-style-type: none"> <li>• Create National Electronic Medical record files to enable physicians to speed up diagnosis and make the best therapeutic decisions.</li> </ul>  | 2.6.1 | Implementing the new requirements which are currently not included under the National Health Information program (I-Seha). |
|   | <ul style="list-style-type: none"> <li>• Enable electronic drug prescribing to minimize medication errors during dispensing.</li> <li>• Ease appointment booking process by linking clinic's registration system, patient's wards, and laboratory and radiology department.</li> </ul>   | 2.6.2 | Launch the I-Seha applications, and apply the requirements of the programs and the expansion of support services.          |
|   | <ul style="list-style-type: none"> <li>• Estimate health services cost for each patient based on the provided service.</li> <li>• Enable decision makers in the ministry to track patient journey that should result in developing best plans for efficient and effective utilization of health resources.</li> <li>• Automate all Non-Clinical Services and departments according to its requirements.</li> <li>• Facilitate the work of Non-Clinical Services and departments through selecting the appropriate information technology system.</li> <li>• Data Integration among Non-Clinical Services and departments to ease data exchange.</li> </ul> | 2.6.3 | Develop Management Information System (MIS).   |

## Strategic objective No. 2:

Integration of services in the Health system throughout Ministry of Health and with other governmental and private institutes

| Initiative No. 7:  | Justification /Aim of initiative   | Programs |   |
|--|--|----------|---|
| <p>Enhance the security and protection of information systems</p> <p><b>Ownership:</b></p> <p>Assistant Undersecretary for Training and Planning</p>   | <ul style="list-style-type: none"> <li>• Enable Information Systems management and control of data usage and exchange according to standardized policies and procedures.</li> <li>• Protect the net users from suspicious electronic sites by ensuring that these sites are authorized and in accordance with Ministry of Health and Civil Service Bureau policies.</li> <li>• Ability to constantly evaluate and develop the level of efficiency of the Health Information Security Systems.</li> </ul> | 2.7.1    | Manage and monitor the security and confidentiality of the information network at the Ministry of Health. |
| <p><b>Initiative No. 8:</b></p> <p>Develop the infrastructure of health information and the supportive technology</p> <p><b>Ownership:</b></p> <p>Assistant Undersecretary for Training and Planning</p> | <ul style="list-style-type: none"> <li>• Increase health services quality through efficient information management.</li> <li>• Readiness to accommodate the fast development in communication devices.</li> <li>• Complete the linking between ministry's new and old facilities.</li> </ul>   | 2.8.1    | Manage the monitoring and control of the electronic information network.                                  |
|  |  | 2.8.2    | Develop and maintain Data Center and implementation Technology Database Program.                          |





## **Strategic Objective No. 3:** **Putting Quality First**

### Strategic Objective No. 3: Putting Quality First

Quality is at the backbone of the delivery of healthcare services. On a national level, increased emphasis has been placed on quality and patient safety through policy reform and regulatory changes. This includes the establishment of the NHRA and the accreditation by Accreditation Canada, of the MOH's primary healthcare facilities, the SMC and the Psychiatric Hospital. To build on these recent efforts, the Ministry will implement a number of initiatives to further improve the quality framework of Bahrain's healthcare. Recently, NHRA took over the regulating role of the healthcare sector. It is important that the healthcare providers and professionals cooperate with NHRA in developing and complying with such regulations and guidelines. While certain MOH facilities spent considerable time and effort in realigning their processes in order to attain accreditation by Accreditation Canada, it is vital that the recommendations made are implemented and a continuous culture of improvement is promoted in order to retain such accreditation and improve the quality of care in these facilities. Finally, further emphasis will be placed on patient safety.

Government bodies and regulators will lead the development and enforcement of minimum guidelines and regulations with regards to quality. However, it must be noted that each health provider is ultimately responsible for putting in place the appropriate systems and controls to ensure quality. For some health providers, depending on their size, types and services offered, additional regulation might be necessary. While the NHRA licensing and accreditation process will lay the foundation for patient safety, healthcare providers will ultimately be responsible for ensuring patient safety. To support good practice and patient safety, the Ministry will ensure that its facilities have clinical standards, that guidelines and key performance indicators are in place for common conditions; that its healthcare professionals have access to the up-to-date guidelines on clinical practice; that a formal process for clinical audits, both internally and externally, is in place; and that legitimate non-health needs of patients are well catered for, including considerations of confidentiality and dignity.

