

The importance of Patient-Centered Outcome Measures

The WHY, the What and How the private healthcare sector in Saudi Arabia is moving to a mature Value Based Healthcare, standardizing the way we measure Patient Reported Outcomes.

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Introduction

In recent years, the healthcare industry has increasingly recognized the importance of patient-centric care. This approach places patient at the heart of their journey ensuring their needs, preferences and values are prioritized.

“No Value-Based Healthcare without Patient Reported Measures”

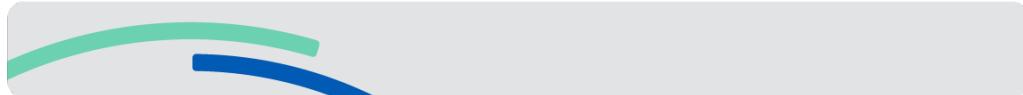
Patient reported measures drive improvement of health outcomes

The foundational principle of Value in healthcare is first to align with all the stakeholders around the shared objective of improving health outcomes for a population or specific condition. Therefore in 2023 Council of Health Insurance (CHI) took the initiative to set up the National Patient Reported Outcome Measurement (NPROM) strategy.

As part of its new vision and strategy, CHI plans a transformation journey from today's volume driven scheme with misaligned incentives, towards a value-based health system with value at the center and aligned incentives. CHI aims to guide the market in delivering a more innovative and sustainable healthcare-financing scheme, applying three major commitments to achieve this:

1. Designing healthcare around the beneficiary
2. Improving health outcomes for the beneficiaries
3. Developing innovative financing models

This publication aims to provide a summary of the implementation of the National PROMs Strategy (NPROM) and the Patient Reported Measure (PRM) framework in the Kingdom of Saudi Arabia (KSA) for the private health insurance sector.



WHY Patient Reported Experience and Outcome Measures matter.

Patient Reported Measures (PRMs) have been strongly encouraged as a means of assessing and improving the quality of care. PRMs (i.e., any report of the status of a patient's health condition, health behavior, or experience with healthcare that comes directly from the patient, without interpretation of the patient's response by a clinician or anyone else) [1] are now becoming a widely used tool in developed countries [2–5].

These developments have led to distinguishing Patient Reported Outcome Measures (PROM) and Patient Reported Experience Measures (PREM) [6,7].

PROMs provide patients' views of their health-related quality of life, physical functions, and symptoms (e.g., pain). Generic PROMs are applied to any clinical situation because they measure general symptoms and quality of life, while specific PROMs target a particular disease or group of patients.

PREMs assess patients' perceptions of their care experience, including organizational features (e.g., the information provided by doctors and nurses), feelings (e.g., attention to pain), and empirical based aspects of their process of care (e.g., waiting time during appointments). Generic PREMs address any patient, while specific PREMs only address patients with a specific disease.

Current initiatives at national and international levels lack formal consensus regarding which PRM instruments should be used as QIs [4, 8]. The variability of existing instruments is the first explanation limiting efforts to compare care across practices and organizations on a standard set of PRMs. The absence of a clear definition of the objective of use (i.e., follow-up care, orientation on pain, quality of life, analysis of the impact of a specific intervention) and the level of analysis (i.e., practice or organizational level) gives a second explanation.

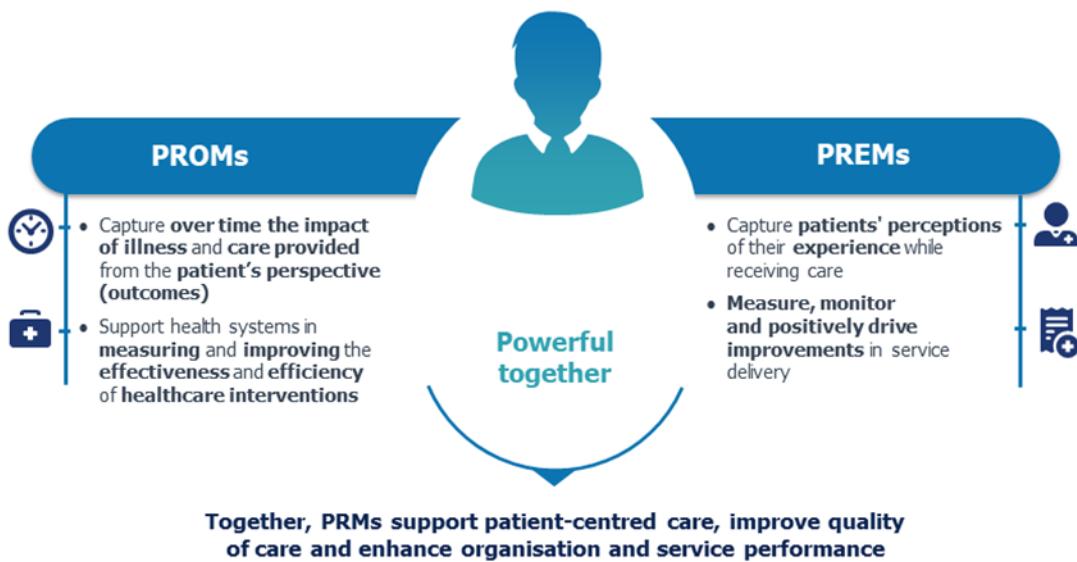
Literature reviews show that different PREMs, and some PROMs, are used for health policy purposes. However, the barriers identified suggest that a centralized approach and comprehensive national framework is required to ensure that these measures can support valid inter-provider comparisons and, consequently, reliable public reporting and value-based payment methods.

