



مؤسسة الرعاية الصحية الأولية
PRIMARY HEALTH CARE CORPORATION

Primary Health Care Corporation (PHCC)

Annual Achievement Report

January 2022- June 2023



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1. Executive Summary

As 2023 reflects the beginning of a new decade for the Primary Health Care Corporation (PHCC) that aspires for further progress and achievements, we cannot do other than look back with pride at the milestones we have achieved in the past year of 2022, which has been marked as a fitting conclusion of the first decade of PHCC, during which it emerged as a model of excellence in the delivery of first-class health care services to all citizens and residents of the State of Qatar.

This report covers the achievements, major events and various activities of the Primary Health Care Corporation (PHCC) during the period from January 2022 to June 2023.

In 2022, PHCC celebrated the 10th anniversary of its establishment under the Amiri Resolution No. (15) of 2012 with the aim of providing effective primary health care services in accordance with the applicable policies in the State of Qatar. The last decade has been a testament to PHCC's relentless efforts to contribute to the advancement of the health sector in Qatar. Over the last decade, PHCC has succeeded in achieving its vision to be a leader in transforming the health and well-being of Qatar's population and has remained committed to its mission to provide comprehensive, integrated and person-centered primary healthcare services by focusing on health, healthy lifestyles and disease prevention in partnership with stakeholders to improve the health and well-being of the population.

PHCC concludes this year with the implementation of the Corporate Strategic Plan 2019-2023, which was launched in April 2019 under the theme "A Healthier Future for Our Families". In parallel, January 2023 marked the beginning of PHCC's development of its corporate strategic plan for the next four years. This comprehensive strategy will chart the roadmap for advancing healthcare services, improving access and enhancing the overall well-being of the community. The strategic plan reflects PHCC commitment to continuous improvement and dedication to meeting the growing needs of Qatar's population. We will strive diligently to achieve the objectives of this strategy, aiming to provide exceptional care capable of making a positive impact on the health and lives of Qatar's people. The development of the new corporate strategic plan is planned to be completed by the third quarter of 2023.

Today, more than seven thousand employees operate 31 health centers distributed across the country, including 7 wellness centers, serving over 1.7 million patients registered in its health centers. The new Al Khor, Umm Al Seneem and Al Mashaf health centers, which became operational respectively in the fourth quarter of 2022, as well as Al-Sadd Health Centre in March 2023, represent the latest additions providing greater access to our services for Qatar's growing population. In addition to the wide range of primary healthcare services offered at the health centers, wellness centers also provide integrated services focusing on health promotion. These services include gyms, pools, massages, steam and sauna rooms, as well as general medicine clinics and specialized clinics, well equipped with the latest medical and non-medical equipment.

This year, PHCC has developed plans to meet the requirements of the International Canadian Accreditation in order to maintain the diamond level status for the fourth cycle of 2024. As part of the preparations for the final survey, a "mock survey" was conducted at the headquarters and 8 health centers to assess the current readiness of the corporation and its compliance with accreditation standards, as well as to identify areas for improvement to meet the diamond-level standards.

In another area of national excellence, in 2022, PHCC was ranked the first among all government entities and corporations with a compliance rate of 94% in the fifth phase 2020-2021 for the requirements of Government Excellence Award. This is a significant achievement for PHCC and its leadership team, serving as a vivid example of the joint efforts among all departments and sections. PHCC's attainment of this percentage, compared with the overall average of (56%) for corporations in the country, reflects the extent of its commitment towards excellence.

The Primary Health Care Corporation (PHCC) is also preparing to organize the Fifth International Primary Health Care Conference - Qatar 2023, to be held from 9th to 12th November 2023. This conference will bring together nearly nine hundred participants, including distinguished speakers, healthcare professionals, influential policymakers, researchers, professors, students and stakeholders from around the world and aims to provide an environment that supports intellectual creativity and innovation in primary health care. It is one of the most prestigious medical gatherings in the Middle East, which has garnered considerable attention from participants in previous sessions.

In terms of efforts to combat the COVID-19 pandemic, 2022 began with a significant surge in infection cases, posing several challenges to the entire health care sector in the country. The swift response included the opening of a drive-through testing station in Lusail city to expand COVID-19 testing capacity and alleviate pressure on health centers. Additionally, several non-essential services were postponed to support PHCC's response efforts in combating the pandemic during this challenging period.

