



# PRIMARY HEALTH CARE CORPORATION **CORPORATE STRATEGIC PLAN**

## **2019 – 2023**

A Healthier Future for Our Families



# WELCOME ADDRESS

A vast number of international evidence shows that health systems oriented towards primary care achieve better health outcomes for lower overall costs, than hospital care. This is an important phase of PHCC's development, as we continue to tackle a number of national health challenges.

The life expectancy of our people has been constantly improving, and in the coming decades, the quality of life for the people in Qatar is at risk from the impact of their changing lifestyles. Although there is already a high prevalence of chronic conditions and associated risk factors, I have always been convinced that the best way to a healthy population is to focus on wellness and prevention, and by having a comprehensive high quality primary health care service.

PHCC has placed significant emphasis on developing safe, high quality and person-centered health services across all PHCC Health Centers. Last year, we received the International Diamond Accreditation by Accreditation Canada, which was a tremendous achievement for us. We remain focused on adding value into the health sector, and building on the momentum of the past two decades.

As an organization, PHCC can be encouraged by its achievements under the National Primary Health Care Strategy. We have upgraded and opened new primary care facilities, enhanced and delivered eight transformative models of care to meet the greatest health needs of our communities, and strengthened the capacity and capability of our workforce through additional investment, staff development and training.

We have also participated in sector-wide discussions and planning forums, which have ensured inter-connectedness across different levels of health care, placing primary care as the first and continuous point of care in the health system in Qatar.

Our vision is ambitious yet detailed and achievable. Our strategic priorities remain steadfast. We have already increased our focus on prevention and wellness by creating a new Preventative Healthcare Directorate as part of an improved organizational structure. We have strengthened our clinical leadership, and created a new AMD Directorate for Quality and Workforce Development. This clearly shows our ongoing commitment to patient safety and in developing our staff to provide high quality services.

In the next five years, our attention will be on transforming the way in which care is provided. The new National Health Strategy calls for a future family medicine model of care based on better system collaboration across the whole sector, and improved access to more comprehensive services in the community. We will all benefit from a commitment to put our patients at the center in planning for a truly integrated model of high quality health services.

The national strategy has set ambitious targets to improve health outcomes, and PHCC is committed to supporting all our staff to act with professionalism, compassion and commitment to our patients.

It is my privilege and pleasure to work with the whole of the PHCC team. Each one of us has a vital contribution to make to 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 as expressed in this Corporate Strategic Plan.

**Dr Mariam Ali Abdulmalik**  
**Managing Director**  
**Primary Health Care Corporation**

# VISION, MISSION AND VALUES

OUR FIVE-YEAR STRATEGIC PLAN IS DRIVEN BY OUR STRONG COMMITMENT TO PHCC'S VISION, MISSION AND VALUES

## OUR VISION

**To be the leader in transforming the health and wellbeing of people's lives in Qatar.**

We will achieve this vision by transforming the way health care is provided in Qatar. To enable this, we will strengthen our engagement with key partners across the health system to shift the balance of care from curative, hospital-based treatment to enhanced preventative, health and wellness services in the community. This will better align health care and resources toward an approach of person-centered, integrated care, with a focus on empowering people to make informed decisions for their health.

## OUR MISSION

**To deliver comprehensive, integrated and coordinated person-centered health care services in the community through focusing on disease prevention, healthy lifestyles and wellness. In partnership with our stakeholders, we will improve the health and wellbeing of our population.**

Who we are and what we do is captured in our mission. As the preferred primary health care provider in Qatar, we are focused on providing excellent health care services in our PHCC health centers based in the community, centered on disease prevention, healthy lifestyles and wellness. To enable this, we will continue to strengthen our partnerships with our key stakeholders to improve the health and wellbeing of people and families.

## OUR VALUES

- Efficiency and Quality**
- Leadership and Collaboration**
- Inclusion and Diversity**
- Teamwork and Respect**
- Empowerment**