Moreover, the MOH will ensure that evidence based practice is adopted for various aspects of patient care through establishing a formal process for reviewing, updating and approving actions related to enhancing patient care.

#### Indicators of achieving the objective:

1. Percentage of implemented "Patient Safety Policies and Procedures".
2. Attain International Accreditation for Ministry of Health's facilities.
3. Percentage of attended patient complaints according to approved mechanism.

#### Partners in achieving this objective

Civil Service Bureau CSB

National Health Regulatory  
Authority NHRA

## Strategic Objective No. 3:

### Putting quality first

| Initiative No. 1:  | Justification /Aim of initiative   | Programs |   |
|--|--|----------|---|
| <p>Maximize patient safety throughout Ministry of Health's facilities</p> <p><b>Ownership:</b></p> <p>Undersecretary Office &amp; Assistant Undersecretary for Training and Planning</p> | <ul style="list-style-type: none"> <li>Maximize patient safety throughout Ministry of Health facilities.</li> <li>Provide high quality health care and safe culture that ensures patient safety.</li> <li>Minimize medical errors which is considered a national priority aspired by both citizens and officials.</li> </ul>   | 3.1.1    | Support and develop clinical audit in all Ministry of Health facilities.  |
|  |  | 3.1.2    | Reporting medical errors, detecting their root cause analysis and follow-up the taken corrective measures             |
|  |  | 3.1.3    | Assess and develop a training plan to promote patient safety culture.   |
|  |  | 3.1.4    | Develop and review patient safety policies and procedures based on World Health Organization WHO safety initiatives.  |
| <p>Ensure the quality of services provided in Ministry of Health's facilities</p> <p><b>Ownership:</b></p> <p>Undersecretary Office &amp; All Assistant Undersecretaries</p>             | <ul style="list-style-type: none"> <li>Assure quality of services provided to health recipient is achieved by implementing of health protocols, clinical guidelines and identification of performance monitoring indicators.</li> <li>Ensure quality of health services by carry out auditing to ensure compliance of services with approved policies and procedures.</li> <li>Ensure health care providers are registered and qualified according to local rules and regulations.</li> <li>Ensure existence of a centralized system for prompt response to patient complaints.</li> </ul> | 3.2.1    | Ensure the availability of effective policies in clinical and administrative departments.                             |
|  |  | 3.2.2    | Ensure the complying of Non-Clinical Service providers with the approved protocols and agreed contracts.              |
|  |  | 3.2.3    | Continue accreditation of all relevant Ministry of Health facilities.   |
|  |  | 3.2.4    | Accomplish National Health Regulatory Authority NHRA standards and requirements to all Ministry of Health facilities. |
|  |  | 3.2.5    | Develop a centralized Patient Complaints System at Ministry of Health.  |





**Strategic Objective No. 4:**  
Access for all to healthcare services

## Strategic Objective No. 4: Access for all to healthcare services

The Kingdom of Bahrain has made steady progress over the past four decades in providing improved access to Primary and Secondary Care and has been able to establish a strong healthcare infrastructure. However, all facilities are experiencing accelerating demand as the population grows and the prevalence of certain diseases and conditions increases.

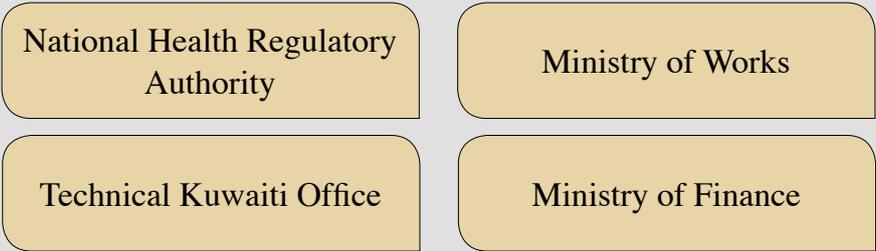
The organizational model for primary healthcare will be improved in order to further emphasize the preventive elements of healthcare and the skills required to identify and help individuals change behaviors that are deemed to be health risk factors.

