

Midocean University
College of Management
Department / Major: Healthcare management



**From Oil to Health: Evaluating the Socio-Economic Impact of Vision 2030 on
the Saudi Healthcare System.**

Prepared by:

Abrar Awad Omar Alnakhbi

Supervised by:

Dr. Alfaisal Abdulhamid

Dr. Fayez Jarrad

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1. Introduction

For decades, the Saudi economy was a one-trick pony. We lived and breathed oil. This hydrocarbon wealth built our roads, paid our salaries, and funded a massive welfare state that citizens took for granted. It worked until it didn't. The volatility of global oil prices and the global shift toward renewables finally forced a hard truth: a mono-economy is a fragile one. Vision 2030, launched in 2016, wasn't just a policy update. It was a survival strategy. The goal was to move from a state-led petro-economy to a diversified, private-sector-driven powerhouse. In this shift, healthcare isn't just a social service anymore; it's a massive economic engine.

The old way of doing things reached its limit. Historically, the Ministry of Health (MOH) did everything—they funded the hospitals, they ran them, and they regulated themselves. It was a "free for everyone" model that improved basic health for a while, but it couldn't scale. Our population is growing fast, and we're living longer, which is good, but we're also getting sicker with "lifestyle" diseases like diabetes and heart issues. The bill became too high for the government to foot alone. The system was also inefficient, focused more on fixing people once they were already sick rather than keeping them healthy in the first place.

So, the government pivoted. The Health Sector Transformation Program (HSTP) is the new playbook. The MOH is stepping back from running hospitals to focus strictly on regulation. Now, we have the Health Holding Company (HHC) and regional "clusters" designed to run like businesses. This isn't just corporate jargon; it's about making healthcare pay for itself through public-private partnerships (PPPs) and a new national insurance model. We're turning a massive financial liability into a sector that creates high-skilled jobs and attracts serious private investment.

This change is as much about culture as it is about cash. Under the "Vibrant Society" pillar, the target is to push average life expectancy from 74 to 80. You don't get there just by building more hospitals. You get there through apps like *Sehaty* and *Nafis* that put data in the patient's hands, and by pushing people to take personal responsibility for their fitness. It's a total redesign of the Saudi social contract.

Moving "From Oil to Health" is the ultimate stress test for the Kingdom. On the business side, can we actually turn a subsidized public good into a functional, efficient market? On the social side, can we privatize without leaving the vulnerable behind? We've spent billions and rewritten the rules over the last decade. Now, we need to stop looking at the PowerPoint slides and start looking at the actual results. We need to know if these macro-level shifts are actually working for the person on the street and the investor in the boardroom.

2. Problem Statement: The Friction Between Policy and Reality

Vision 2030's healthcare pivot is bold. We are dismantling a legacy system where the government did everything—funded the clinics, hired the doctors, and paid the bills—and replacing it with a corporatized, insurance-driven machine. On a pitch deck, this looks like a perfect exit from the "rentier state" mentality. It aims to stop the bleeding of the national budget and kickstart a competitive market. However, moving from a PowerPoint framework to a functional national ecosystem creates a massive friction that we haven't fully measured yet. We are in the middle of a paradigm shift that is as much about psychology as it is about economics.

The core of the problem is a deep-seated cultural expectation. For half a century, every Saudi citizen saw healthcare as an unconditional, free birthright provided by the State. Now, we are asking them to become "consumers" in a model governed by mandatory insurance and Public-Private Partnerships (PPPs). This isn't just a technical change; it's a total rewrite of the social contract. From a hard economic perspective, we have a major visibility gap. We talk about "efficiency" and "privatization," but the data is thin. Is this transition actually reducing the government's fiscal burden? Or are we simply shifting the costs onto the private sector and, eventually, onto the citizens through rising insurance premiums and out-of-pocket expenses? There is a real danger of "market failure" here. If we let large private conglomerates monopolize specific regions or services, medical costs will skyrocket. Instead of a leaner system, we might end up with an expensive one that is harder to access. We need to know if we can attract Foreign Direct Investment (FDI) and create high-level jobs without making healthcare a luxury that only the elite can afford.

