

The Achievability of Saudi Vision in the Healthcare Sector

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ABSTRACT

Background: Saudi vision is a strategic long term plan that is built around three themes: a vibrant society, a thriving economy and an ambitious nation. The objectives of the planning in the healthcare are to improve the quality of healthcare services (preventive or therapeutic), to expand privatization of governmental services, to create an attractive environment for both local and international investors and enhance their confidence in our economy.

Objectives: To study the perception of health care workers for the achievability of Saudi vision 2030 in healthcare sector.

Subjects and Methods: A descriptive analytical approach was applied. Questionnaire was used as the study tool. A cross-sectional survey was done using questionnaires to 310 hospital staff. The questionnaire validity was verified by making the questionnaire available to a number of judges. Also, the questionnaire reliability was made by Cronbach Alpha Coefficient.

Results: The result showed that 50% of participants replied that the vision is achievable of those older, female and participants in leadership position and read the vision are more positive in their perception.

Conclusion: Starting this vision for the 1st time in the history of Saudi Arabia and the region make it more difficult, with all of the above the study showed an optimistic perception in 50% of participants especially for those who read the vision. Furthermore; a more studies are recommended in this field.

Keywords: Saudi Vision, 2030, Healthcare, Achievability.

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INTRODUCTION

As stated in Saudi vision 2030, all success stories start with a vision, and successful visions are based on strong pillars. The first pillar of our vision is our status as the heart of the Arab and Islamic worlds. The second pillar of our vision is our determination to become a global investment powerhouse. The third pillar is transforming our unique strategic location into a global hub connecting three continents, Asia, Europe and Africa.

As quoted by Mohammad bin Salman bin Abdul-Aziz Al-Saud, Chairman of the Council of Economic and Development Affairs; "This is our Saudi Arabia's Vision for 2030, we will begin immediately delivering the overarching plans and programs we have set out. Together, with the help of Allah, we can strengthen the Kingdom of Saudi Arabia's position as a great nation in which we should all feel an immense pride."

This is a very strong leadership initiative from the man of vision who is young, dynamic and a promising leader as expressed in his letter to the Saudi nation and to its future. The Saudi Vision 2030

is developed based on comprehensive studies of modern economic trends and activities of successful economies all over the world through the help of international consulting firms.

In spite of this, there is always a question to whether this vision is highly achievable and how? Thus, it becomes an interesting subject matter for researches and studies when applied to a complex healthcare system, which is always an area of debate even in the developed countries.

Daniel Ebner¹ in his book Formal and Informal Strategic Planning, concluded that there is an existing relationship between strategic planning and corporate performance. Further, the Bureau of the Public Deb, Washington in Spring (1987), concludes that the Bureaus experience with LRP (Long Range Plan) has been positive and lasting, resulting in better management control, improved resource allocation, fewer organizational crises, and significant cost savings.² To agree with the importance of strategic planning, Poister et al wrote that strategic planning will need to

play a more critical role in 2020 than it does at present if public managers are to anticipate and manage change adroitly and address new issues that seems to emerge with increasing rapidly.³ Additionally, in healthcare the strategic management seems to provide the necessary processes for health care organizations to cope with the vast changes that have been occurring.⁴

Faud Al-Sheikh wrote under the title of strategic planning in developing countries, the case of United Arab Emirates Business Firms, the prevalence of strategic planning in UAE business firms is still in its infancy. Only 10% of the surveyed companies use strategic planning. Furthermore, some companies seem to have a poor understanding of the practices of strategic planning.⁵

The role of strategic health planning process in the development of health care reform policies: a comparative study of Eritrea, Mozambique and Zimbabwe. Green et al. (2007) concluded in their study that, no clear leadership role for strategic planning in terms of health sector reforms was discovered. Planning appears in the three countries to be more operational than strategic.⁶

This study aimed to express the opinion of healthcare staff on the achievability Saudi vision 2030 on the healthcare.