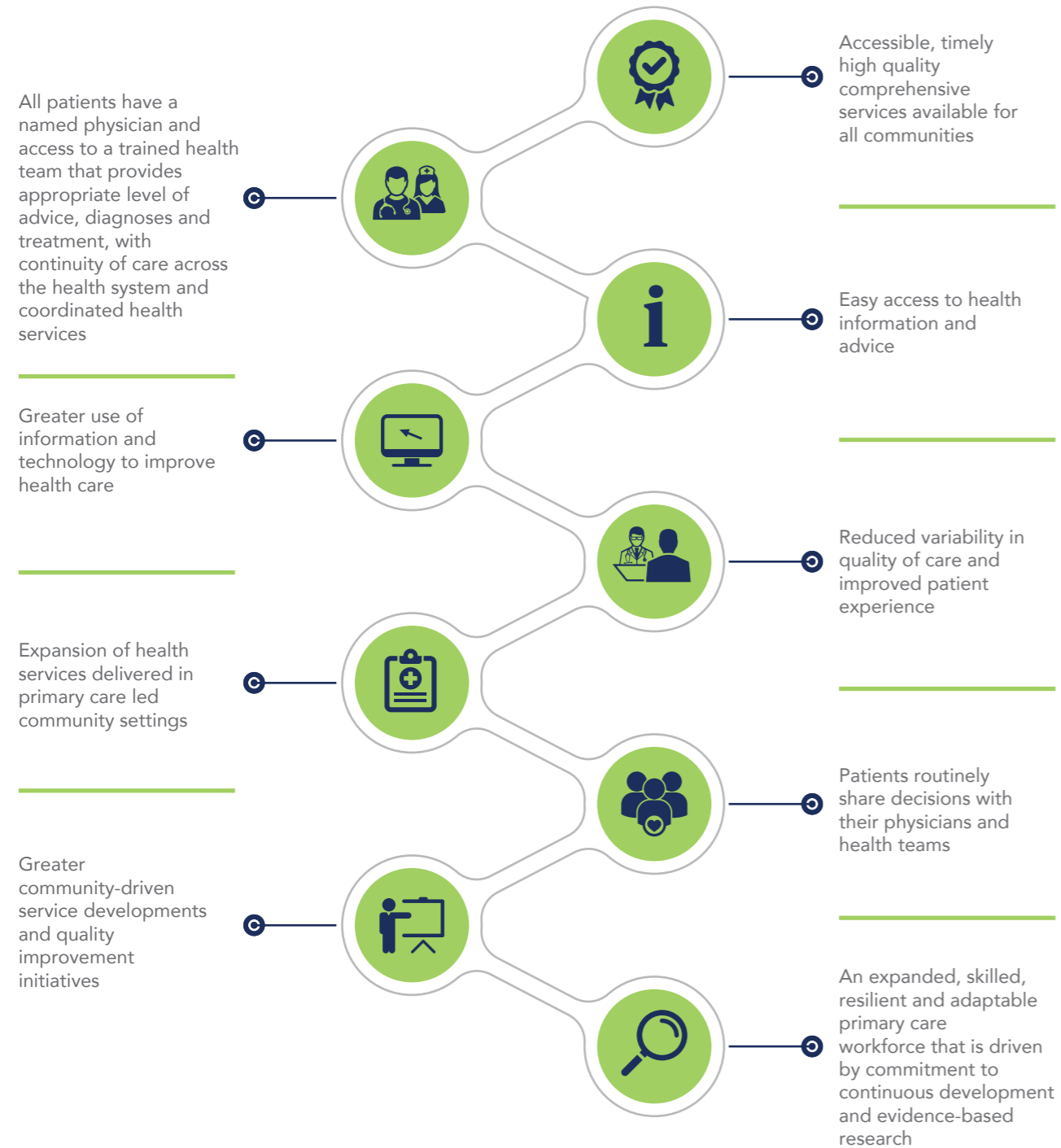
Our values are the fundamental guiding principles of our organization. They enable us to operate as an elite organization, create a great working environment, and support a capable and empowered workforce to provide the best possible care and support for people and families.

## OUR SERVICE VISION



# OUR SUCCESS MODEL

Shaped around our vision, mission and values, our five-year strategic plan addresses several target areas, which are all designed to achieve person-centered goals as seen in the diagram below:



# OUR STRATEGIC CONTEXT, AIMS AND PRIORITY AREAS

<b>Strategic Context</b>	Qatar National Vision 2030 To transform Qatar into an advanced society capable of achieving sustainable development by 2030						
	National Development Strategy 2018-2022						
	National Health Strategy 2018 – 2022 Our Health, Our Future						
	Primary Health Care Corporation Corporate Strategic Plan 2019 – 2023 A Healthier Future for Our Families						
<b>Triple Aim</b>	Better Health, Better Care, Better Value						
<b>7 Priority Populations</b>	Healthy children and adolescents	Healthy women leading to healthy pregnancies	Healthy and safe employees	Mental health and wellbeing	Improved health for people with multiple chronic conditions	Health and wellbeing for people with special needs	Healthy ageing
<b>6 Priority Areas</b>	High Quality Integrated Family Medicine Model of Care	Focus on Preventative Health	Highly Skilled and Motivated Workforce	Strong Partnerships with Patients, Families and Communities	Enhanced Primary Care System and Collaboration for Care and Patient Safety	Effective, Innovative Organization	
<b>20 Strategic Goals</b>							
<b>80 Strategic Activities</b>							

Since the first National Health Strategy (NHS) 2011-2016, great importance has been placed on primary care in achieving the human health and development goals of the National Vision 2030. The National Primary Health Care Strategy (NPHCS) 2013-2018 established strong foundations, which we will build on.