Secondary care consists of services (elective or emergency) provided by medical specialists in a hospital or other Secondary or Tertiary Care setting. Patients are usually referred from a primary care professional. With the rapid increase in population in the Kingdom of Bahrain, timely access to these services is becoming a key issue.

### Indicators:

1. Number of operated health facilities out of MoH plan 2015 -2018
2. Number of referral cases from Primary to Secondary Health Care

### Partners to achieve the goal



| Initiative No 1:   | Justification /Aim of initiative  | Programs |   |
|--|---|----------|---|
| Improve access to Primary and Secondary Health Care<br><b>Ownership:</b><br>- Assistant Undersecretary for Primary Care and Public Health & Assistant Undersecretary for Hospitals Affairs | <ul style="list-style-type: none"> <li>• Manage challenges of population growth, demographic changes, shortage of specialists and increase demand on healthcare services requires smart solutions to ease accessing and attaining of health care services in the kingdom of Bahrain.</li> </ul> | 4.1.1    | Improve access to Primary Health Care services.   |
|  |   | 4.1.2    | Improve access to Secondary Health Care services. |



**Strategic Objective No.5:**  
**Enhancing Ministry of Health's role in policy making and governance**

## **Strategic Objective No. 5:**

### **Enhancing Ministry of Health's role in policy making and governance**

The complexity of the Health system requires an effective governance process to function effectively. This includes the allocation and definition of responsibilities and roles associated. Currently the MOH is sharing all the high level roles in the Health System in Bahrain, with the greatest emphasis on service provision. Over time, the MOH will place an increasing focus on its policy-making role in support of its overall responsibility to maintain and sustain the health status of the population and improve the health system's performance. It will also address other social determinants that affect the health of the population with concerned stakeholders to ensure health is in all policies. The MoH will give consideration to greater delegation of its responsibilities for provision either through greater operational autonomy for provider services within the Ministry or by outsourcing, or making other similar arrangements with the private, government and NGO sectors. These developments will allow the Ministry to place a greater focus on evidence-based health policy making, establish partnerships with external stakeholders improve the collection, analysis and utilization of health information and implement governance best practices.

By enhancing its policy making role, the Ministry will place much greater emphasis on ensuring that national health policies required to govern the health system are in place and are adequately formulated based on sound evidence and health system research outcomes. The Ministry will also ensure that health policies are implemented and evaluated on a regular basis and that each of the priorities in the National Economies Strategy "NES", which are reflected in Bahrain's Healthcare Agenda, are fully supported by effective policies (including clarity about responsibility for outcomes). This will require the more effective use of data and resources, greater co-ordination across different parts of the Ministry to promote integration, more effective dialogue with stakeholders and the development of specific health policies to meet the most pressing needs to improve and maintain the population health status.

To allow a more consistent approach, enhanced policy making will involve an evidence based development process and will be undertaken in a manner that unifies health policy-

## Strategic Objective No. 5:

### Enhancing Ministry of Health's role in policy making and governance

making standards and that is informed by communication with various parts of the health system. It should involve participation from representatives of relevant stakeholders and be based on up-to-date facts and data. All healthcare policies will be publicly available and shared nationally.

MOH policies will be action-oriented frameworks that will take into account the identified goals and objectives, the methodology required to accomplish the objectives, the concerned entities responsible for implementing the policies and the monitoring and evaluation methodologies.

