Dubai Health Strategy 2016 - 2021

Towards a Healthier and Happier Community

❝I want my people to live better life now, to go to the highest school now, to go to the good healthcare now, not after 20 years.❞

His Highness
Sheikh Mohammed Bin Rashid Al Maktoum
Vice President and Prime Minister of the UAE and Ruler of Dubai

The expectations of UAE Nationals and residents about Dubai's health sector are higher than any other nation.

His Highness
Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum
Crown Prince of Dubai and Chairman of Dubai Executive Council

We aspire to achieve a significant leap in the health sector in Dubai and we believe this will further establish Dubai as an international medical hub. We are working towards our goals and we hope to achieve them.

His Highness
Shaikh Hamdan Bin Rashid Al Maktoum
**Deputy Ruler of Dubai, UAE Minister of Finance,
President of the Dubai Health Authority**

❝ DHA is striving to make the population of Dubai healthier and Happier by providing world-class healthcare services fostering creativity and innovation in alignment with UAE vision and Dubai plan 2021. **❞**

His Excellency
Humaid Mohammed Obaid Al Qatami
Chairman of the board of the Dubai Health Authority (DHA)

Vision

Towards a healthier and happier community

Mission

Transforming Dubai into a leading healthcare destination by fostering innovative and integrated care models and by enhancing community engagement.
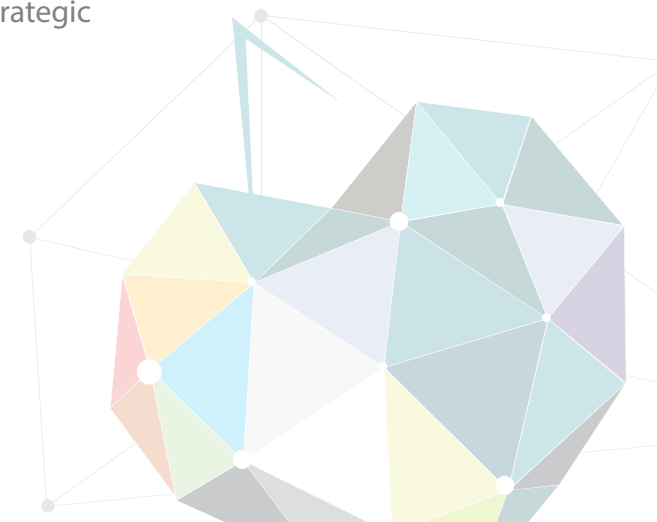
Values

- Customer centricity
- Efficiency
- Engaged and motivated workforce
- Accountability and transparency
- Innovation
- Excellence

Dubai Health Strategy has been designed to be consistent and compatible with Dubai plan 2021, aimed to become a global leader in the delivery of healthcare, and providing a world-class level of healthcare.

The strategy development process involved a broad range of stakeholders from the Dubai health ecosystem including both the public and private sectors. Additionally, it has been informed by the views of a number of different community sectors, 10000+ from DHA employees voiced their opinions and ideas relating to the local health sector in Dubai.

The Developed Strategy includes 15 strategic programs and more than 100 strategic initiatives to be applied until 2021.

DHA Strategy Map

Vision:
Towards a healthier and Happier Community

Mission:
Transforming Dubai into a leading healthcare destination by fostering innovative and integrated care models and by enhancing community engagement

Stakeholders Impact	Goal # 1	Goal # 2	Goal # 3
Operational Excellence	Drive and ensure compliance and accountability through an Innovative Health Governance Framework	Protecting and Improving Population Health	Ensuring Patient Happiness by Providing World-class healthcare Services
Organizational Capabilities			

Strategic Objectives:

Objective # 1:
Position Dubai as a global medical destination by introducing a value-based, comprehensive, integrated and high quality service delivery system

Objective # 2:
Direct resources to ensure healthy and safe environment for Dubai population

Objective # 3:
Promote Public and Private collaboration in Healthcare

Objective # 4:
Foster innovation across the continuum of care

Objective # 5:
Revamp the governance structure of DHA

Objective # 6:
Establish efficient Decision Support System by ensuring an integrated data platforms

**15
Ambitious
Strategic
Programs**

Programs

1 Care Model Innovation:

Care Model Innovation Program is designed to promote innovation and efficiency and ensure that Dubai residents and visitors have access to high quality services across the continuum of care, it introduces innovative care models to fill existing care delivery gaps and enable an integrated cost-effective, patient and innovation-oriented care delivery system.

