

# Developing a National Health Care Strategy for Qatar

In June 2004, RAND began working with the State of Qatar to develop and operationalize a world-class health care system, designed to optimize the health of its residents. In the first phase of the work, our primary objectives were

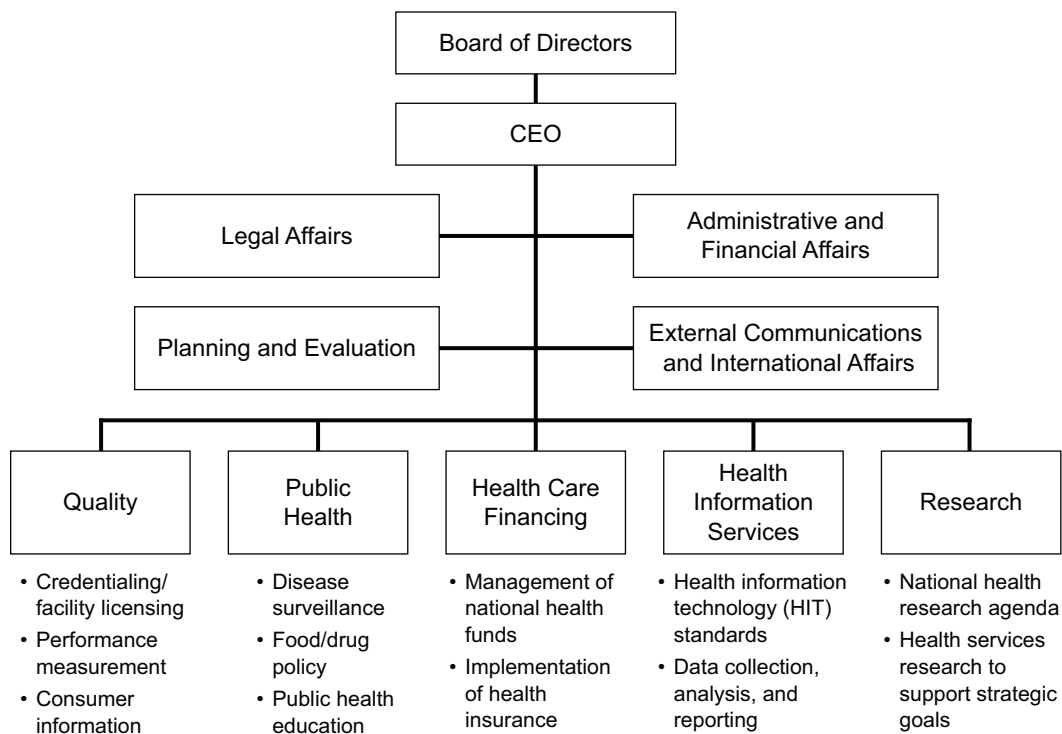
- To analyze Qatar's current and planned health care system and to assess local and regional health care markets.
- To develop national health care strategic goals, as well as appropriate organization and policy options for achieving those goals.
- To present options and recommendations for strategic and structural reforms to guide decision-making in the development of a comprehensive national health care strategy for Qatar.

RAND produced (1) a top-to-bottom analysis of Qatar's health system, including regulatory infrastructure and policy, as well as the operation of local clinics, hospitals, and other medical providers, (2) a vision for the future and strategic options for reform, and (3) a recommended organizational structure to support and implement the vision and health care strategies adopted by Qatar's leadership.

In developing its broad strategic options, RAND worked closely with a high-level advisory committee representing Qatar's health system and government and conducted extensive interviews and site visits across the system and in neighboring countries.

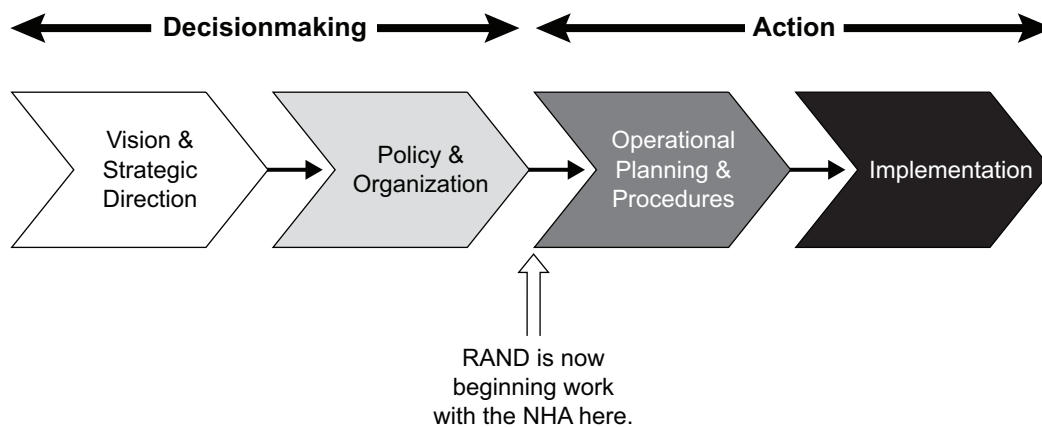
One strategic reform recommendation was to separate health policymaking and monitoring from the delivery of care. This RAND recommendation was accepted, and the government established a new National Health Authority (NHA). The NHA holds responsibility for understanding and anticipating the health care needs of Qatar's residents; setting health care priorities and policies; establishing standards for and monitoring the quality of care provided by all health care providers; accrediting and licensing health care facilities and personnel; supporting public health functions; establishing a health care financing system; setting strategy and standards for health information technology; reporting data describing system functioning; and establishing and supporting a national health research agenda.