#### Indicators of achieving the objective:

1. Percentage of adopted and implemented clinical guidelines according to the approved plan
2. Number of new and updated organizational structures according to the approved plan
3. Percentage of new-registered cancer cases in the National Cancer Registry System

#### Partners to achieve the goal

Supreme Council of Health

Cabinet Office

Public and private health  
education institutions

Civil Service Bureau

Fatwa and Legislation  
Authority

Ministry of Finance

## Strategic Objective No. 5:

### Enhancing Ministry of Health's role in policy making and governance

| Initiative No 1:  | Justification /Aim of initiative  | Programs |  |
|---|---|----------|--|
| <p>Enhance the Ministry of Health's governance and leadership</p> <p><b>Ownership:</b></p> <p>Undersecretary Office &amp;</p> <p>All Assistant Undersecretaries</p> | <ul style="list-style-type: none"> <li>Review and update current governance and leadership system to align with international best practice.</li> </ul> | 5.1.1    | Review and study the governance and leadership system in the ministry including organizational structures, policies, general procedures and supervision of its implementation. |
|   |   | 5.1.2    | Enhance the Organizational performance management system.  |
|   |   | 5.1.3    | Develop and implement a doctors clinical privileges system.  |
|   |   | 5.1.4    | Improve the national health policies and training procedures.  |
|   |   | 5.1.5    | Governance Salmaniya Medical Complex SMC and all Health Centers.   |

## Strategic Objective No. 5:

### Enhancing Ministry of Health's role in policy making and governance

| Initiative No. 2:  | Justification /Aim of initiative   |       | Programs  |
|--|--|-------|---|
| <p>Enhance evidence-based decision-making</p> <p><b>Ownership:</b></p> <p>Undersecretary Office &amp;<br/>Assistant Undersecretary for Training and Planning</p> | <p>This is basically due to the awareness to the importance of quality of healthcare services and providing equal social services to citizens to enable them to contribute and benefit from the growth process. As the evidence based policies and decisions are an approach for better decision making and it is characterized by:</p> <ul style="list-style-type: none"> <li>• Systematic approaches: to assure availability of evidence-based decisions and assure usage and monitor of such evidences.</li> <li>• Transparency: Stakeholders could review the evidences used in decision making and evaluate its implications.</li> <li>• Introduce and develop set of key performance indicators (KPIs) of primary and secondary health care facilities that can be measured and constantly reported.</li> <li>• Increase health facilities capacity to accomplish the process of performance measurement and reporting in relation to specific indicators. This is achieved through provision of necessary training to health institutes.</li> <li>• Develop and submit the Dashboard System reports of these indicators to high officials in the Ministry of Health.</li> </ul> | 5.2.1 | Develop and update the clinical guidelines based on scientific evidence in various aspects of patients health care. |
|  |  | 5.2.2 | Capacity Building of health professional in decision-making based on evidences.                                     |
|  |  | 5.2.3 | Develop and improve access ability to information to promote evidence based decision making.                        |
|  |  | 5.2.4 | Enhance and improve cancer cases registration.  |





KINGDOM OF BAHRAIN  
Ministry of Health



## **Strategic Objective No. 6:** Health service sustainability

## Strategic Objective No. 6: Health service sustainability

The rising costs of healthcare in the Kingdom of Bahrain which – as in most countries is way ahead of the normally used price indices – means that the future sustainability of the healthcare system is a major issue, both for government financing and for the continuing provision of quality service. This matter requires extensive analysis of a range of longer-term funding options, including consideration of the effective fund sourcing, efficient training and allocation of the growing number of skilled healthcare professionals required to provide services. Additionally, improving management and planning systems are needed to ensure cost-effective procurement and the continuing availability of high quality facilities and equipment.

The MOH will introduce enhanced and robust programs to ensure the effective utilization of the financial resources available to operate, enhance and sustain the health system. These will include the introduction of improved billing mechanisms, the upgrade of storage systems and other cost management programs.

MOH, as a public provider of healthcare, has identified the shortage of skilled and qualified healthcare professionals in Bahrain as an impediment to its sustainability and will develop and implement a strategic plan to meet this challenge. As part of this plan, the Ministry will introduce measures to retain talented health professionals through the greater use of professional development and performance management opportunities, and will consider changes to staff compensation to meet recruiting shortfalls. Compensation of the workforce of the MOH is a key factor influencing the workforce shortage; the MOH has identified this matter and will continue in its efforts to motivate staff and improve retention levels.

The Ministry will introduce new programs to target the effectiveness, efficiency and transparency of its procurement systems. Health purchasing, whether of drugs, equipment or technology, involves considerable expenditure and there are significant opportunities to increase savings that could be re-directed to other priority needs in the system.