SUBJECTS AND METHODS

The study was a cross-sectional observational descriptive longitudinal in nature, it uses Surveys (questioners) with the hospitals staff in Saudi Arabia. The questionnaire was done by correspondence via e-mail or using the questionnaires web site. The total number hospital staff in the kingdom is around 169000.⁷ Seventy percent of it belongs to the government and the remaining are privately owned and managed. However, this study only involved government hospitals, randomly distributed in order

to obtain a 95% confidence interval the sample size was 383 and the confidence interval is 5%.

The data entry was coded double blind with two unique identifiers using SPSS; version 23 this was followed by a standard data cleaning procedure. The collected data was treated as confidential and the participants. Access to the gathered data was restricted.

A score was given to the respondents' responses in the way that an answer with positive response was given a score of "1" and that of negative response was given a score of "0". Total believing in achievability score was computed and the median value was identified. Healthcare professionals who scored at the median value or above were considered as having "adequate achievability" while those scored below the median value were considered as having "inadequate achievability".

Frequency and percentages were applied for data description. Chi-square test was utilized to investigate the association and/or difference between categorical variable and p value less than 0.05 was considered for statistical significance.

RESULTS

The study included 310 healthcare professionals. Table 1 summarizes their baseline characteristics. The age of 36.8% of them ranged between 35 and 44 years while that of 34.2% of the participants ranged between 18 and 34 years. Majority was males (82.6%), and married (85.8%). Almost two-thirds of the respondents (69%) were physicians. Most of the healthcare professionals (73.5%) had postgraduate qualification. Approximately two-thirds of them (65.8%) work in a leadership position.

History of reading the Saudi vision 2030 was reported by 59.4% of the healthcare professionals as illustrated in figure 1.

Table 1: Baseline characteristics of the healthcare professionals (n=310)

	Categories	Number	Percentage
Age (years)	18-34	106	34.2
	35-44	114	36.8
	45-54	76	24.5
	≥55	14	4.5%
Gender	Male	256	82.6
	Female	54	17.4
Marital status	Single	38	12.3
	Married	266	85.8
	Divorced/widowed	6	1.9
Job title	Physician	214	69.0
	Nurse	26	8.4
	Technician	8	2.6
	Administrative	28	9.1
	Others	34	11.0
Educational level	Diploma/Bachelor	82	26.5
	Post-graduate	228	73.5
Working in a leadership position	Yes	204	65.8
	No	106	34.2

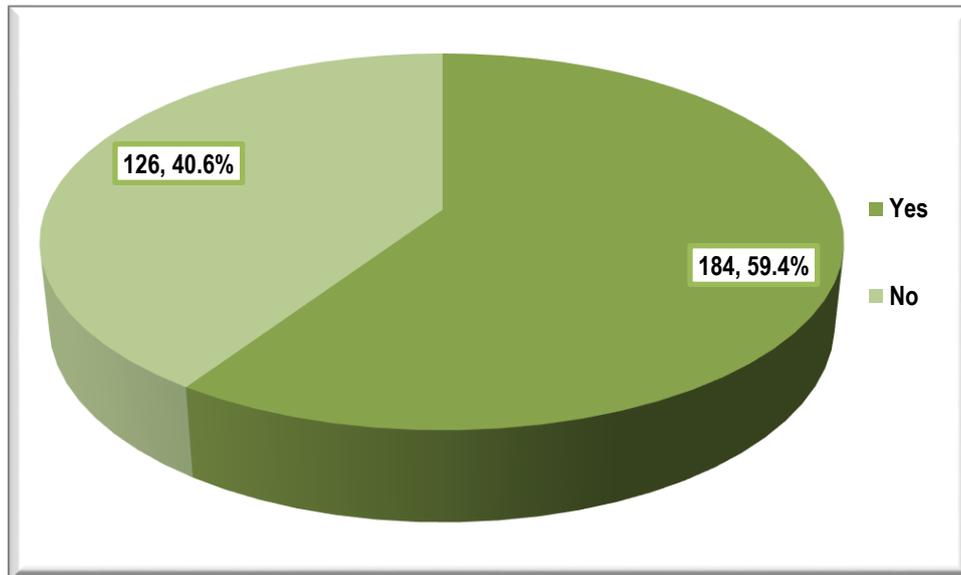


Figure 1: History of reading the Saudi vision 2030 among health care professionals.