Sociologically, the stakes are just as high. When you corporatize a public good this fast, someone usually gets left behind. We are looking at a potential "two-tier" system. In Riyadh, Jeddah, or Dammam, you see world-class "Health Clusters" and cutting-edge private hospitals popping up like mushrooms. But what happens in the rural areas? What happens in the Northern Borders or the deep South? There is a risk that the quality of your care will depend entirely on your GPS coordinates or your job title. Then there is the "digital divide." We are going "digital-first" with *Sehaty* and *Nafis*, which is great for the youth in Riyadh. But for an elderly citizen in a remote village who has never used a smartphone, these digital gateways can feel like digital walls. If they can't navigate the app, they are effectively excluded from the system.

Despite the billions of riyals we've poured into these initiatives since 2016, we are flying somewhat blind. Most of the literature out there is "cheerleading" for the Vision—it's all predictive models and macroeconomic projections. There is a glaring lack of cold, hard, empirical evidence from the ground. We are nearly a decade into this journey, yet we haven't done enough "mid-term" auditing of the actual socio-economic impact. This research is meant to fill that void. We need to stop looking at what *should* happen and start measuring what *is* happening. The problem we are solving here is the lack of a feedback loop between high-level policy and the reality of the Saudi citizen's life.

3. Significance of the Study: Why This Matters to the Board and the Lab

This study isn't just an academic exercise. It's a reality check. We are bridging the gap between "Top-Down" government strategy and "Bottom-Up" social reality. The significance of this work hits two major targets: the scientific community and the people making the actual investment decisions.

3.1. Theoretical and Scientific Significance: Setting a Global Precedent

First off, we are contributing to the global playbook on "post-rentier" economics. Most of the books on healthcare privatization are written about Western democracies like the US or the UK. Saudi Arabia is a different beast entirely. We are a resource-rich nation that is *voluntarily* dismantling its welfare state while we still have the money to do it. This is a unique case study in economic history. This research will be the foundational reference for anyone trying to understand how a high-income, transitional economy pivots toward social welfare sustainability. We aren't just following a trend; we are creating a new model for the entire MENA region.

Secondly, we are moving the needle from "prediction" to "evaluation." Academic circles are full of papers guessing what Vision 2030 will do by the time we hit the deadline. We don't need more guesses. We need to validate the "Theory of Change" that the Vision's architects sold to the public. By using a mixed-methods approach—looking at both the numbers and the human stories—this study will prove whether the reforms are actually moving the needle on the KPIs that matter, like patient outcomes and cost-per-capita.

3.2. Practical and Applied Significance: The Bottom Line for Decision Makers

On the ground, this data is gold for our policymakers. If the Ministry of Health (MOH) or the Health Holding Company (HHC) has a "blind spot" in their strategy, this research will find it. We are providing a mirror. We'll show where the "Health Clusters" are failing to deliver and where the Council of Health Insurance (CHI) needs to tighten regulation. This is "formative evaluation"—the kind of intel that allows a minister to pivot a strategy before a bottleneck becomes a crisis. We want to ensure that the 2030 targets aren't just met on paper, but felt in the clinics.

For the private sector and the venture builders, this is a strategic roadmap. If you are an investor looking to drop half a billion riyals into a specialized medical center, you need to understand the new consumer behavior. You need to know how the insurance dynamics are shifting and where the actual demand is. We are providing the market intelligence that tells you where the gaps in the "new economy" are.

Finally, let's talk about the citizen. This study gives the Saudi people a voice in a process that often feels like it's happening "to" them rather than "for" them. By focusing on quality of life and patient safety, we are ensuring that the "human capital" of the Kingdom isn't lost in a

spreadsheet. We are aligning this national transformation with the global Sustainable Development Goals (SDGs), specifically Goal 3 (Health) and Goal 10 (Reduced Inequality). At the end of the day, if the transition "From Oil to Health" doesn't result in a healthier, more satisfied citizen, then all the billions spent were just a transfer of wealth, not a transformation of society.