Increasing the effectiveness, efficiency and transparency of procurement systems will be beneficial to the health system. Specific programs, such as those that aim to reduce the number of out-of-stock inventory items, also contribute to the quality of services.

## Strategic Objective No. 6: Health service sustainability

The MOH plans to enhance existing inventory and storage systems by improving stock management and minimizing damage to medical items. Such improvements to the Ministry’s inventory management will help ensure and maintain effectiveness and efficiency.

Although the future role of the Ministry will move to a greater focus on policy making and regulation, not merely service provision, the change will be gradual.

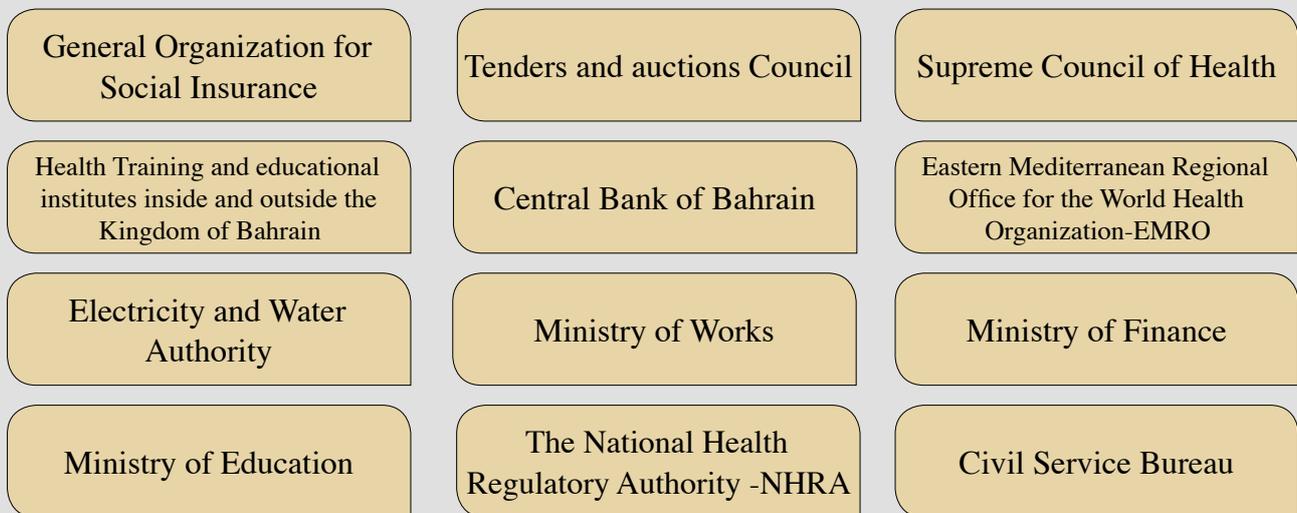
During the transition, it is essential to maintain and improve the services provided to develop the health sector and to avoid disruptions in healthcare service provision during this process.

The MOH is aware of the need to provide safe and dependable environments for patient care, especially during times of cost containment and the implementation of increasing regulations and guidelines. Over the next four years, the MOH will be upgrading the engineering services and facilities and replacing major parts of its medical equipment inventory, revamping the emergency power system in primary and secondary facilities and introducing further automation and computerization of the medical equipment inventory management system.

### Indicators of achieving the objective:

1. Percentage of executed to the approved annual training plans
2. Operational Warehouse Management System (WMS) in the Ministry of Health
3. Producing National Health Accounts Report periodically