2 Prevention & healthy lifestyle:

This program promotes healthy lifestyle and disease prevention interventions at the level of the community and the individual. It moves beyond a focus on individual behavior and more towards a wide range of social and environmental interventions at the community level.

3 Public Health & Safety:

Health starts with the environment, and this program aims to promote a healthy environment for the Dubai population, as a whole, and for the most vulnerable specifically.

It also helps in defining public health standards, policies and guidelines and design organized measures to prevent disease, promote health, and prolong life.

Programs

4 Primary Care:

The Primary Care Program is designed to ensure that all the population including the most vulnerable have access to high quality primary care in an equitable fashion and focuses on promoting primary care as an entry point to the healthcare system.

5 Oral & Dental Care:

This program focuses on improving the oral health outcomes and ensure that all individuals have access to high quality treatments and effective prevention programs for dental care.

6 Mental Health:

The Mental Health Program stimulates the development of an ecosystem that ensures that the population of Dubai have access to high quality care (including prevention and promotion) for mental health conditions, and addresses the social stigma associated with mental health.

7 Chronic Disease Management:

This program drives the development of specialty centers that can provide programs focused on the management of chronic diseases outside the setting of acute/tertiary hospitals. Such programs helps chronic disease patients, better manage their conditions and reduce their need for hospitalization and tertiary care treatments.

Programs

8 Centers of Excellence:

Centers of Excellence COEs respond to the high demand for specialized and tertiary care for selected high prevalent diseases in UAE such as cardiovascular, cancer, trauma, ophthalmology, neurology, this program also endorses clinical research and training programs in those specialties.

9 Medical Tourism:

This program focuses on promoting the development of medical tourism in Dubai, and position Dubai as a global health tourism destination.

10 Excellence & Quality:

This program promotes excellence in healthcare service delivery in Dubai while enhancing patient happiness, experience, satisfaction and trust.

11 Governance (Regulation and Service delivery) :

DHA is undergoing a huge transformation and the governance program aims at improving the governance framework of Dubai healthcare sector.

It also aims at strengthening the internal governance structure of DHA, through re-engineering the public service delivery and regulatory functions of DHA.

Programs

12 Workforce & Medical Education:

This program aims to attract, retain, and develop the healthcare workforce for the emirate of Dubai. Simultaneously, the program aims to further strengthen the national healthcare workforce by providing them and the rest of the workforce a world class medical education.

13 Medical Informatics & Technology:

Technology is inseprable of any leading organization, and this program aims to drive the implementation of an integrated data platform across all public and private facilities in Dubai and to enhance data analytics tools needed for research and decision making policies.

14 Health Insurance & Financing:

This program aims to ensure the successful implementation of health insurance law in Dubai and improve coverage and accessibility to healthcare services.

15 Investment & Partnerships:

This program promotes competitiveness and encourages foreign and domestic investments in the health sector in Dubai.

More than 100 ambitious strategic initiatives

Program 1
Care Model Innovation

1.1: Develop and implement a strategy for special needs patients

1.2: Innovate in the delivery of ambulatory surgery

1.3: Introduce and promote the use of telemedicine solutions

1.4: Introduce innovative medical technologies in the provision of healthcare services

1.5: Promote innovation culture

1.6: Enhance home and remote care

1.7: Reinforce the use of patient engagement tools

1.8: Develop pharma interventions to provide solutions beyond the pill

1.9: Innovate in the delivery of rehabilitation care

1.10: Innovate in the delivery of long term care

Program 2
Prevention and Healthy Lifestyle

2.1: Develop prevention policies and guidelines for NCDs and their risk factors

2.2: Enhance school health programs

2.3: Develop prevention policies and guidelines for CDs and their risk factors

2.4: Develop & update vaccination and immunization programs

2.5: Develop and innovate in health awareness programs

2.6: Revamp health education and curriculum

2.7: Innovate in and enhance the delivery of public health interventions and programs

2.8: Develop, innovate and enforce risk factors surveillance and disease monitoring and control

2.9: Establish and implement personalized genetic profiling

Program 3
Public Health & Safety

3.1: Develop and implement a strategy for occupational health

3.2: Participate in the development of a strategy for food & water safety

3.3: Participate in the development of a national strategy for road safety

3.4: Participate in the development of a strategy for environmental health

3.5: Participate in the development of a strategy for disaster preparedness and crisis management