4. Objectives of the Study: Tracking the Real Returns

The bottom line is simple. This research aims to pull back the curtain on the Saudi Vision 2030 Health Sector Transformation Program (HSTP) to see if the socio-economic reality matches the high-level policy goals. We are looking for the sweet spot where the Kingdom achieves massive macroeconomic efficiency without leaving the average citizen behind in a cloud of privatization dust. To get there, we've laid out five specific targets for this investigation:

- **To audit the actual economic gains of healthcare corporatization:** We are moving operational power from the Ministry of Health (MOH) to the Health Holding Company (HHC) and localized "Health Clusters." This objective is about seeing if this pivot is actually streamlining resource allocation or if we are just creating new, more expensive layers of bureaucracy that still lean on the state budget.
- **To stress-test the new national health insurance model:** Moving from "free for all" to a mandatory, insurance-led system is a massive financial gamble for the average household. We need to measure how this shift changes out-of-pocket (OOP) costs and whether the financing model is actually sustainable or just a temporary fix for the Treasury.

- **To quantify social impact through quality and satisfaction:** A hospital that makes money but loses patients is a failure in the venture building world. We will measure if "Value-Based Care" is just a buzzword or if it's actually moving the needle on patient satisfaction and health outcomes across different social classes.
- **To map the digital health divide:** Apps like *Sehaty* and *Nafis* are the new front doors to Saudi healthcare. This objective focuses on whether these digital-first strategies are inclusive or if they are inadvertently locking out the elderly and rural populations who might not have the tech-savviness to navigate them.
- **To identify bottlenecks and offer a roadmap for correction:** No plan survives contact with reality without some friction. We will pinpoint exactly where the structural and cultural barriers are slowing us down, providing the board with data-driven recommendations to fix the "leaks" in the system before 2030.

5. Research Questions: Is the Pivot Working?

We are asking the hard questions. Our central inquiry is straightforward: **How has the HSTP actually changed the socio-economic DNA of the Saudi health system in terms of staying profitable while remaining fair?**

To answer that, we have to break it down into the guts of the operation:

The Economic Angle (The Money)

1. Are the regional Health Clusters and Public-Private Partnerships (PPPs) actually lean enough to take the financial weight off the Ministry of Health's shoulders?

2. How is the new insurance mandate hitting the wallets of Saudi citizens, and is it doing enough to make private investors feel confident enough to drop serious capital into the local market?

The Social Angle (The People)

3. Do people actually feel better cared for under the new corporatized model, or is the "perceived quality" just a result of shinier buildings and better branding?
4. When we look at the map, is there a widening gap between the world-class care in Riyadh and the basic services available in the smaller villages?

The Tech and Systemic Angle (The Infrastructure)

5. Does the push for telehealth and AI-driven diagnostics actually help people, or does low digital literacy turn these tools into barriers for the most vulnerable Saudis?
6. What is the "real-world" friction—cultural, financial, or structural—that keeps us from moving smoothly from a state-run system to a private, value-based market?

6. Research Hypotheses: Testing Our Assumptions

We aren't just guessing here. Because this study uses a mix of hard numbers and human feedback, we've set up four "bets" to test how these Vision 2030 interventions are actually playing out on the ground.

Hypothesis 1: The Efficiency Bet

The theory is that running a hospital like a business makes it cheaper for the taxpayer.

- **Null Hypothesis:** There is no significant link between turning healthcare into a corporate model (via Health Clusters) and the government spending less money on health.
- **Alternative Hypothesis:** Shifting to a corporatized model leads to a measurable drop in government healthcare spending, proving that the system is getting more efficient.

Hypothesis 2: The Quality Bet

We assume that moving away from "volume" (seeing as many people as possible) to "value" (getting the best outcome) will make patients happier.

- **Null Hypothesis:** Value-based care and private operations don't actually make patients feel any more satisfied than they were under the old MOH-run system.
- **Alternative Hypothesis:** The new model significantly boosts patient satisfaction and the perceived quality of medical care among the Saudi public.

Hypothesis 3: The Equity Bet

This is the big fear. Efficiency often comes at the cost of the rural population.

- **Null Hypothesis:** There is no real difference in how easy it is for people in the city versus people in the desert to get high-quality care or use digital health apps.
- **Alternative Hypothesis:** Urban populations have a clear, statistically significant advantage in accessing care and tech-driven services compared to their rural counterparts.

