

عنوان البحث

**How Strategic Governance Drives Healthcare Growth
and Long-Term Sustainability in Saudi Arabia**

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Introduction:

As a medical doctor with 5 years of experience as a manager and medical director, currently pursuing an MBA , I am well situated to explore the importance of strategic governance in the growth of the healthcare sector and sustainability in Saudi Arabia. The healthcare sector in Saudi Arabia is rapidly developing as part of Vision 2030, the Kingdom's wide-ranging plan for national transformation. This extensive plan has the dual goal of reducing the economic dependency on oil, diversifying the economy, and developing public service sectors, including healthcare. In this regard, strategic governance has been identified as a key driver of healthcare growth and long-term sustainability. Strategic governance is defined as the structures, processes and relationships through which an organization is directed and controlled in order to achieve its objectives and meet the needs of its various stakeholders.

This research will investigate the way strategic governance frameworks affect healthcare growth and resilience in Saudi Arabia. As for the Saudi healthcare system, this study will explore the present governance structures, decision-making processes, and accountability mechanisms with the aim of establishing which governance factors are most likely to favour the development and sustainability of the sector. As a healthcare professional and management student, I offer a unique vantage point from which to study these dynamic systems. The consequences will be useful to policymakers, healthcare administrators, and other individuals involved in designing the future of healthcare in Saudi Arabia.

Study problems:

Despite the fact that a lot of money has been put into the healthcare system and its related infrastructure, there are several problems that may limit the growth and development of the Saudi healthcare system which are related to governance.

1. Disintegrated and uncoordinated healthcare services across multiple providers.

2. Decision-making processes that are centralized and may not be well positioned to address local healthcare needs.

3. The accountability and performance measurement systems are not well defined.

4. The engagement of various stakeholders in the governance processes is low.

5. Governance structures that are not in harmony with the strategic objectives of Vision 2030. In my position as a medical director, I have personally experienced these challenges and they have been the driving force behind this research inquiry. These issues point to the importance of a systematic review of strategic governance in Saudi healthcare to reveal where strengths and weaknesses lie and, therefore, how to best proceed to support growth and sustainability.

The Importance of the Study:

Policy Relevance: The study will help policymakers design recommendations for improving governance structures and processes based on sound evidence in order to achieve Vision 2030 goals.

Practical Applications: The results can be used by healthcare administrators and managers to enhance the governance structure of their organizations which in turn may result in improved operational efficiency and patient care.

Economic Implications: Good governance is a key to better utilization of resources and reducing the costs of healthcare delivery in line with the Kingdom's efforts to control healthcare spend while sustaining quality.

Contribution to Knowledge: The study will fill the gap on healthcare governance research in Saudi Arabia and the Middle East and shed light on the specific governance issues and possibilities of the region.

Long-term Planning: Through the research of the factors that lead to sustainability, the study will help in the development of long term strategic planning for the Saudi healthcare sector.

Professional Development: As an MBA student with medical and management background, this research will help me to further contribute to the improvement of healthcare governance in my future career.

Objectives of the Study:

To assess the current strategic governance frameworks in healthcare sector in Saudi Arabia and to evaluate their alignment with Vision 2030 objectives.

To recognize the key governance factors that drive and sustain healthcare growth in Saudi Arabia.

To assess the effectiveness of the current accountability mechanisms and performance measurement systems in Saudi healthcare organizations.

To review the extent of stakeholder engagement in the governance processes and its impact on healthcare delivery.

To develop proposals for improving the strategic governance to enable healthcare development and sustainability in Saudi Arabia.

To use my dual training as a medical professional and a management student to close the divide between the clinical and administrative views on the governance of healthcare.

The main objective of our research is to create a governance framework that enhances the use of accounting data,

within sports organizations, in Saudi Arabia. To accomplish this goal our study will focus on the following aims

Lets thoroughly evaluate the governance structures, in sports organizations in Saudi Arabia to pinpoint their strengths and weaknesses while also highlighting areas that could benefit from enhancement .