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Therefore, the Council of Health Insurance (CHI) has taken the initiative to create a strategy to standardize the way we gather and improve the quality of the PRM data as outlined below.

In 2023 The National PROMs Strategy has been informed and agreed to by a range of leaders across the healthcare system – from government bodies, private health insurers and payers, to clinicians and patients. This dynamic top-down and bottom-up approach paves the way for healthcare providers to accelerate positive change through more informed decision-making, drive rapid progress and deliver better patient outcomes consistently across the Kingdom.

Measures that matter to patients



WHAT is the National PROM Strategy?

The NPROM strategy supporting Vision and Mission from CHI moving towards Value based Healthcare

As part of its overall vision and the mission, the Council of Health Insurance (CHI) has adopted a model of value-based care.

VISION

To be an international leader in improving value in healthcare for the beneficiaries of cooperative health insurance.

MISSION

Improve the health of beneficiaries through a regulatory environment that enables stakeholders to promote transparency equity, value-based care.

The Patient Reported Measure program supports the vision by positioning the Kingdom of Saudi Arabia (KSA) to be a future influencer in the global healthcare space through learning from past experiences of other countries while having aspirational goals in providing superior services to its patient populations. The mission is evident in every step of this project through the focus on metric collection, data analysis, and the sharing of information.

Summary NPROM strategy (full version you find at vbhc.chi.gov.sa)

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Progressive healthcare systems Like the KSA are placing increasing importance on measuring patient-reported outcomes – defined as their own interpretation of their resulting health status. The practice of recording PROMs is now being formalized in developed health systems around the world, as the various decision-makers and stakeholders look for more meaningful ways to objectively determine a successful healthcare system.

Saudi Arabia has incorporated this perspective into its Vision 2030 strategic direction for the Kingdom. A framework provided by the Institute for Healthcare Improvement is now widely accepted to guide the health system, and the Quadruple Aim sets out four priorities:

- To improve the health of the population by preventing and better managing prevalent, costly and chronic diseases**
- To improve efficiency and reduce the cost of providing care**
- To enhance the patient's experience, by motivating and engaging patients to play an active role in their own care**
- To improve provider satisfaction through access to tools and resources that address burdens and burnout**

Recording and measuring outcomes in terms that are more meaningful to patients is one direct way that KSA is improving the quality, efficiency and sustainability of its health system. This aligns with a wider shift taking place globally, towards VBHC that looks to weigh the improvement in a patient's health outcomes against the cost of achieving the improvement. VBHC favors the use of a range of different measures, including patient-reported outcomes (see Figure 2).

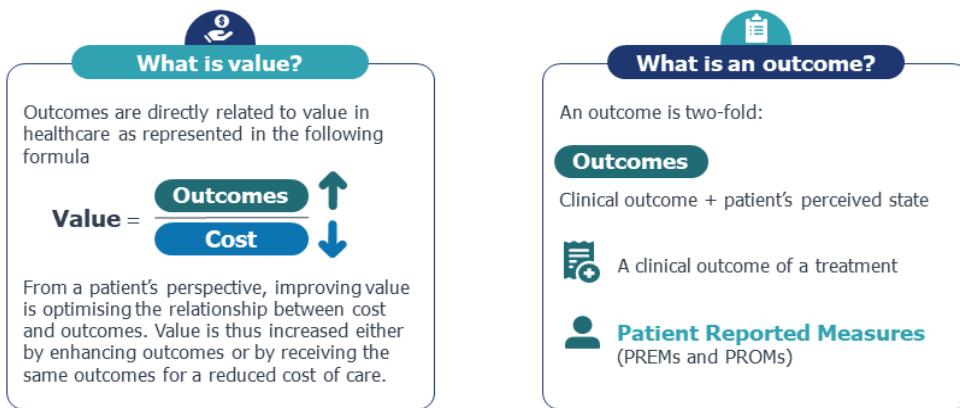


Figure 2: Outcomes measurement is a foundational principle of value-based healthcare

Establishing strong governance

To keep everything aligned and on track, we put in place strong governance in the form of a steering committee that included representatives from all stakeholder groups. This will also ensure a continuous alignment with Saudi Arabia's Vision 2030 and the National Health Sector Transformation Program in particular.