As the pandemic receded and life began to return to normal, back to normal plans for operations and health centers were developed and implemented, which ended concurrently with the World Health Organization's (WHO) announcement of the end of the global emergency. In the upcoming period, PHCC will focus on transforming the way that healthcare is delivered, as the new National Health Strategy calls for better collaboration across the entire sector and improved access to more comprehensive services in the community.

Qatar's success in responding to the pandemic and dealing effectively with the global crisis that has lasted for more than 3 years is the result of the directives of His Highness the Emir of Qatar, Sheikh Tamim bin Hamad Al Thani, the diligent attention of His Excellency the Prime Minister and the thorough follow-up of Her Excellency the Minister of Public Health. Undoubtedly, the Supreme Committee for Crisis Management, through its imposition of strict precautionary measures, has succeeded in

combating the virus and avoiding its ominous shadows from casting a dark cloud over various aspects of the country, particularly health and social aspects, affecting community members including citizens, residents and visitors.

As for FIFA World Cup – Qatar 2022, the tournament was held successfully from November 20 to December 18, 2022. In anticipation of this international event, PHCC intensified its preparations to support the national preparedness plan and ensure preparedness for major incidents in collaboration with its partners and stakeholders. In addition, PHCC led the Health Tactical Command “2” for the FIFA Qatar 2022 “community services”, represented by the Operations Department with the aim of providing a safe and healthy environment and safeguarding public health in the country for all visitors to this major global sports event.

To ensure the provision of medical health services for all, including citizens, residents and visitors, in a seamless manner, PHCC enhanced telemedicine and remote consultations to mitigate the impact of challenges arising from hosting the FIFA World Cup on patients' access to health care and continuity of care at the required level. PHCC also assigned more than 150 employees to work at various locations such as stadiums, hotels and information centers.

PHCC has consistently demonstrated its resilience and ability to adapt to challenges. We have successfully conquered obstacles posed by the COVID-19 pandemic and efficiently met the requirements of FIFA World Cup 2022. PHCC continues to forge new plans and strategies to excel in primary health care by expanding the geographic coverage of its health centers, increasing the number of health centers allocated to citizens to improve access to its services, providing advanced services, supporting scientific research, attracting talents, and supporting PHCC's partners in the health sector and all other sectors in order to elevate Qatar's name up high.

2. PHCC: Ten Years of Excellence (2012-2022)

Since the issuance of the Emiri Resolution No. (15) of 2012 establishing the Primary Health Care Corporation (PHCC) as an independent entity, PHCC has been responsible for managing and operating all health centers and its affiliated treatment facilities, diagnosing and treating patients and providing support for them while applying the highest and best international standards.

PHCC has contributed to the advancement of the health sector in Qatar and has succeeded over the last decade in achieving its vision to be the leader in transforming the health and wellbeing of the people of Qatar. In addition, PHCC has always remained committed to its mission to provide comprehensive, integrated and person-centered primary care services by focusing on health, healthy lifestyles and disease prevention in partnership with stakeholders to improve the health and wellbeing of the population.

PHCC's keenness to build new health centers and renovate the existing ones in line with the highest sustainability standards contributed to its health facilities being awarded the GSAS certificate by the Gulf Organization for Research and Development (GORD). PHCC achievements have extended beyond that, as it contributed over the last decade to increasing the wellness, health and wellbeing of Qatar's people by continuously providing and developing best health services through specialized clinics, introducing family medicine, home care, mental health care and other services, in addition to the wellness and preventive health services reflected by the opening of 7 health and wellness centers in the country and the provision of breast and bowel cancer screening services as well as the smart check-up.

As a result of its commitment to providing excellent services and adopting science-based best health practices, PHCC obtained the platinum-level accreditation from Accreditation Canada (AC) for the first time in 2014, followed by the diamond-level accreditation twice in a row in 2017 and 2021. PHCC laboratories also received accreditation by the College of American Pathology (CAP) in 2021. In addition, PHCC received the "People-Centered Care Commitment Award" and was the first to receive this award globally, positioning PHCC among the world's elite healthcare institutions. In another area, PHCC received the Award for Excellence in Occupational Safety among the various health sectors operating in the country. This award represents the culmination of the remarkable efforts made by PHCC Occupational Health and Safety Department, which applies the highest security and safety standards of in order to maintain the health and safety of patients, health centers' visitors and its medical and administrative employees.

