VBHC Member Network Meeting

31 July 2025
Webinar

The VBHC Member Network welcomed two distinguished speakers from the Council of Health Insurance (CHI) in Saudi Arabia, both of whom are playing leading roles in shaping the country's VBHC landscape.

Dr Nawaf Albali – Executive Director of Policy and Compliance, CHI. Leads national policy, actuarial and health information programmes. Advises senior leadership on system transformation.

Dr Aymen Alzehr – Senior Policy Designer at CHI. Heads national initiatives on value-based healthcare (VBHC), pricing reform and policy innovation.

Strategic Overview of Saudi Arabia's VBHC Transformation

Presented by Dr Nawaf Albali

Dr Nawaf shared CHI's strategy to introduce VBHC across Saudi Arabia's private healthcare sector in response to rising insurance premiums and fragmented care. Since 2020, the Council has pursued a facilitative model focused on infrastructure, policy guidance and sector-led innovation.

Key components of the strategy included:

- Development of Nafis, a national platform providing real-time claims visibility across 99% of private providers and all 23 payers
- Launch of PROMs to benchmark provider performance and improve patient-centred outcomes
- Promotion of primary care, now delivering 30% of care and generating 40% of referrals
- Implementation of data standardisation, patient classification and coding frameworks
- Use of a traffic light system to monitor execution across CHI's internal teams

Stakeholder engagement:

- CHI consulted major providers representing over 30% of the market
- The strategy was shaped through nine months of provider engagement
- Participating providers took five months to prepare internally for pilot involvement

Forward strategy goals by 2027:

- 60% uptake of newly developed bundled payment models
- 20% adoption of VBHC-aligned contracts
- 80% achievement in PRMS aggregate scores
- 50% of beneficiaries empanelled in primary care networks
- 20% of providers actively engaged in population health management

The approach is reviewed every three years and remains adaptive, using insights from pilots to refine national direction.

Cataract Surgery Pilot: A Practical Application of VBHC

Presented by Dr Aymen Alzehr

Dr Aymen presented a cataract surgery pilot as a case study for applying VBHC in practice. The pilot ran from August 2024 to March 2025 across five providers located in different regions of Saudi Arabia.

Pilot design highlights:

- Mapped the full patient journey from diagnosis to post-operative recovery
- Applied clear inclusion criteria (insured adult patients undergoing cataract surgery)
- Selected three categories of outcome data:
    - PROMs using the Catquest-9SF tool
    - PREMs to assess patient experience
    - Clinical outcomes to capture surgical results
- Integrated data into a centralised digital environment to support monitoring and contract design

Performance results:

- 709 patients enrolled
- 95% completed pre-surgical PROMs
- 48% completed post-surgical PROMs
- Weekly dashboards tracked provider performance and guided targeted support

Lessons learned:

- Provider buy-in was essential to ensure high-quality data and engagement
- Strong data governance and clear purpose enabled coordination
- Incentives tied to both compliance and outcome improvement successfully influenced behaviour
- Education and change management supported capacity building and sustained participation

The pilot has laid a strong foundation for scaling VBHC in Saudi Arabia and will inform future programmes, including expanded outcome-linked contracts and refined provider engagement strategies.