### Partners to achieve the goal



## Strategic Objective No. 6: Health service sustainability

| Initiative No. 1:   | Justification /Aim of initiative   | Programs |   |
|---|--|----------|---|
| <p>Develop and Enhance Health Finance Management System</p> <p><b>Ownership:</b></p> <p>Assistant Undersecretary for Financial &amp; Technical Resources</p>                | <p>The Health Finance Management System will contribute to the following:</p> <ul style="list-style-type: none"> <li>Facilitate all patients and visitors financial transactions by making payment of fees in one spot only.</li> <li>Financial evaluation of the efficiency and effectiveness of ministry's departments in order to decide its fate.</li> <li>Provide an image about different health expenditure aspects in general in both governmental and private sectors.</li> </ul> | 6.1.1    | Establish infrastructure for the implementation of a new Billing System.                            |
|   |  | 6.1.2    | Establish infrastructure for the implementation of Costing System.                                  |
|   |  | 6.1.3    | Implement National Health Accounts programs.  |
|   |  | 6.1.4    | Establish a Health Economics Unit.  |
|   |  | 6.1.5    | Follow up on the application of Social Health Insurance Project.                                    |
| <p>Improve the Ministry of Health's Inventory and Material Management Systems</p> <p><b>Ownership:</b></p> <p>Assistant Undersecretary for Human Resources and Services</p> | <ul style="list-style-type: none"> <li>Will contribute in maintaining level of vaccine storage following World Health Organization's standards by establishing a new vaccine warehouse.</li> <li>To eliminate dependencies on the private sector for storage</li> <li>To facilitate the administrative procedures and inventory management which will result in enhancing the quality of work.</li> </ul>  | 6.2.1    | Upgrade vaccines and medical supplies storage according to World Health Organization WHO standards. |
|   |  | 6.2.2    | Develop an automated Inventory Management System.   |

## Strategic Objective No. 6: Health service sustainability

| Initiative No. 3:   | Justification /Aim of initiative  | Programs |   |
|---|---|----------|---|
| <p>Improve Human Resources potentials throughout the Ministry of Health</p> <p><b>Ownership:</b></p> <p><b>Assistant</b><br/>Undersecretary for Human Resources and Services &amp; Assistant Undersecretary for Training and Planning</p> | <ul style="list-style-type: none"> <li>To ensure the provision of health and medical services for all the population, it is necessary to develop clear training policies in line with the rules and regulations of Civil Service Bureau CSB.</li> <li>These policies will control and regulate the development of objective training plans according to priorities and within allocated resources to fulfil the training needs for health care services professionals.</li> <li>Ensure effective coordination between MoH and the educational and training institutes through agreements within the approved standards and the allocated resources to ensure the accessibility of population to a high quality of specialized health services.</li> <li>Implement the employee Performance Management System will contribute in increasing the performance and quality of work particularly work projects.</li> <li>Improving the work by identifying strengths and weaknesses and to find appropriate training opportunities for staff development.</li> </ul> | 6.3.1    | Prepare annual training plan to improve Ministry of Health's staff competencies.  |
|   |   | 6.3.2    | Support continuing professional education programs for professionals at Ministry of Health.   |
|   |   | 6.3.3    | Support and develop training programs for residents and dentists.   |
|   |   | 6.3.4    | Promote the principle of equal opportunities for workers in the ministry in all areas of the appointment and include functional, and scholarships, activities and events related. |
|   |   | 6.3.5    | Enhance Performance Management System through Civil Services Bureau CSB framework.  |
|   |   | 6.3.6    | The implementation of the human resources plan 2010- 2020.  |

## Strategic Objective No. 6: Health service sustainability

|  | Justification /Aim of initiative   |       | Programs   |
|--|--|-------|--|
| <p><b>Initiative No. 4:</b></p> <p>Maintain and develop the Ministry of Health infrastructure and equipment</p> <p><b>Ownership:</b></p> <p>Assistant Undersecretary for Financial &amp; Technical Resources</p> | <ul style="list-style-type: none"> <li>Ensure ministry's continuity in development of its infrastructures by renovate, repair and maintain of all health facilities and medical equipment.</li> <li>Improve patient care and safety work environment for employees.</li> </ul> | 6.4.1 | Develop power plants in Ministry of Health's facilities.   |
|  |  | 6.4.2 | Improve and main Ministry of Health's infrastructure.  |
|  |  | 6.4.3 | Improve buildings and fire systems and reduce risks in all medical facilities at the Ministry of Health.       |
|  |  | 6.4.4 | Improve the quality and effectiveness of the medical devices performance in the Ministry of Health facilities. |
|  |  | 6.4.5 | Develop and improve the inventory system, registration and tracking of medical equipment.                      |