We are guided by the Triple Aim framework of Better Health, Better Care and Better Value in all that we do to help us optimize our performance and to achieve our desired outcome. The Triple Aim also aligns with the vision of the NHS 2018-2022 to deliver change and improvements in the healthcare sector.

## BETTER HEALTH

Enhanced health and quality of life for the people of Qatar through an aligned system that works in partnership to define and address population health needs.

## BETTER CARE

Genuinely patient-centered, high quality care, accessible closer to home, and delivered in an integrated and coordinated way.

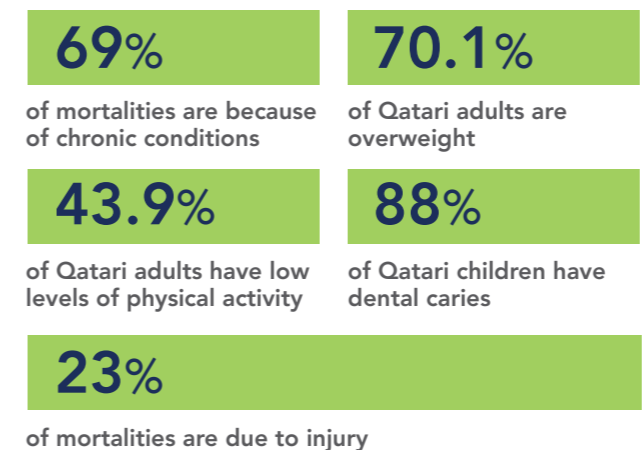
## BETTER VALUE

Improved value from healthcare expenditure that efficiently and effectively produces better population health outcomes.

The NHS 2018-2022 identifies seven priority groups that were selected on the basis of the existing demographic and health needs of Qatar’s population. These priority populations are:

1. Healthy children and adolescents
2. Healthy women leading to healthy pregnancies
3. Healthy and safe employees
4. Mental health and wellbeing
5. Improved health for people with multiple chronic conditions
6. Health and wellbeing for people with special needs
7. Healthy ageing

The NHS 2018-2022 places an emphasis around individuals and families, with the aim of changing the way the health system works – by moving from treating diseases to encouraging people to live prosperous, healthy lives. It envisages a future model of care that focuses on health promotion, prevention and wellbeing in the hopes of tackling Qatar’s growing health challenges as seen in the statistics below:



We at PHCC will ensure that the new national health strategy will be implemented within primary care and our corporate strategic plan.

During the development of our strategic plan, we completed five executive-level strategic workshops, launched the Staff Engagement Portal, including staff surveys to elicit ideas and gain feedback on our Vision and Mission statements, and linked that into the NHS 2018-2022 planning sessions in order to review, expand and develop our five-year plan.

We have also established guiding principles that represent the views of our staff on what is needed to attain our vision. This includes a commitment to continue with an open and transparent desire to work collaboratively across the health sector toward a more combined, unified mode of delivering and transforming health care in Qatar.

We have reviewed our corporate structure to ensure that it is fit for purpose. The review resulted in a refocused organizational structure, and the completion of a “functions and responsibilities” matrices exercise.

We will continue to follow an integrated and collaborative approach, starting from within our organization, which will be demonstrated through our business units engaging and working collaboratively across the organization and extending this positive behavior, attitude and leadership across our key stakeholders in the health sector to achieve collective success.



# OUR CORPORATE STRATEGY FRAMEWORK

Building on the success of the National Primary Health Care Strategy, and aligned to the goals of the NHS 2018-2022 and IHI's Triple Aim framework of Better Health, Better Care and Better Value, PHCC's strategic plan comprises six key priority areas, 20 strategic goals and 80 strategic activities.

Of the six priority areas, two are patient-centered programs – High Quality Integrated Family Medicine

Model of Care and Focus on Preventative Health, while the remaining four – Highly Skilled and Motivated Workforce, Strong Partnerships with Patients, Families and Communities, Enhanced Primary Care System and Collaboration for High Quality Care and Patient Safety, Effective, Innovative Organization – are system enablers that require broader national or corporate level interventions.



# TRANSFORMATION THROUGH INTEGRATED CARE

In order to realize our vision of becoming the leader in transforming the health and wellbeing of people's lives in Qatar, an integrated approach to care is needed. This involves, among other things, strengthening our partnerships with our health partners, other health institutions, private sector organizations, and leading international health care systems to collectively impact on improved health outcomes for Qatar.

As the first step to health care, PHCC has a central role to play in this. Integrated care will improve timely access across the health care continuum in multiple settings and levels of care – from prevention through to follow-up and surveillance. We will offer care across the primary and acute sectors to best support the person's health needs, through use of multi-disciplinary clinical teams and in health locations where people can be cared for in the community, closer to their homes.



Key enablers to an integrated care approach include high trust relationships between health partners, skilled leadership in transformation centered on what is best for patients and families, and consistent and open communications across all health professionals involved in the patient's care.