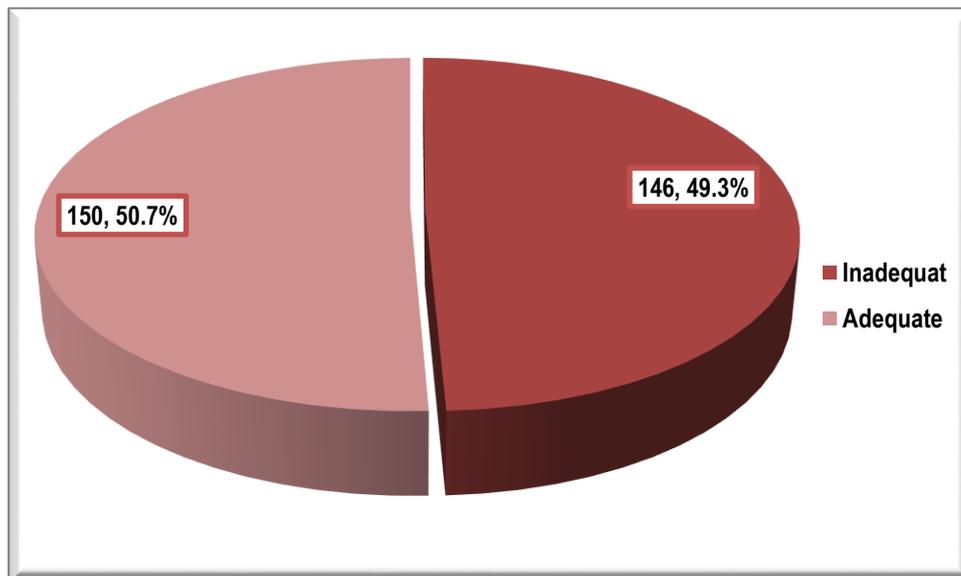


Fig 2: Opinion of the healthcare professionals regarding achievability of the Saudi vision 2030 in health sector.

ACHIEVABILITY OF THE SAUDI VISION 2030

As demonstrated from figure 2, almost half of the healthcare professionals (50.7%) believed that the Saudi vision 2030 (health sector) is adequately achievable.

FACTORS ASSOCIATED WITH BELIEVING OF ADEQUATE ACHIEVABILITY

Age

Table 2 shows that adequate achievability of the Saudi vision 2030 (health sector) increased with advances in age; being highest among those aged 55 years or above (71.4%) and lowest among those aged between 18 and 34 years (35.3%). The difference was statistically significant, $p < 0.001$.

Gender

From table 3, it is evident that females believed more than males that the Saudi vision 2030 (health sector) is achievable (65.4% versus 47.5%). The difference was statistically significant, $p = 0.019$, $p < 0.001$.

Marital Status

There was no statistically significant association between marital status of the healthcare professionals and their belief regarding achievability of the Saudi vision 2030 (health sector) as shown in table 4.

Job Category

As seen in table 5, there was no statistically significant association between job category of the healthcare professionals and their belief regarding achievability of the Saudi vision 2030 (health sector).

Educational Level

Table 6 shows that healthcare professionals who had Diploma or bachelor expressed higher level of believing in achievability of the Saudi vision 2030 (health sector) compared to postgraduate qualified professionals (60% versus 47.2%). The difference was borderline insignificant, $p = 0.051$.