Hypothesis 4: The Insurance Bet

Insurance is supposed to be a safety net. We need to see if it's working.

- **Null Hypothesis:** Moving to a national insurance model does not actually reduce the amount of cash Saudi citizens have to pay out-of-pocket for their medical needs.
- **Alternative Hypothesis:** The new insurance framework significantly lowers out-of-pocket spending, protecting Saudi families from high medical costs and spreading the financial risk.

7. Literature Review: The Shift from Petro-Welfare to Market-Driven Health

To get a real handle on why Saudi Arabia is tearing up its old healthcare playbook, we have to look at the global and local forces at play. This isn't just a "tweak" to a government department; it's a fundamental rewiring of how the state and the citizen interact. We've broken this review into four key pillars: the death of the "free lunch" oil model, the global lessons of running hospitals like businesses, the specific evolution of the Saudi system, and the digital frontier.

7.1. Macroeconomic Transitions and the "Post-Rentier" Reality

You can't talk about Saudi healthcare without talking about "Rentier State Theory" (RST). For decades, scholars like Beblawi and Luciani described states like ours as "distributors." The government collected oil checks from the world and handed out free healthcare and education to the people. It was a social contract written in oil: "We provide everything, you provide stability."

But the latest economic research is screaming that this model is dead. Between the global push for green energy and the roller coaster of oil prices, the "cradle-to-grave" welfare state is no longer fiscally solvent. As our population explodes and people live longer, the bill for "free" healthcare is growing faster than our oil production ever could. The literature on the GCC (Gulf Cooperation Council) shows a massive shift from the "Provider State" to the "Regulatory State." Basically, the government is trying to get out of the business of running hospitals so it can focus on making the rules. Vision 2030 is the gold standard for this shift. It treats healthcare not as a cost center, but as an investment engine to drive non-oil GDP and create high-level jobs for the next generation of Saudis.

7.2. Global Lessons: The Good, The Bad, and The Ugly of Privatization

Saudi Arabia isn't the first to try this. The idea of "New Public Management" (NPM)—bringing corporate efficiency into government—has been around since the '80s. When you look at the global data, it's a mixed bag.

On the "Pro" side, proponents point to the UK's NHS reforms or Australia's corporatized models. The argument is that competition makes everyone sharper. It cuts down waiting lists, forces innovation, and uses Public-Private Partnerships (PPPs) to build massive infrastructure without the government having to take on more debt.

On the "Caution" side, sociologists point to Latin America and Eastern Europe. In those regions, aggressive privatization often created a "two-tier" system. If you had money or a good insurance plan, you got world-class care; if you didn't, you were stuck with the leftovers. This creates a "stratified" society where your health is tied to your bank account. This tension—balancing

corporate efficiency with social fairness—is exactly what we are wrestling with in the Saudi context today.

7.3. The Saudi Journey: From Eradicating Disease to Managing Lifestyle

The story of Saudi healthcare used to be a success story of expansion. From 1970 to 2010, the Ministry of Health (MOH) did an incredible job. They built a massive network, slashed infant mortality, and wiped out infectious diseases that used to plague the Peninsula.

But around 2005, the literature started changing. Researchers like Al-Hanawi and Walston began sounding the alarm. The system was "in distress." We hit a wall because of an "epidemiological shift." We weren't dying of malaria anymore; we were dying of diabetes, heart disease, and obesity—what we call "lifestyle diseases." These are expensive to treat and they never go away. The old system was also too reliant on foreign doctors and "curative" care—fixing people after they were already broken.

Then came Vision 2030 and the Health Sector Transformation Program (HSTP). The new academic wave focuses on the "Health Holding Company" (HHC) and regional "Health Clusters." The theory is that these "Accountable Care Organizations" (ACOs) will act like mini-corporations. The literature loves the *design* of this—moving costs to insurance companies and employers—but most of these papers are just looking at the blueprints. They haven't seen the finished building yet.