Program 4
Primary Care

4.1: Promote primary care as an entry point

4.2: Develop and implement outcome based performance measures

4.3: Develop and Innovate in the delivery of maternal and child health

4.4: Enhance the systemic delivery of urgent care

4.5: Develop and Innovate in the provision of Primary Care delivery model

Initiatives

Program 5
Oral and Dental Care

5.1: Develop awareness programs in dental and oral health

5.2: Develop oral health prevention and screening programs

5.3: Develop and launch Dubai dental protocol

5.4: Develop innovative solutions for the delivery of dental care services and treatment

Program 6
Mental Health

6.1: Develop & implement mental health strategy

Program 7
Chronic Disease Management

7.1: Innovate in the delivery of diabetes treatment

7.2: Develop and establish renal dialysis treatment centers

7.3: Establish specialized centers to treat chronic respiratory diseases

Program 8
Establishing Centers of Excellence (COE)

8.1: Establish Oncology COE

8.2: Establish Cardiovascular COE

8.3: Establish Orthopedics/ sports medicine/ trauma COE

8.4: Establish Neurology/ Neurosurgery COE

8.5: Establish Ophthalmology COE

8.6: Promote clinical research activities for the related COEs

8.7: Enhance clinical training programs for the COEs specialties (fellowships and residency programs)

Initiatives

Program 9
Medical Tourism

9.1: Enhance the value proposition & target operating model for all providers in Dubai

9.2: Revise and update regulations & policies

9.3: Develop a regulatory and promotion entity for medical tourism

9.4: Improve the medical tourism ecosystem

Program 10
Excellence and Quality

10.1: Develop emirate level KPI framework

10.2: Launch annual DHA excellence awards (awards for DHA and for other providers)

10.3: Introduce Happiness program

10.4: Establish provider quality rating systems

10.5: Develop emirate wide accreditation

10.6: Design and conduct patient experience survey

10.7: Implement evidence based infrastructure design

10.8: Establish monitoring mechanisms for healthcare facilities

Program 11 A
Governance (Regulatory)

11A.1: Revamp and restructure overseas treatment services

11A.2: Develop fund to support healthcare projects

11A.3: Re-engineer organization structure of DHA authority

11A.4: Position DHA to win more excellence awards

11A.5: Conduct Health Network capacity planning (Health Atlas)

11A.6: Transform and engage DHA Workforce

11A.7: Update licensing standards for all healthcare services and products

11A.8: Establish Dubai healthcare Governance Framework

11A.9: Revise and update the medico-legal laws

11A.10: Develop data analytics platform to improve decision making processes

11A.11: Establish emirate wide guidelines for medical research

Program 11 B
Governance (Service Delivery)

11B.1: Implement health insurance revenue cycle billing for all providers belonging to the corporation

11B.2: Re-engineer the organizational structure of the service delivery corporation

11B.3: Revamp supply chain and contracting services

11B.4: Transform and engage Workforce of the corporation

11B.5: Nationalize workforce of the corporation

11B.6: Design and plan the service lines

11B.7: Redesign shared services for the corporation

11B.8: Standardize clinical protocols for the service delivery corporation

11B.9: Implement operational excellence policies and procedures in the corporation

11B.10: Establish internal quality monitoring and quality assurance programs

11B.11: Position and prepare the corporation to win accreditation certificates and excellence awards

Initiatives

Program 12
Workforce and Medical Education

12.1: Conduct emirate wide workforce planning

12-2: Develop a strategy to attract and retain and motivate workforce in Dubai

12.3: Enhance Continuous Medical Education (CME) programs

12.4: Develop a strategy to empower nationalization of workforce in Dubai

12.5: Ensure the availability world-class medical and health sciences academies

12.6: Develop guidelines for teaching hospitals and training programs

12.v7: Reading for future

Program 13
Medical Informatics and Technology

13.1: Enforce the EMR implementation and integration – SALAMA program (EPIC)

13.2: Enforce EHR integration for both public and private providers in Dubai (NABIDH)

13.3: Revise and update interoperability standards at the Dubai level

13.4: Establish Smart solutions for non clinical services

13.5: Establish consumer centric online data platform

13.6: Establish Smart solutions for clinical services

Program 14
Health Insurance and Financing

14.1: Regulate and update the prices of healthcare services across Dubai

14.2: Develop visitors insurance scheme

14.3: Establish Insurance package for medical tourists

14.4: Enforce patient incentive schemes for positive behavior

14.5: Provide coverage for prevention and screening

14.6: Revise and regulate the premiums of health insurance plans

14.7: Implement pay for outcome schemes

14.8: Implement pay for outcome schemes

14-9: Update and implement fraud detection program

Program 15
Investment and Partnerships

15.1: Develop & implement an emirate wide healthcare investment strategy