Study question:

1.What are the current strategic governance frameworks in Saudi Arabia's healthcare sector, and how do they align with Vision 2030 objectives?

2.What are the governance factors that are most likely to influence the growth and sustainability of healthcare in Saudi Arabia?

3. How well are the current accountability mechanisms and performance measurement systems effective in the Saudi healthcare organizations?
4. To what extent are the diverse stakeholders engaged in the governance processes and how does this engagement affect healthcare outcomes?
5. What governance enhancements are required to enable healthcare growth and long-term sustainability in Saudi Arabia?
6. How can my experience as a medical director help in the creation of better governance structures that meet both clinical and administrative needs?

Previous studies and theoretical framework:

1. Al-Hanawi et al. (2019) investigated the relationship between governance and healthcare quality in Saudi Arabia, finding that transparency, accountability, and stakeholder participation were associated with better

quality outcomes. However, their study did not specifically address the implications for long-term sustainability.

2. Albejaidi (2010) analyzed the healthcare system in Saudi Arabia and identified governance challenges related to centralization and fragmentation. The study recommended structural reforms but did not provide detailed guidance on governance enhancements.
3. Alkhamis (2017) examined healthcare financing in Saudi Arabia and highlighted governance issues related to resource allocation and efficiency. The study emphasized the need for more transparent decision-making processes but did not explore the broader strategic governance framework.
4. Alharbi (2018) investigated the alignment between healthcare strategies and Vision 2030, identifying gaps in governance structures that may hinder the achievement of national objectives. However, the study did not comprehensively address sustainability factors.
5. International studies by Greer et al. (2016) and Barbazza and Tello (2014) have proposed frameworks for

assessing healthcare governance that could be adapted to the Saudi context, though cultural and structural differences must be considered.

My review of these studies reveals a gap in understanding how strategic governance specifically impacts healthcare growth and sustainability in the Saudi context, particularly from the perspective of healthcare professionals who also have management experience.

Stakeholder Theory: This theory calls for organizations to embrace the concerns of all stakeholders as opposed to the traditional focus on shareholders (Freeman, 1984). In the case of healthcare, this means that governance structures should reflect the views of the patient, the healthcare professional, policymakers and the community.

Agency Theory: This theory looks at the principal-agent relationship between, for example, policymakers and healthcare administrators, and how to ensure that the agents' interests are in sync with those of the principals (Jensen & Meckling, 1976). It offers a way of considering accountability structures in healthcare governance.

Institutional Theory: This theory considers how organizational structures and practices are influenced by institutional environments (DiMaggio & Powell, 1983). It assists in understanding how cultural, regulatory, and normative factors condition healthcare governance in Saudi Arabia.

Resource Dependence Theory: This theory posits that organizations are dependent on external resources and must therefore manage these dependencies (Pfeffer & Salancik, 1978). It contributes to the understanding of how healthcare organizations work with government, funding, and other resource sources.

Stewardship Theory: This theory posits that managers are stewards who have an interest in the goals of their principals (Davis et al., 1997). It is a competing logic to agency theory that could be especially useful in the Saudi cultural setting. My clinical and management experience will allow me to analyze these theoretical perspectives in

light of real-life healthcare delivery and administration problems.

Theoretical premisis of study:

This is due to the fact that effective strategic governance in healthcare is the process of reconciling the divergent interests of various stakeholders whilst seeking to achieve organizational goals. The governance structures and processes are shaped by the institutional environment which is the cultural, regulatory and normative one that is specific to Saudi Arabia. This is because accountability mechanisms that link the interests of policymakers, administrators and healthcare professionals are critical for governance. Frameworks for governance of sustainable healthcare systems have to enable both short term operational effectiveness and long term strategic direction. Organizational processes and leadership practices are determinants of the relationship between governance and outcomes (quality, efficiency, accessibility). As a physician and manager, I bring distinct understanding of the challenges in realizing governance frameworks that harmonize between clinical and administrative roles.