7.4. The Digital Frontier and the "Value-Based" Gamble

The most recent research focuses on how COVID-19 acted as a catalyst for our digital health explosion. Apps like *Sehaty* and *Nafis* are widely praised for making "telehealth" a reality overnight. The data shows that Saudis generally love the convenience.

At the same time, we're moving toward "Value-Based Care" (VBC). This is a fancy way of saying we pay doctors for *results*, not for how many tests they run. It aligns perfectly with our goal of increasing life expectancy to 80. However, sociologists are waving a red flag about the "Digital Divide." If you're a young tech-worker in Riyadh, the system is seamless. If you're a 70-year-old farmer in a remote village, the digital "front door" might as well be locked. The literature warns that without careful planning, high-tech healthcare might actually make social inequality worse.

7.5. The Reality Check: Why This Study is the Missing Piece

If you read the current literature, you'll notice a huge problem: it's almost all "cheerleading" or "crystal ball gazing."

We have plenty of macroeconomic papers from 2017 predicting what *might* happen by 2030. We also have very narrow clinical studies looking at, say, waiting times in one specific clinic in Dammam. What we **don't** have is a hard-nosed, mid-term evaluation of the *actual* socio-economic impact.

We are halfway to 2030. It's time to stop looking at the PowerPoint slides and start looking at the receipts. Are the Health Clusters actually saving the government money, or are they just hiding the costs? Is the quality of care in the provinces keeping up with Riyadh? Is the

"insurance for all" model actually protecting families, or is it just another bill to pay? This research is the first to bridge that gap, moving past the "Vision" talk into the "Reality" of how this pivot from oil to health is actually reshaping the Saudi life.

8. Theoretical Framework: The Three-Way Lens

We aren't just throwing academic theories at the wall to see what sticks. To actually understand why the transition "From Oil to Health" is so heavy, we need a framework that respects both the spreadsheet and the street. One theory isn't enough. We are dealing with a massive macroeconomic pivot and a micro-level cultural shock simultaneously. To get the full picture, we are triangulating our research through three specific lenses: The Theory of Change (ToC), Health Economics (specifically Agency Theory), and the Social Determinants of Health (SDOH). This is how we map the journey from a royal decree to a healthy citizen.

8.1. The Theory of Change (ToC): Mapping the Pipeline

A Theory of Change is essentially a roadmap for impact. It asks a simple question: "How do we actually get from Point A to Point B without getting lost?" In the context of Vision 2030, this isn't just a policy; it's a massive engineering project. We look at the "inputs"—the billions in oil revenue being reallocated, the royal decrees, and the birth of new power players like the Health Holding Company (HHC). Then we look at the "activities," which are the actual moves on the ground: corporatizing public hospitals, launching the *Sehaty* app, and forcing a move toward Value-Based Care.

The "outputs" are the new structures we see popping up, like regional Health Clusters and the national insurance network. But here is the critical part: we are testing the "logical leap." Does creating a Health Cluster (output) actually lead to a more efficient system (outcome)? Or are we just building expensive new offices for the same old bureaucracy? By using ToC, we can find the exact "bottlenecks" where the government's plan hits a wall. If the theory says privatization should lower costs, but the data shows citizens are paying more out-of-pocket, the ToC lets us pinpoint exactly where the pipe is leaking. It turns a "vision" into a testable hypothesis.

8.2. Health Economics, Market Failure, and Agency Theory: The Money Gap

When you move from a free government service to a privatized market, you open the door to "Market Failure." Healthcare is unique because of "information asymmetry." Think about it: the doctor (the agent) knows everything, and the patient (the principal) knows almost nothing. In a for-profit environment, this creates a dangerous incentive. If a private hospital makes more money by running ten unnecessary tests, they'll do it. This is "induced demand." Agency Theory helps us analyze this friction. We need to see if the doctor is acting in the patient's best interest or the shareholder's.

The Saudi government knows this risk. That's why they are pushing "Value-Based Care" (VBC). The idea is to pay the hospital for the *result* (getting the patient healthy) rather than the *volume* (how many beds they filled). Our research uses this economic lens to see if the new regulations are actually working. Are we successfully balancing the profit motive of the private sector with the macroeconomic need for efficiency? Or is the "agent" still outsmarting the "principal" at the taxpayer's expense?