Table 2: Association between age of the health care professionals and their level of perception regarding achievability of the Saudi vision, 2030 (n=296)

Age in years	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
18-34 (n=102)	66 (64.7)	36 (35.3)
35-44 (n=104)	52 (50.0)	52 (50.0)
45-54 (n=76)	24 (31.6)	52 (68.4)
≥55 (n=14)	4 (28.6)	10 (71.4)

$$\chi^2= 21.66, p<0.001$$

Table 3: Association between gender of the health care professionals and their level of perception regarding achievability of the Saudi vision, 2030

Gender	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Male (n=244)	128 (52.5)	116 (47.5)
Female (n=52)	18 (34.6)	34 (65.4)

$$\chi^2= 5.46, p=0.019$$

Table 4: Association between marital status of the health care professionals and their level of perception regarding achievability of the Saudi vision, 2030 (n=296)

Marital status	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Single (n=38)	18 (47.4)	20 (52.6)
Married (n=254)	128 (50.4)	126 (49.6)
Divorced/ widowed (n=4)	0 (0.0)	4 (100)

$$\chi^2= 4.07, p=0.131$$

Table 5: Association between job title of the health care professionals and their level of perception regarding achievability of the Saudi vision, 2030 (n=296)

Job category	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Physician (n=200)	98 (49.0)	102 (51.0)
Nurse (n=26)	12 (46.2)	14 (53.8)
Technician (n=8)	4 (50.0)	4 (50.0)
Administrative (n=28)	14 (50.0)	14 (50.0)
Others (n=34)	18 (52.9)	16 (47.1)

$$\chi^2= 0.30, p=0.990$$

Table 6: Association between educational level of the health care professionals and their level of perception regarding achievability of the Saudi vision, 2030 (n=296)

Educational level	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Diploma/Bachelor (n=80)	32 (40.0)	48 (60.0)
Post-graduate (n=216)	114 (52.8)	102 (47.2)

$$\chi^2= 3.81, p=0.051$$

Table 7: Association between working in a leadership position among health care professionals and their level of perception (n=296)

Working in a leadership position	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Yes (n=194)	82 (42.3)	112 (57.7)
No (n=102)	64 (62.7)	38 (37.3)

$$\chi^2= 11.22, p=0.001$$

Table 8: Association between reading of the Saudi vision, 2003 among health care professionals and their level of perception regarding achievability of the Saudi vision, 2030 (n=296)

Reading the Saudi vision, 2030	Perception regarding achievability	
	Inadequate (N=146) N (%)	Adequate (N=150) N (%)
Yes (n=176)	76 (43.2)	100 (56.8)
No (n=120)	70 (58.3)	50 (41.7)

$$\chi^2= 6.55, p=0.010$$

Working in a Leadership Position

Healthcare professionals who work in a leadership expressed higher level of believing in achievability of the Saudi vision 2030 (health sector) compared to those not working in a leadership position (57.7% versus 37.3%). The difference was statistically significant, $p=0.001$. Table 7

History of Reading the Saudi Vision, 2030 (Health Sector)

Table 8 demonstrates that healthcare professionals who read the Saudi vision 2030 (health sector) expressed higher level of believing in achievability of the Saudi vision 2030 (health sector) compared to those who did not read it (56.8% versus 41.7%). The difference was statistically significant, $p=0.010$.

DISCUSSION

The perception of the achievability among health care workers showed a very interesting result, a 50% do believe the vision is achievable, of those, the participants who read the vision are showing more positive perception because they read and understand the vision and realize the achievability is possible.

The leaders also showed a positive perception because they are nearer to the decision makers and know how serious they are to implement it. The older is the participant the more expected that he is in a leadership position this may explain the more positive perception in older participants. Another explanation is that this is the first time they see this organized vision led by a highly qualified individual. The female are more optimistic compare to male (65.4%:47.5%), this is really unexplainable another unexplainable difference is that the participants who has lower qualifications are more positive compare to a postgraduate holders (60%: 47.2%) though this of borderline significant.

In conclusion, the implementation of strategic vision is the key element in achieving the planned goals; it's going to be more challenging in developing countries and in a complex industry like healthcare. Starting this vision for the 1st time in the history of Saudi Arabia and the region make it more difficult. With all of the above the study showed an optimistic perception in 50% of participants especially for those who read the vision and this was statistically significant.

The leaders and old participants showed also a positive perception. Due to lack of similar study the researcher recommend and encourage the conduct of more studies in this field due to the available in this field.

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