## The key principles for Integrated Care are:

1. To deliver a "medical home" concept using the Family Medicine Model (FMM) of care, in which each patient has a named family physician, supported by a multidisciplinary team. For patients with complex health needs, a personalized care plan developed with their family physician, will be implemented by a nurse-led case manager.

2. To be patient and family-centered, and be easily accessible.

3. To be clinically led, where clinicians are empowered to take on leadership roles in the design and implementation of integrated care processes.

4. To be the first and continuing point of access for people, and to focus on prevention, wellness and effective disease management.

5. To encourage a bottom-up approach and to ensure high quality initiatives which are sustainable across the system.

6. To achieve NHS 2018-2022 targets, where performance is monitored and evaluated through health system-level indicators.

# HIGH-QUALITY, INTEGRATED FAMILY MEDICINE MODEL OF CARE

## STRATEGIC PRIORITY AREA 1

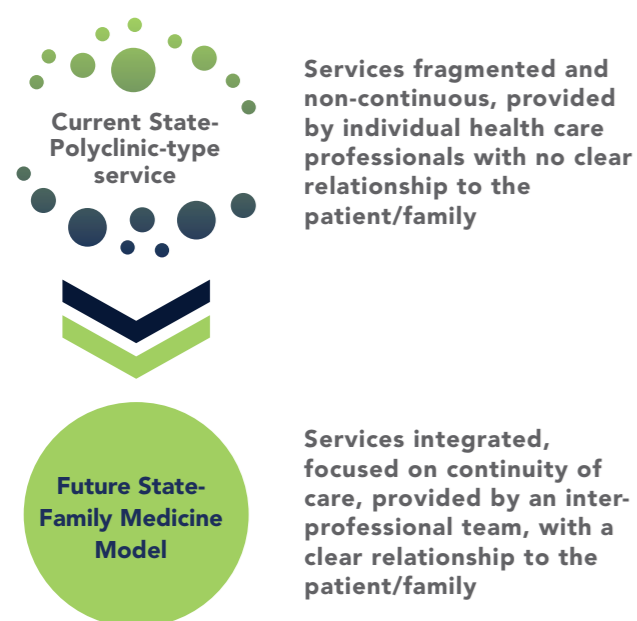
### Why focus on high-quality, integrated Family Medicine model of care?

The Family Medicine Model (FMM) supports people to live healthier lives in their communities, from a healthy birth, to a vibrant old-age free from the burden of disease. It provides a first step to your family's health.

Each person will have a named family practitioner, supported by a professional team, who will provide continuity of care for better health service quality and health outcomes.

The FMM will move the primary health care focus from disease treatment to disease prevention. It promotes screening for early diagnosis of risk factors, and disease. It provides better access to specialist services in the community, and effective management of stable chronic conditions, locally, close to the home.

The FMM reflects a global shift in healthcare management and approach, and will work in partnership with the patient, to meet their health goals.



Our integrated FMM will help people better manage their own health and reduce the need to be admitted to secondary care, improving patients' independence and wellbeing.

### Where are we now?

At the end of 2018, the first phase of the FMM was implemented in 12 PHCC health centers. This ensures that all patients have a named family doctor supported by a multi-disciplinary team. There are integrated electronic medical records, across primary and secondary care, with access for patients through the myHealth Portal.

Our new facilities allow us to provide greater access to a wider range of services, improved coordination, integration and seamless delivery across the continuum of health care.

### Our goals for 2023

#### 1.1 Implement high quality integrated family medicine model of care

- Complete the implementation of FMM across all health centers in mid-2019, expanding core services, and reviewing pathways for key population groups

#### 1.2 Improve timeliness of service provision, and increase accessibility to care

- Continue the facilities expansion program for new and replacement health centers, and wider access options through technology and innovation
- Expand SMART health checks to the wider population
- Extend the home health care service to include post-natal visits

#### 1.3 Deliver comprehensive, integrated and coordinated care

- Enhance NCD services in the community through centralized coordination and case management, a broader range of specialist services, and self-management programs
- Improve local community services for priority population groups

#### 1.4 Implement regional specialist hubs

- Expand the scope of primary care to reduce outpatient waiting times, and expand access to diagnostic facilities in the community

# FOCUS ON PREVENTATIVE HEALTH

## STRATEGIC PRIORITY AREA 2

### Why focus on preventative health?

The essence of preventative health is a shift from curative care to preventative care and wellness services. Our vision is to empower people to take responsibility for their own health and make healthy lifestyle choices. This includes health promotion and wellness interventions and services that educate people, encourage and empower them to adopt healthy behaviors that reduce their exposure to disease risk factors.

Preventative services also focus on early detection of risk factors and screening for chronic diseases. Our preventative health model of care includes services and practices that aim to protect people's health by appropriate immunization; preventing transmission of communicable diseases and infections; reducing multidrug resistant infections, and managing outbreaks and epidemics.