Through its keenness to engage patients in the decision-making process and in achieving a high satisfaction level, PHCC established the Patient Forum to continuously gather customers' feedback and involve them in the health centers' operations through volunteer programs tailored to reviewing and improving services. PHCC also launched "Hayyak" Customer Service and "107" helpline to answer customers' inquiries and help them to manage their medical appointments at all health centers.

With its constant endeavor to keep abreast of the latest technological developments, PHCC succeeded in converting all paper transactions and records of its patients into digital ones by implementing the CERNER system in all its health centers. During the latter half of this decade, PHCC was able to introduce electronic services, the first of its kind in the health sector in Qatar. PHCC launched the new website with a diverse range of digital services and introduced "Naraakom" application, enabling people to manage all matters related to their health and the health of their families at anytime, anywhere.

In 2017 and 2020, PHCC organized the International Primary Health Care Conference, which is one of the most important international conferences in this industry. Through organizing this conference, PHCC aimed to create a platform for sharing knowledge and holding forums to discuss cutting-edge scientific practices and to highlight Qatar's legacy and progress in primary health care.

The Primary Health Care Corporation (PHCC) played a crucial and significant role in responding to the COVID-19 pandemic, as its health centers took on the responsibility of detecting and handling suspected cases, in addition to launching mass COVID-19 vaccination campaigns and providing the necessary support to its partners in response to the pandemic. PHCC ensured the continuous delivery of its services across all existing health centers while maintaining the safety and security of its patients and reducing the risk of infection by offering a package of remote services such as telephone and video consultations, medication home delivery service and the community call center.

2.1 Our Vision

To be the leader in transforming the health and wellbeing of people's lives in Qatar.

We will achieve this vision by transforming the way health care is provided in Qatar. To enable this, we will strengthen our engagement with key partners across the health system to shift the balance of care from curative, hospital-based treatment to enhanced preventative, health and wellness services in the community. This will better align health care and resources toward an approach of person-centered, integrated care, with a focus on empowering people to make informed decisions for their health.

2.2 Our Mission

To deliver comprehensive, integrated and coordinated person-centered health care services in the community by focusing on disease prevention, healthy lifestyles and wellness.

In partnership with our stakeholders, we will improve the health and wellbeing of our population.

2.3 Our Values

Our values are the fundamental guiding principles of our organization. They enable us to operate as an elite organization, create a great working environment, and support a capable and empowered workforce to provide the best possible care and support for people and families. Therefore, the Corporation adopted the following corporate values:

- **Efficiency and Quality**
- **Leadership and Collaboration**
- **Inclusion and Diversity**
- **Teamwork and Respect**
- **Empowerment**

2.4 General Facts and Statistics (details in the report's body)

- The Primary Health Care Corporation (PHCC) is a government primary healthcare provider, established as an independent corporation with an independent budget of its own by the Amiri Resolution No. (15) of 2012.
- PHCC employees work diligently to deliver high quality services, enhancing patients' experience and raising awareness of prevention and health promotion. At the same time, PHCC is expanding significantly in health and wellness services and facilities to improve access for the growing Qatari community.
- This year, PHCC concludes the implementation of its Corporate Strategic Plan 2019-2023 under the theme "A Healthier Future For Our Families." The plan consists of six key priority areas, with (20) strategic objectives and (80) strategic activities. Two of the six priority areas are patient-centered through the integrated high quality family medicine model of care and focus on preventive health, while the other four areas are related to the workforce, strong partnerships with patients, families and communities, improving the primary healthcare system and collaboration for individual care and safety, and striving to be an effective and innovative organization.
- Currently, PHCC operates through 31 health centers distributed geographically across different regions of the country.
- 4 new health centers have been opened, namely: Al Khor Health Center, Umm Al Seneem Health Center and Al Mashaf Health Center, which were operational respectively in September, October and November of 2022, as well as the new Al Sadd Health Center in March 2023.
- 8 health centers have been allocated for Qataris to improve access to PHCC services. These are Al Thumama Health Center, Leabaib Health Center, South Al Wakra Health Center and Muaither Health Center in June 2022, followed by new Al Khor Health Center, Al Mashaf Health Center and Umm Al Seneem Health Center by the end of 2022, and recently Al Sadd Health Center in the first quarter of 2023.
- PHCC received the diamond-level accreditation by Accreditation Canada in the third cycle until 2024.
- All PHCC laboratories received accreditation by the College of American Pathologists (CAP).
- 23 health centers obtained the Global Sustainability Assessment System (GSAS) certificate for operational performance with both silver and gold ratings.
- The number of people registered at PHCC health centers increased by 6% from 2021 to reach 1,710,112 registrants in 2021, compared to 1,612,061.
- Qataris constitute 20% of the total number of patients registered in health centers in the country (162,432 males, 168,154 females - 2021).
- The age group "18-45" constitutes the largest group among registrants at PHCC health centers with 52%, while the elderly group "65+" represents 2%. Males account for 52% compared to 48% females (December 2022).