8.3. The Social Determinants of Health (SDOH) and Equity Theory: The Fairness Check

Economics is only half the story. The other half is human. The Social Determinants of Health (SDOH) framework, backed by the WHO, tells us that your health isn't just about the medicine you take; it's about where you live, how much you earn, and how much power you have. As we move to a model based on private insurance and Public-Private Partnerships (PPPs), "Equity Theory" becomes our north star. We have to make sure healthcare doesn't become a commodity available only to the urban elite.

Under this lens, we look at the "digital divide" and geographic lottery. If you live in Riyadh and work for a big tech firm, you have the best insurance and a seamless *Sehaty* experience. But what about the retired teacher in a small village in the Asir mountains? Does he have the digital literacy to book a tele-consultation? Does his insurance cover the same quality of care? By using SDOH, we ensure that our evaluation isn't just about "GDP growth" or "fiscal sustainability," but about whether the "Vibrant Society" promised in Vision 2030 actually includes everyone.

9. Methodology and Research Design: Ground Truth Through Mixed Methods

You cannot evaluate a national transformation by sitting in an office looking at a single spreadsheet. The reality is too messy for that. To get the "Ground Truth," we are using a **Pragmatic Research Philosophy**. We don't care about the old academic fights between "numbers people" and "story people." We use whatever tool gets the job done. Specifically, we are deploying an **Explanatory Sequential Mixed-Methods Design**. We get the "What" first, and then we go hunting for the "Why."

9.1. The Two-Phase Attack

We aren't doing everything at once. We are attacking this research in two distinct, logical steps:

Phase 1: The Quantitative Sledgehammer (The "What")

We start with the hard data. We are pulling statistical indicators on government spending, private investment volumes, and insurance coverage rates. At the same time, we are blasting out structured surveys to thousands of Saudi citizens and healthcare workers. This phase is all about the "macro." We want to see the trends. Is satisfaction up or down? Are out-of-pocket costs rising? Where are the geographic gaps? This gives us the statistical power to say, with confidence, exactly what is happening across the entire Kingdom.

Phase 2: The Qualitative Deep-Dive (The "Why" and "How")

Numbers tell you *that* a problem exists, but they rarely tell you *why*. If Phase 1 shows us that patient satisfaction has cratered in a specific region, we don't just write a report about it. We go there. We conduct in-depth, semi-structured interviews with hospital managers, local doctors, and the patients themselves. We want the "lived experience." Is the app too confusing? Is the insurance company denying claims? This qualitative data provides the nuance that a bar chart can never capture. It's the "connective tissue" of the research.

9.2. Why This is the Only Way to Work

If we only looked at the numbers, we might see that the Ministry of Health is saving money and call it a success. But we would miss the fact that citizens are frustrated or that rural clinics are

understaffed. On the flip side, if we only did interviews, we'd have a collection of great stories but no way to prove they represent the whole country.

By integrating both, we achieve "triangulation." We cross-verify the government's official reports with the actual sociological reality on the street. This isn't just about writing a thesis; it's about providing "Actionable Intelligence." For the people steering the final years of Vision 2030, this methodology provides a clear, data-backed mirror. It shows them exactly where the strategy is winning and, more importantly, where it needs a mid-course correction before the 2030 deadline hits.

10. Study Population, Sample, and Tools: The Mechanics of the Audit

To get a real-world grip on how the "From Oil to Health" pivot is actually performing, we aren't just guessing. We are running a stratified, multi-layered audit. This isn't about collecting random opinions; it's about mapping the entire Saudi healthcare ecosystem—from the high-level policy offices in Riyadh to the patient waiting rooms in the provinces. We're pulling data from three main streams: hard macroeconomic numbers, wide-scale consumer surveys, and "closed-door" interviews with the people running the show.

10.1. Who We Are Talking To: The Sampling Strategy

Our target population is massive. It includes everyone from the average Saudi citizen using an app to the executive directors at the Health Holding Company (HHC). To make sure our data isn't skewed toward the big cities, we've designed a two-pronged sampling attack.