### Where are we now?

The prevalence of non-communicable diseases, and associated risk factors in Qatar is high. Over 70 percent of Qatari adults are overweight, and premature death from NCDs is amongst the highest in the world.

In 2015, 6.3 percent of deaths in Qatar were as a result of communicable diseases, which are largely preventable.

PHCC has established a range of services focusing on the promotion of health, and the prevention of illness and disease. We have invested in the infrastructure in new Health and Wellness Centers to support our communities towards healthier lives.

### Our goals for 2023

#### 2.1 Increase health promotion and wellbeing

- Expand targeted wellness programs, improving physical activity and healthy behaviours among youth and adults
- Support people to improve their health literacy, and support behavior change, such as to quit smoking
- Use mobile technology and social media to encourage healthy lifestyles
- Develop wellness services for our key populations, mothers and newborn babies children and adolescents

#### 2.2 Provide early detection and screening

- Expand our national screening programs for cancer, diabetes and cardiovascular disease
- Extend screening to school children and adolescents, supported with education on healthy habits

#### 2.3 Ensure health protection and communicable disease prevention

- Standardize and improve the surveillance and outbreak management of multi-drug resistant organisms and infectious diseases
- Implement control and prevention programs for communicable diseases, and deliver immunization programs for vaccine preventable diseases

# HIGHLY SKILLED AND MOTIVATED WORKFORCE

## STRATEGIC PRIORITY AREA 3

### Why focus on a highly skilled and motivated workforce?

PHCC recognizes that our skilled people are our most important resource, enabling high quality, safe services. Our vision for our workforce is to have a robust human resource strategy in place, which will ensure that our motivated workforce can meet the current and future health needs of the population with the right mix of competencies, skills and experience.

### Where are we now?

PHCC employs a diverse workforce, across five main job categories: doctors, nursing and dental assistants, allied health, health center support, and head office administration and management.

With the introduction of the FMM and multi-disciplinary teams, new preventive services and regional specialist centers, we have developed a Learning and Development Strategy to support the continuing education and improvement of our people.



### Our goals for 2023

#### 3.1 Strengthen workforce planning and sustainability

- Further develop and implement our workforce planning model, and human resource strategy, to support:
  - o Family Medicine Model
  - o New Health Centers
  - o Health and Wellness services
  - o Non-communicable disease – prevention, and effective management
- Develop a career framework and clear development programs for leading Qataris and clinical staff

#### 3.2 Enhance workforce development, training and research

- Implement the PHCC Learning & Development Strategy including:
  - o Professional developments and reflective learning support
  - o Peer-to-peer learning and community of practice to aid sharing knowledge and experience between teams
  - o Inter-professional development approach to workplace learning
  - o Academic partnerships to support PHCC careers
  - o e-Learning providing high quality and effective professional learning
  - o Framework for academic and clinical research to 2023

#### 3.3 Ensure high performing workforce and environment

- Ensure licensing and privileging supports primary care model scope
- Enhance and standardize the role of project management to strengthen the execution of programs and projects
- Build internal capacity to support quality improvements, patient safety and people-centered care

#### 3.4 Create a healthy and safe work environment

- Establish and enhance a staff health clinic, with access to a wellness program

# STRONG PARTNERSHIPS WITH PATIENTS, FAMILIES AND COMMUNITIES

## STRATEGIC PRIORITY AREA 4

### Why focus on strong partnerships with patients, families and communities?

Our aim is for a service delivery model that is person-centered, with genuine and meaningful patient engagement and involvement. Patient engagement is an essential element to achieving better health, better care and better value. It is based on the premise that patients who have more involvement in their own health care will be enabled to make better-informed decisions to improve their health resulting in better, more affordable healthcare.

Ooredoo Customer Service	
Hayyak Customer Service	
107 Patient Helpline	
Patient Forums & Patient Consultative Council	
Patient Feedback and satisfaction surveys	

### PHCC has implemented services which we will continue to build upon, including:

- Patient experience policy | 107 Patient Help Line
- Hayyak customer service | Sign language training
- myHealth patient portal | Patient Forums
- iPad electronic patient feedback | SMS surveys on new and existing services | Health promotion campaigns
- Health coaches for diet, nutrition and exercise.