## Summary of the Implementation Plan for the Health Strategy of the Ministry of Health (2015- 2018)

| Strategic Objective   | Initiative  | Ownership  |
|---|---|--|
| <p style="font-size: 48px; font-weight: bold; margin: 0;">1</p> <p>Sustaining population's health through health promotion and prevention</p>   | 1. Promotion of healthy lifestyles to maintain health and reduce the incidence of Non-Communicable Diseases NCDs                        | Undersecretary Office  |
|   | 2. Strengthening the role of Primary Health Care in prevention of Non-Communicable Diseases NCDs  | Assistant Undersecretary for Primary Care and Public Health  |
|   | 3. Enhance protection Against Communicable Diseases CDs, and newly-emerged diseases   |  |
| <p style="font-size: 48px; font-weight: bold; margin: 0;">2</p> <p>Integrating services in the health system throughout Ministry of Health and with other governmental and private institutes</p> | 1. Enhance integration in the Emergency and Disaster Management System in Ministry of Health  | Undersecretary Office  |
|   | 2. Develop Health Research Management System and link it with concerned stakeholders  | Assistant Undersecretary for Training and Planning   |
|   | 3. Develop and implement a strategy for services integration throughout Ministry of Health  |  |
|   | 4. Develop and implement an action plan for Health services integration between Ministry of Health and other governmental institutions. | Undersecretary Office  |
|   | 5. Enhance partnership with the private health sector   | Assistant Undersecretary for Training and Planning   |
|   | 6. Develop Support and Health Information Technology Systems.   |  |
|   | 7. Enhance the security and protection of information systems   |  |
|   | 8. Develop the infrastructure of health information and the supportive technology   |  |
| <p style="font-size: 48px; font-weight: bold; margin: 0;">3</p> <p>Putting quality first</p>  | 1. Maximize patient safety throughout Ministry of Health's facilities   | Undersecretary Office & Assistant Undersecretary for Training and Planning                                   |
|   | 2. Ensure the quality of services provided in Ministry of Health's facilities   | Undersecretary Office & All Assistant Undersecretaries   |
| <p style="font-size: 48px; font-weight: bold; margin: 0;">4</p> <p>Access for all to healthcare services</p>  | 1. Improve access to Primary and Secondary Health Care  | Assistant Undersecretary for Primary Care and Public Health & Assistant Undersecretary for Hospitals Affairs |

| Strategic Objective   | Initiative   | Ownership  |
|---|--|--|
| <p><b>5</b> Enhancing Ministry of Health's role in policy making and governance</p> | <ol style="list-style-type: none"> <li>1. Enhance the Ministry of Health's governance and leadership</li> <li>2. Enhance evidence-based decision-making</li> </ol>   | <p>Undersecretary Office &amp; All Assistant Undersecretaries</p> <p>Undersecretary Office &amp; Assistant Undersecretary for Training and Planning</p>  |
| <p><b>6</b> Health service sustainability</p>                                       | <ol style="list-style-type: none"> <li>1. Develop and Enhance Health Finance Management System</li> <li>2. Improve the Ministry of Health's Inventory and Material Management Systems</li> <li>3. Improve Human Resources potentials throughout the Ministry of Health</li> <li>4. Maintain and develop the Ministry of Health infrastructure and equipment</li> </ol> | <p>Assistant Undersecretary for Financial &amp; Technical Resources</p> <p>Assistant Undersecretary for Human Resources and Services</p> <p>Assistant Undersecretary for Human Resources and Services &amp; Assistant Undersecretary for Training and Planning</p> <p>Assistant Undersecretary for Financial &amp; Technical Resources</p> |







KINGDOM OF BAHRAIN  
Ministry of Health





# Health Improvement Strategy



For more information:

Ministry of Health, Directorate of Health Planning

Assistant Undersecretary for Training & Planning

Tel. +973 17 286275. Fax. +973 17 286608.

P.O. Box 12

[www.moh.gov.bh](http://www.moh.gov.bh)

[autp@health.gov.bh](mailto:autp@health.gov.bh)