Methodology and research methods:

This study will employ a mixed-methods approach to comprehensively examine strategic governance in Saudi healthcare:

Quantitative Methods:

- Survey Research:

A structured questionnaire will be used to survey healthcare administrators, policymakers, and healthcare professionals on their perceptions of governance structures, processes and effectiveness. The survey will include validated scales to measure governance dimensions like transparency, accountability, and stakeholder participation.

-Secondary Data Analysis:

To identify the relationship between governance factors and their outcomes, analysis of healthcare performance indicators, financial data, and other relevant metrics will be conducted.

The Ministry of Health reports, Saudi Health Council statistics, and organizational performance data will be the sources of data.

Qualitative Methods:

-Semi-structured Interviews:

To gain rich insights into governance challenges and opportunities, in-depth interviews will be conducted with key informants, including senior healthcare executives, policymakers, and governance experts. As a medical director, my experience will help establish rapport with participants and facilitate more insightful discussions.

Case Studies:

The governance practices will be examined in the context of specific scenarios through the development of detailed case studies of selected healthcare organizations from various sectors, such as public, private, and non-profit.

Document Analysis: Review of policy documents, strategic plans, governance frameworks, and other relevant materials will be conducted to understand the formal governance structures and processes.

Sampling Strategy:

Quantitative component: To ensure that the various healthcare sectors, organization sizes, and geographical regions are represented, stratified random sampling will be used. For the qualitative component, purposive sampling will be used to select participants who are competent in the area to be studied. I will use my network as a medical director to help get access to key informants and organizations.

Data Analysis:

Quantitative data will be analyzed using correlation analysis and multivariate techniques to look for patterns and relationships, and descriptive statistics. Using a triangulation approach, integration of quantitative and qualitative findings will be conducted, and qualitative data will be analyzed using thematic analysis to identify key themes and insights. My MBA coursework in data analysis will

Study tools (data collection tools):

The following tools will be used for data collection: A structured 1.questionnaire will be developed from validated governance assessment frameworks and adapted to the Saudi context. The questionnaire will include sections on board structure and composition, strategic planning processes, accountability mechanisms, stakeholder engagement and performance measurement.

2. Interview Guide: A semi-structured interview guide will be developed to provide in depth coverage of governance challenges, opportunities and best practices. The guide will have open ended questions about governance structures, decision making processes, accountability mechanisms and sustainability factors. My experience as a medical director will help in the development of questions that are related to the actual application of governance.

3. Document Review Protocol: A protocol will be developed to standardize the systematic review of policy documents, strategic plans, and governance frameworks. The protocol will include criteria for evaluating conformity with Vision 2030 objectives and sustainability principles.

4. Case Study Framework: A framework will be developed to guide the collection and analysis of case study data, including organizational context, governance structures, processes, challenges, and outcomes in a systematic way.

5. Data Extraction Form: A standardized form will be used to extract relevant data from secondary sources, such as healthcare performance indicators, financial metrics, and other outcome measures.

Study Limitations:

1. Access to Data: On the other hand, as a professional, I may not have access to some sensitive information on governance and high-level decision makers, which may limit the findings in some way.

2. Cultural Context: The cultural context of Saudi Arabia may affect participants' willingness to discuss governance challenges freely, which may lead to response bias.

3. Generalizability: The findings may not be applicable in other countries' healthcare systems because of the cultural,

regulatory, and structural differences of the Saudi healthcare system.

4. Causal Relationships: It may be difficult to determine the causal relationships between governance factors and healthcare outcomes because of the complexity of healthcare systems and other factors that may be present. Temporal Constraints: As a cross-sectional study, it may not be able to capture the effects of governance changes over the long run on healthcare sustainability.

Measurement Challenges: It is difficult to measure concepts such as governance quality and sustainability, which can affect the validity and reliability of the findings. Researcher Bias: As a medical director, I may bring some bias to the interpretation of the results, but I will apply some procedures to increase the objectivity. However, the mixed-methods approach, the use of data from various sources, and my position as both a healthcare professional and a management student will add strength and credibility to the research findings.

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