- By the end of the year 2022, the total number of PHCC workforce reached 7,634 employees, with the medical group comprising 65% (5,130) compared to 35% (2,819) for the administrative group. This also includes 439 temporary employees who were hired during the COVID-19 pandemic.
- 5,026,153 million health center visits/consultations were recorded in 2022, with 12% of them being virtual and telephone consultations. This translates to a monthly average of 418,846 visits/consultations.
- Visits to family medicine clinics constitute the largest portion of the total visits and consultations for 2021, accounting for 54%.
- In 2022, PHCC conducted a total of 13,501,277 laboratory tests (6,875,707 exclusively in its laboratories), performed 207,870 radiological diagnostic procedures and dispensed 6,988,572 medications to 788,691 patients.
- In 2022, a total of 8,069 medication home deliveries were completed, with chronic disease medications accounting for 99%. Since its launch in March 2020, this service has benefited over 80,000 patients.
- During FIFA World Cup 2022-Qatar, there were 7,270 visits to health centers by 5,422 visitors. Respiratory diseases accounted for 52% of these visits.

3. Key Corporate Milestones 2022/2023

3.1 Completion of the Corporate Strategic Plan 2019-2023 and development of the future strategic plan

This year, PHCC concludes the implementation of its Corporate Strategic Plan 2019-2023 under the theme “A Healthier Future For Our Families” which was launched in April 2019. The plan consisted of six key priority areas, with (20) strategic objectives and (80) strategic activities. Two of the six priority areas are patient-centered through the integrated high quality family medicine model of care and focus on preventive health, while the other four areas are related to the workforce, strong partnerships with patients, families and communities, improving the primary healthcare system and collaboration for individual care and safety, and striving to be an effective and innovative organization.

Out of 69 strategic activities, 46 strategic activities have been completed and the remaining 23 activities will be completed by the third and fourth quarters of 2023. In parallel, January 2023 marked the beginning of PHCC’s development of its corporate strategic plan for the next four years. This development will be carried out through a three-stage approach:

Phase 1 - Defining Our Strategic Position: Understanding our current status and the key strategic issues that will impact the Primary Health Care Corporation (PHCC).

Phase 2 - Strategy Development: Developing and approving the core projects to be included in the plan, and selecting the new mission, vision and values.

Phase 3 – Strategic Plan Development: Identifying long-term strategic themes and setting the organization’s strategic objectives.

Several productive workshops have already been held to support the development of the development of the new corporate strategic plan:

February 21, 2023

- Presenting the current strategic position, SWOT analysis and customers’ feedback.
- Reviewing and defining the mission, vision and values.

February 22, 2023

- Defining the strategic topics.
- Developing corporation-wide strategic objectives.

March 7, 2023

- Reviewing and revising the proposed mission, vision and values.
- Reviewing and elaborating the proposed strategic objective.

The development of the strategic plan is planned to be completed by the third quarter of 2023. This comprehensive strategy will outline a roadmap for advancing healthcare services, improving their access and enhancing the community’s overall well-being. The strategic plan reflects PHCC’s commitment to continuous improvement and dedication to meeting the growing needs of the population of Qatar.

3.2 Preparations for “Accreditation Canada International (ACI)” for the Fourth Cycle – 2024

In April 2021, PHCC the diamond-level accreditation by Accreditation Canada (AC) for the third time. This is considered the highest level and rank within the accreditation program, granted to institutions most committed to high quality and results monitoring, as well as the use of evidence-based and best practices to improve services. This comprehensive assessment is based on a set of measurements and standards related to quality, safety, risk management and ethics across medical and support services. Additionally, PHCC received the People-Centered Care Commitment Award for its quality and excellence in the design and delivery of patient-centered health care, making PHCC the first to receive this award globally.