### Our goals for 2023

#### 4.1 Understand population health needs

- Develop and implement PHCC's Patient Engagement Plan, including patients as partners and PHCC Friends' group

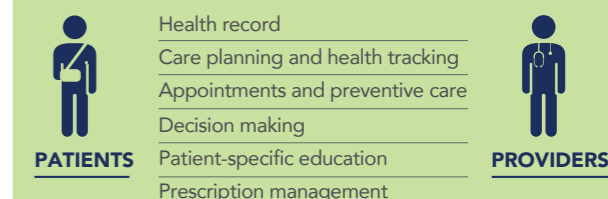
#### 4.2 Actively engage with patients and the community in designing services

- Expand community engagement services, leverage social media opportunities and enhance the patient portal
- Review policies to enhance people-centered care

#### 4.3 Increase health literacy and access to health information

- Training and support for health literacy, self-management and self-care tools, especially for patients and their families
- Expand school health programs and online health promoting initiatives

View, communicate and collaborate on an evolving range of information:





# ENHANCED PRIMARY CARE SYSTEM AND COLLABORATION FOR HIGH QUALITY CARE AND PATIENT SAFETY

## STRATEGIC PRIORITY AREA 5

### Why focus on enhanced primary care system and collaboration for high quality care and patient safety?

As Qatar's leading provider of family medicine services, we recognize that we have a responsibility for the success of primary care and integrated family medicine, and the need to be part of a strong and vibrant primary care system where all providers share in the aim to provide a comprehensive and integrated health service for everyone.

We proactively seek to develop strong partnerships and full sector collaboration to ensure that people receive high quality health services, fully integrated across levels of care, and increasingly delivered to people in their communities.

### Where are we now?

Primary care in Qatar is diverse, with over 250 private health centers, clinics, polyclinics and dental clinics. However, PHCC employs the majority of family physicians, with specialist training in Family Medicine. With this strong base and the infrastructure of new facilities and integrated electronic medical records, there is a good foundation to build the future integrated model of care across the State.

### Our goals for 2023

#### 5.1 Champion patient safety and high quality services

- Ensure organization readiness for international accreditation of service quality including people-centered care, and the EFQM government standards
- Strengthen the culture of clinical audit for service improvement

#### 5.2 Improve sector collaboration and capacity

- Establish a primary care network between all primary care providers in the State
- Provide a focus on clinical governance and leadership
- Support the new health insurance system, and private sector partnerships

#### 5.3 Support strategic partnerships and sector forums

- Strengthen strategic relationships with local, regional and international organizations and partners

# EFFECTIVE, INNOVATIVE ORGANIZATION

## STRATEGIC PRIORITY AREA 6

### Why focus on an effective, innovative organization?

An effective, innovative organization is one that continually modernizes and improves itself, seeking to constantly improve the experience for its internal and external stakeholders. We aim to deliver better outcomes for people by maximizing the value of technologies that enable better communication between the individual and the care team.

### Where are we now?

We have implemented a new organizational structure to deliver our corporate strategic plan. Its aim is to focus on our people-centered service delivery through family medicine, prevention and wellness, improving clinical leadership and governance. Its success will depend on the whole organization being effective through its supporting corporate services and adopting new technology and innovation.

Value for money is achieved by minimizing duplication and reducing waste across the health system, delivering seamless integrated care in collaboration with our health partners, and reducing inappropriate hospital admissions and hospital outpatient consultations. PHCC, through the National Leadership of Integrated Care, has the opportunity and responsibility to deliver a more integrated effective health system.

### Our goals for 2023

#### 6.1 Implement robust internal governance, systems and performance

- Enhance new organizational structure with robust internal governance, a Clinical Services Strategy, improved planning and analytics, and corporate performance management system

#### 6.2 Centralize data intelligence, monitoring and surveillance

- Conduct a primary care health needs analysis
- Strengthen data collection and quality, and links to health partners

#### 6.3 Innovate and demonstrate value for money

- Implement tele-health and e-health strategy innovations
- Implement clinical workforce plan to support new roles, and expanded scope of practice, for primary model of care
- Establish a quality and safety innovation zone
- Undertake a value for money review of primary health care



# OUR 5-YEAR ROAD MAP

Knowing that the health and wellbeing of future generations is founded on how successful our health system is in the next decade, we are committed to ensuring the successful and complete delivery of the corporate strategic plan over the next five years.

Our core services need to be delivered in a transformed way, they need to be proactive and routinely planned, and integrated across the whole health care system. Our implementation roadmap covers the six priority areas and new services planned.

	2019	2020	2021	2022	2023
<b>INTEGRATED FAMILY MEDICINE</b>	Implemented FMM in all HCs	FMM expanded to additional primary care services and MDTs	Extended specialist services in the community, including diagnostic tools	FMM Innovation & Improvements	
	Co-locate Urgent Care Service at ED	School Oral Health Program for all school children	Home Health Care Team aligned to HMC and National Integrated Care Program	Delivery against the various Priority Population Groups Plans in relation to comprehensive, integrated and coordinated FMM care	
	Service Plan for people with Special Needs	Integrated Care Pathways for people with Drug & Alcohol concerns	PHCC Healthy Ageing Plan & Key Initiatives	Continuing to meet the future needs of the community and NHS National Taskforce 5 YR Plans	
<b>PREVENTATIVE HEALTH</b>	Expand national Breast & Bowel Screening	Increase population based screening Establish oral health screening for young children to adolescents	Implement Wellness community interventions for priority population groups	Implement comprehensive range of surveillance, control and prevention programs for communicable disease. Deliver an effective immunization program and campaigns for vaccine preventable diseases. Enhance and implement IPAC program.	