This will ensure that the below established PROMs priority areas, identified through a prioritization assessment process and validation with stakeholders from across the KSA healthcare ecosystem, are aligned with the prevalence of the selected medical interventions among the Saudi Arabian population:

The selection of the PRMs instruments for the established priority areas was informed by extensive research and consultation with relevant stakeholders

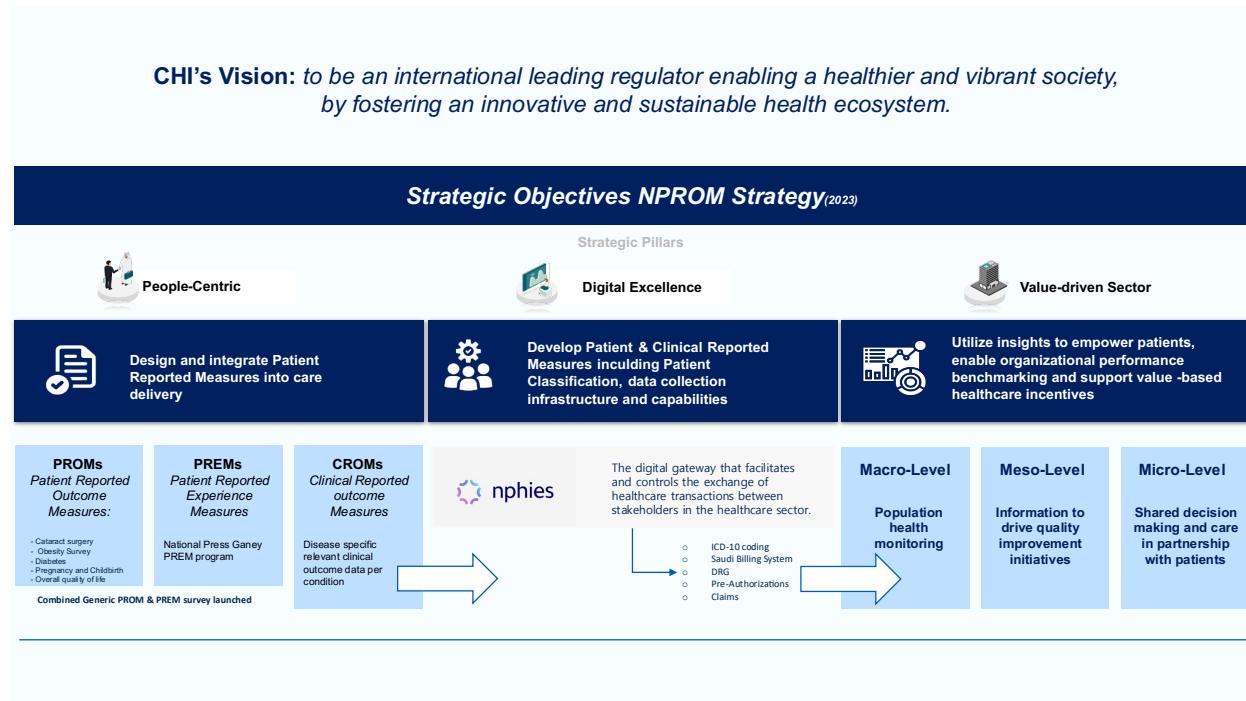


Strategic objectives NPROM strategy

Vision	An exemplary PROMs program for the Saudi health system that promotes patient -centricity and sustainability			
Mission	Empower patients, providers, payers and policy makers through meaningful and actionable PROMs insights to support Value -Based Healthcare			
Guiding Principles	Instill PRMs culture	Person Centricity	Value-Based Healthcare Sustainability	Agility for continuous improvement
Strategic Objectives	1. Design and integrate PRMs into care delivery	2. Develop PRMs data collection infrastructure and capabilities	3. Utilize PRMs insights to empower patients, enable organizational performance benchmarking and support value based healthcare incentives	
Strategic Outcomes	PRMs framework design PRMs framework integration into care delivery	Data infrastructure setup and interoperability Workforce digital enablement	Patient engagement Organizational performance and quality improvement Value-based healthcare	III.a Patient PRMs response/engagement rate III.b Percentage of administrators/providers who accessed the PRMs portal to check their patients results III.c Percentage of value-based payment contracts using PRMs
KPIs	I.a Percentage of established PRMs priority areas frameworks and instruments I.b Percentage of digital PRMs integrated into patient journeys	II.a Percentage of electronic transactions exchanged for patients enrolled in PRMs programs II.b Percentage of digitally enabled staff (i.e. % of staff trained on the ePRO solution)		
Strategic Initiatives	1.1 Identify priority areas 1.2 Review and select PRMs frameworks 1.3 Design and integrate digital PRMs administration into existing clinical and administrative pathways and workflows	2.1 Assess digital readiness 2.2 Ensure whole system interoperability 2.3 Define technology requirements for digital PRMs 2.4 Establish privacy and security and data governance 2.5 Allocate required resources (Funding, workforce, process and technology) 2.6 Drive stakeholder engagement and clinical change management	3.1 Empower patients and clinicians at micro level 3.2 Inform clinical quality improvement, performance benchmarking at meso-level and create a learning health system 3.3 Develop outcomes measurement incentives and drive VBHC at macro level	

HOW are we moving forward?