### Organization and Functions of Qatar’s National Health Authority



In September 2005, the NHA asked RAND to assist its leadership in developing specific national health care strategies to achieve its vision for Qatar’s future health system. RAND’s efforts are now focused in five areas: (1) health care quality (with an early focus on accreditation, licensing, and initial provider performance measures), (2) health care services and facilities planning (with particular emphasis on primary care), (3) the health care workforce, (4) health information and information technology, and (5) health care financing. RAND is now collaborating with members of the NHA to move forward in each of these areas.

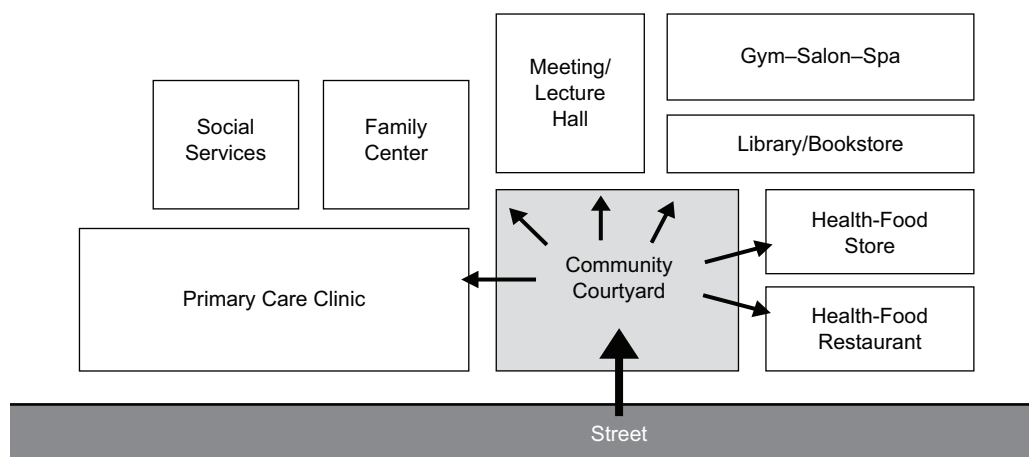
### Policy and Implementation Process



RAND’s efforts in the areas of primary care and health information illustrate how we are working with the NHA to provide it with the analysis necessary to move from decisionmaking to action.

*Primary care.* High-quality primary care is central to Qatar’s vision of a world-class integrated health care system. The primary care strategy emphasizes a new care model, based on wellness, family, and the community. The strategy includes upgrading existing primary care centers and developing new wellness centers. RAND has teamed with Suisman Urban Design, an internationally recognized California architecture and planning firm, to develop a concept for the new centers that includes a cluster of uses to attract residents to these centers on a regular basis.

### Preliminary Concept for Qatar Wellness Centers



Developed in partnership with Suisman Urban Design.

*Health information.* As it is implementing its national health strategy, the NHA will need information about health and health system performance. To ensure that appropriate types and levels of services are provided in Qatar’s health care system, RAND is working with the NHA on programs to collect, store, and analyze a critical foundation of data describing the population’s health status and health care services. RAND is working hand-in-hand with an NHA Data Systems Development Team that is seeking to develop a central data repository, design data-collection forms, launch surveys, and analyze the information.

For more information about RAND Health’s work in Qatar, contact the project leader and Director of Global Health, **Dr. C. Ross Anthony (Ross\_Anthony@rand.org)**.

### Working with Congress

RAND’s Office of Congressional Relations (OCR) furthers RAND’s mission to provide objective analysis and effective solutions by disseminating research results to Congress and federal agencies. The OCR publishes a monthly electronic newsletter featuring current work on health policy. The *RAND Health Congressional Newsletter* is found at [www.rand.org/congress/newsletters.html](http://www.rand.org/congress/newsletters.html).

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