	2019	2020	2021	2022	2023
<b>HIGHLY SKILLED AND MOTIVATED WORKFORCE</b>	Update Medium Term Workforce Plan	Creation and Implementation of HR and OD Strategy PHCC's staff clinic with expanded wellness programs, workplace safety programs etc	Learning and Development Committee to oversee delivery of L&D Strategy & Action Plan	Deliver accredited professional learning, development and education plans. Establish a framework for coaching, mentorship and preceptorship programs. Work across PHCC, Ministerial Partners to support Qatarization	
<b>STRONG PARTNERSHIPS WITH PATIENTS, FAMILIES &amp; COMMUNITIES</b>	Leverage an active social media campaign. Activate a national communications & branding exercise	Community engagement in review of policy documents	Staff training in health literacy, self-management and self-care tools online	Expand school based health programs to include technology in schools to direct children to online health promotion initiatives	Ongoing staff training in health literacy, self-management and self-care tools online
<b>ENHANCED PRIMARY CARE SYSTEM &amp; COLLABORATION</b>	Corporate Quality & Safety Plan developed 2020 AC needs met	Organizational governance and clinical leadership enhanced. National Primary Care Network established.	Strengthen relationship & partnerships with international organizations. Academic Partnerships to embed L&D	National health insurance implemented. Emergency plans implemented. Public Private Partnerships established.	Ongoing relationships and partnerships across the health sector, other government organizations, and international platforms to support the strategic direction of PHCC
<b>EFFECTIVE, INNOVATIVE ORGANISATION</b>	Develop a Clinical Services Strategy Quality & Safety	Strengthen planning and analytics Carry out health needs assessment	Implement Corporate Performance Management System, using the Balanced Scorecard tool	Implement a clinical workforce plan to support new service models and workforce initiatives Value for Money review of primary care expenditure completed	Technology, Workforce and Value for Money innovations developed and implemented according to Better Health, Better Care and Better Value



# MEASURING OUR PERFORMANCE

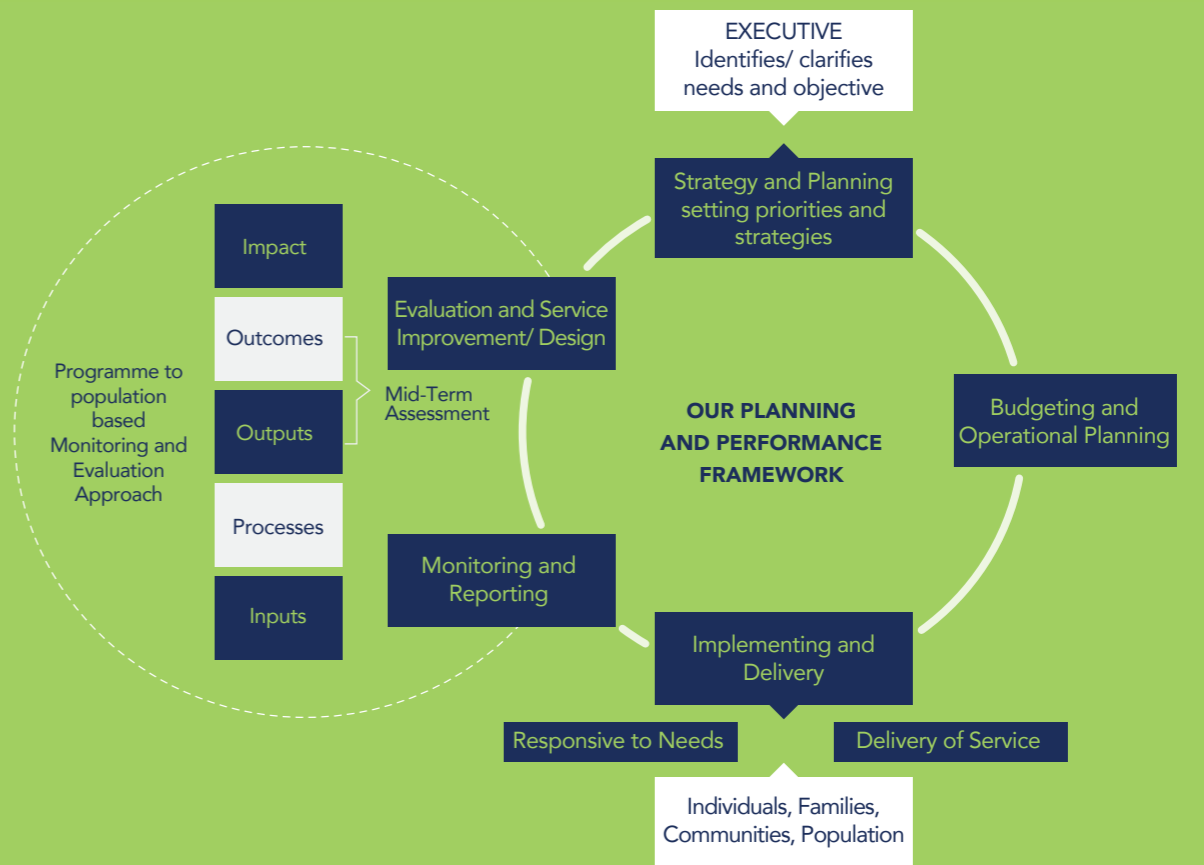
Monitoring our performance is an important element in the implementation of our strategic plan as it helps us improve and raise the levels of our services. PHCC's monitoring and evaluation system aims to systematically track the implementation of our five-year strategy and measure the effectiveness of our work through improvements in health outcomes and impact of the plan on people and families.