The National PROMs Strategy for the Kingdom of Saudi Arabia (KSA) provides a powerful example of what is possible, with a coordinated, standardized approach to patient-reported outcome measures. KSA's National Strategy has harnessed leading practice right from its initial design, based on the best PROMs approaches observed to date internationally.



At a practical level, we have deliberately specified a consistent e-PROMs approach and solution to capture and exchange patient-recorded outcome data.

Identifying priority clinical areas has been another recommended practice, to maintain focus and accelerate progress. Proactive stakeholder engagement and active use of the findings to guide service quality improvements and drive value-based healthcare and payment, are further drivers of buy-in and ongoing success.

They will ensure that the very best care will be available to all citizens well into the future, as the population grows and as requirements evolve. The Strategy will help place the patient at the heart of all critical decisions, ultimately supporting Saudi Arabia's shift towards value-based payments and value-based healthcare.

From this point onwards, seeing through the strategic initiatives during the pilot phase will be crucial to furthering an exemplary program that can be rolled out nationally across KSA. Generating actionable insights will be essential to inform micro-, meso- and macro-level decision-making. The staged implementation, meanwhile, will help build momentum and capabilities and allow lessons to be learned and fed into the subsequent phases along the way.

CHI's Strategic Objective: Improve providers' performance to elevate personalized health service delivery.

Therefore, CHI has signed an initial partnership agreement with the International Consortium for Health Outcomes Measurement (ICHOM). Together with ICHOM we will support the private sector in KSA to become more mature in measuring and integrating Patient-Centered Outcomes Measures. We have selected 5 domains for our collaborative with the goal of building a sector partnership with all relevant stakeholders.

PRM Partnership					
Targeted domains of collaboration	1: PRM Maturity & compliance	2: PRM tools & primary data	3: Digital Transformation	4: Value Based Payment	5: Science & Innovation
Partnership coordination: CHI Customer Excellence & Outreach					
ICHOM	<ul style="list-style-type: none"> Advising regulator to set right classification criteria. Certify eligible providers based on maturity. 	<ul style="list-style-type: none"> Support PROM set integrity. Develop MDS per condition. 	<ul style="list-style-type: none"> Advise and support to enhance the MDS for NPHIES. 	<ul style="list-style-type: none"> Consultancy support to enhance the VBF solution s. 	<ul style="list-style-type: none"> Scientific partner for tools accuracy, publication and research. Annual partnership conference
Outcome / Deliverables	<ul style="list-style-type: none"> CHI VBHC Classification criteria framework Providers ICHOM Certification program 	<ul style="list-style-type: none"> KSA validated PROM & Primary data sets available for partners at one central point. Roadmap for next conditions with NPROM strategy Providers / Payer specific PROM sets on demand, outside scope NPROM strategy 	<ul style="list-style-type: none"> IT ready KSA PROM & Primary data sets Data infrastructure to insure PROM data into CHI VBHC data warehouse Accreditation and support 3rd party ePRM vendors NPHIES MDS compliance with PRM primary sets 	<ul style="list-style-type: none"> Unified and standardized data for the VBF solution Reporting and data sharing framework on Macro, Meso and Micro level. Enhanced dashboard Operational and AI center CHI 	<ul style="list-style-type: none"> Validation studies and publications related to the PRM tools General publications after research on multiple topics Input to enhance clinical guidelines and NPROM strategy Education
Operations / Implementation	<ul style="list-style-type: none"> ICHOM annual evaluation classification criteria CHI. Annual progress report based on PROMs maturity assessment (Statista) ICHOM to develop and operate provider certification program. 	<ul style="list-style-type: none"> Create one single source for providers for all patient centered data sets 	<ul style="list-style-type: none"> CHI and Lean Business services to develop an operational center for central and decentral data collection Future operations completely run by Lean BS CHI to certify ePRM partners 	<ul style="list-style-type: none"> Operations within CHI in co-creation with partners VBF ecosystem 	<ul style="list-style-type: none"> All members of the partnership take a role and responsibility Value in Health Network KSA research centers ICHOM to provide accredited education

Please visit our Value Based Healthcare website for more information about CHI's VBHC programs and initiatives.