- **The Quantitative Sledgehammer (800–1,000 People):** We are using **Stratified Random Sampling**. This is non-negotiable. We've divided the Kingdom into five zones: Central, Western, Eastern, Northern, and Southern. Why? Because a patient in Riyadh has a completely different experience than one in a remote village in the North. We're using the Cochran formula to hit a 95% confidence level. If the data says satisfaction is down, we want to be mathematically certain.
- **The Qualitative Deep-Dive (15–20 Key Players):** This is **Purposive Sampling**. We aren't looking for "average" here; we are looking for the architects. We are targeting the C-suite at the HHC, the managers of regional Health Clusters, and the regulators at the Council of Health Insurance (CHI). We need to hear about the friction of the transition from the people actually feeling the heat.

10.2. The Toolkit: How We Extract the Truth

We've built three distinct tools to measure the "Economic Efficiency vs. Social Equity" balance.

1. **The Digital Survey (The "What"):** Distributed via Qualtrics/SurveyMonkey, this is our "Consumer Pulse." It's broken into four parts:
 - a. **Demographics:** Who are you and where are you?
 - b. **The Wallet Check:** Are you paying more out-of-pocket now than you were five years ago?
 - c. **The Satisfaction Scale:** Do you actually trust this new privatized system? We're using a 5-point Likert scale to measure the "vibe" versus the reality of waiting times and care quality.
 - d. **The Tech Test:** Is *Sehaty* actually helping you, or is it just a digital barrier?

2. **The Interview Protocol (The "Why"):** This is a semi-structured guide for our 15–20 key informants. These are open-ended, "off-the-record" style conversations. We're hunting for the "administrative nightmares" of value-based care and the "real talk" on Public-Private Partnerships. We'll run these recordings through NVivo software to find the common themes—the patterns of success and the red flags of failure.
3. **The Macroeconomic Matrix:** We're building a longitudinal data set. We're scraping the MOH budget reports, the Vision 2030 KPI dashboards, and the WHO country profiles from 2016 to 2026. We want to see if the Foreign Direct Investment (FDI) into our health sector is actually moving the needle on the national budget.

10.3. Validity and Reliability: Avoiding the "Garbage In, Garbage Out" Trap

We're keeping the science tight.

- **Validity:** Before we send out a single link, our survey goes to a panel of health economists and sociologists. They'll "stress-test" the questions for cultural and linguistic clarity. We're doing full forward-and-backward translations (English to Arabic and back) to ensure nothing gets lost in translation.
- **Reliability:** We're running a 50-person pilot study first. If our "Cronbach's Alpha" (the math that checks if our questions are consistent) doesn't hit at least 0.70, we go back to the drawing board. We want bulletproof data.

11. Scope and Limitations: Where the Research Ends

Every good audit has boundaries. We need to be clear about what we are—and aren't—measuring.

11.1. The Boundaries (Delimitations)

- **Thematic:** We are strictly **socio-economic**. We don't care about the molecular biology of a new drug or the clinical efficacy of a surgery. We care about what that surgery *costs* the state and the citizen, and how *fairly* it's distributed.
- **Spatial:** This is a Kingdom-wide study. We are specifically looking for the "City vs. Province" gap.
- **Temporal:** The "Golden Decade." We are looking at the 2016 launch of Vision 2030 through to the present day in 2026. This is the critical window where the "Plan" became "Action."

11.2. The Reality Check (Limitations)

No research is perfect. We're being blunt about the hurdles:

1. **Data Transparency:** Let's be honest—getting sensitive financial books from the new Health Clusters or the HHC is like pulling teeth. We'll lean on public macroeconomic data and use our interviews to "fill in the blanks" where the official spreadsheets are thin.
2. **The "Memory Gap":** Surveys rely on people remembering what they paid three years ago. That's prone to bias. We'll cross-verify these "subjective" answers with the "objective" secondary data to keep everyone honest.

3. **Moving Targets:** The Saudi health landscape is changing faster than we can write about it. A policy announced today might be tweaked by the time this paper is published. We aren't focusing on transient "rules"; we're looking at the massive tectonic shifts in the economy and society.

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