This system will also ensure that effective development, operations and quality standards meet the internal and external reporting requirements, and informs future development and planning.



**The effectiveness of our strategy will be monitored using specific indicators defined at three levels:**

- Organization-wide – includes service, program and corporate strategy indicators and milestones
- Primary Care System Measures – patient and population level
- National targets under the NHS 2018-2022



The balanced scorecard methodology within PHCC's monitoring and evaluation cycle will plan, execute, monitor, align and translate our strategy performance across four major business perspectives: financial; customer; internal and learning and development, and the Triple Aim framework of Better Health, Better Care, Better Value. It will also assess our performance across the functions of the organization.

This structured approach will also ensure that future performance management processes are founded upon a robust assessment of the delivery of our strategic priorities over the next five years. Staff will have clearer visibility of how they directly contribute to the achievements of the PHCC's strategic priorities and goals.

# OUR SERVICES AND THE AREAS WE COVER

- Adolescent Health Check service
- Antenatal
- Audiology
- Cancer screening
- Cardiology
- Chronic Back Pain
- Complex case management
- Dental/Oral Health
- Dermatology
- Dietetics/Nutrition
- Ear, nose and throat
- Emergency walk-in services
- Family Medicine
- Gastrointestinal
- General Pediatric
- Geriatric - Healthy Ageing
- Gynecology
- Home health care
- Healthy Lifestyle
- Laboratory
- Maternal & Child Health Counselor
- Medical commission services
- Mental health services
- Minor injuries service
- Minor Surgery
- NCDs
- Ophthalmology
- Optometry
- Oro-facial Pain Clinic
- Pharmacy
- Physiotherapy
- Post-natal
- Pre-marital service
- Radiology and ultrasound
- School health
- SMART health checks
- Smoking cessation
- Social worker services
- Travel vaccination clinics
- Well Woman
- Well-baby
- Wellness (gym, pool, massage)



- Operating Primary Health Center**
1. Airport Health Center
  2. West Bay Health Center
  3. Umm Ghuwailina Health Center
  4. Omar Bin Khatab Health Center
  5. Al Wakra Health Center
  6. Rawdat Al Khail Health Center
  7. Al Thumama Health Center
  8. Madinat Khalifa Health Center
  9. Al Daayen Health Center
  10. Al Khor Health Center
  11. Gharrifat Al Rayyan Health Center
  12. Leghwairiya Health Center
  13. Al Shamal Health Center
  14. Umm Slal Health Center
  15. Al Kaaban Health Center
  16. Leabaib Health Center
  17. Qatar University Health Center
  18. Abu Baker Al Siddiq
  19. Abu Nakhla Health Center
  20. Mesimeer Health Center
  21. Al Rayyan Health Center
  22. Al Karaana Health Center
  23. Al Sheehaniya Health Center
  24. Al Jumaliya Health Center
  25. Muather Health Center
  26. Al Wajbah Health Center
  27. Al Waab Health Center
- New Primary Health Center**
28. South Wakra Health Center
  29. Al Mashaf Health Center
  30. Al Saad Health Center
  31. Nuaija Health Center
  32. Al Thmaid Health Center
  33. Umm Al Seneem Health Center
- Legend:**
- Operating PHC Central Region
  - Operating PHC Northern Region
  - Operating PHC Western Region
  - New PHC Central Region
  - New PHC Western Region

## New Services to 2023

- Cancer Survivors Transition Program
- Community Midwifery
- Dental Specialist Clinics (Endodontics, Orofacial, Periodontics)
- Drug and Alcohol service
- Expanded Wellness services in the community
- Integrated Oral Health Services for target populations
- Mindfulness – stress reduction classes
- Oral Health Screening
- Oral Surgery
- Post-natal Home Care
- Preconception services
- Primary Care Memory Clinic
- Self-management Chronic Conditions
- Sigmoidoscopy Assessment Service
- Smoking Cessation Group Therapy
- Specialist NCD services in the community
- Specialist services for Older People
- Ultrasound breast screening
- Wellness for Children and Adolescents