This year, PHCC has developed plans to meet Canada's International Accreditation requirements in order to maintain the diamond level status for the fourth cycle of 2024.

The Primary Health Care Corporation (PHCC) has prepared more than 1,100 standard measures at both the headquarter and health center level. These measures range from leadership to primary care services, including virtual health services, home healthcare services, medication management, dentistry, diagnostic imaging, infection control and prevention and laboratory standards. These standards involved many other priority areas including clinical leadership, patient flow, impact on outcomes, decision support, human resource management and resource management, service planning and design, principles-based decision-making, quality management as well as emergency and disaster management, the surrounding environment, medical equipment and people-centered care.

As part of preparations for the final survey scheduled for May 2024, Accreditation Canada (AC) conducted a "mock survey" at PHCC headquarters and eight health center (Airport Health Center on May 21, New Al Khor Health Center on May 22, Umm Salal Health Center on May 22, Omar Bin Khattab health Center on May 22 and 23, Al Rayyan Health Center on May 23, Al Mashaf Health Center on May 23 and 24, South Al Wakra Health Center on May 24, and Messaimeer Health Center on May 24, 2023). The purpose of the survey was to assess PHCC’s current readiness and compliance with accreditation standards, as well as to identify areas for improvement to meet the requirements of the diamond-level accreditation.

3.3 Government Excellence Award and Government Performance Standards (PHCC Ranked the First in Phase Five)

The Government Performance Standards (GPS) is an initiative currently under the responsibility of the Civil Service and Government Development Bureau (CSGDB). The aim of the program is to gradually prepare government entities and corporations as well as ministries to adopt the European Foundation for Quality Management (EFQM) model, which qualifies for the Government Excellence Award for 2023-2024. The EFQM Model is a globally recognized management framework that enables institutions to succeed by:

- Understanding their position on the path to transformation.
- Assisting them in identifying gaps and potential solutions available.
- Empowering them to progress and improve their institutions' performance tangibly.

The program is divided into several phases. It began with the first phase in 2016, followed by the second phase which is the preparation phase in 2017, the third phase which is the verification phase in 2018, and concluded with the fourth phase which is the assessment phases in 2019.

In 2022, PHCC was ranked the first among all government corporations and entities with a compliance rate of 94% in the fifth phase (2020-2021) of the requirements of the Government Excellence Award. This achievement is significant for the corporation and its leadership team, serving as a vivid example of the collaborative work among all PHCC directorates and departments such as the Strategy Team, Operations Department, Quality and Patient Safety Department, Human Resources Department, Occupational Health and Safety Department, and Finance and Administration Services.

The substantial improvement in compliance (from 77% in phase four to 94% in phase five) compared to the overall average (56%) for institutions in the country, reflects PHCC commitment towards excellence.

A key component within the requirements is the Corporate Services Manual, which was launched in March 2023. Additionally, PHCC continues to prepare for the requirements of the sixth and final phase of the Government Excellence Award.

3.4 Preparations for the 5th “International Primary Health Care Conference” (November 2023)

PHCC is gearing up to organize the Fifth International Primary Health Care Conference (IPHCC) - Qatar 2023, scheduled to take place from 9th to 12th November 2023, under the patronage of Her Excellency the Minister of Public Health. This international conference is one of the most prestigious medical gatherings in the Middle East, which has garnered significant interest from participants in previous sessions.

This year, the theme of the conference is "Primary Care Today: Lessons Learnt and Future Action for Sustainability." The event will bring together nearly nine hundred participants including distinguished speakers, health care practitioners, influential policymakers, researchers, professors, students and stakeholders from around the world. The conference aims to provide an environment that supports intellectual creativity and innovation in primary health care.

PHCC will cover a diverse array of topics through 6 workshops and 30 sessions led by experts and specialists, allowing for the exchange of experiences and best practices. Key topics of discussion will include health promotion, healthcare resilience during global crises, clinical practice updates in primary care, quality improvement, capacity building, creative leadership and artificial intelligence innovations. In addition to specialized topics in infectious disease surveillance and control, mental health screening and management, and scientific advancements in health professions education and research, as well as a focus on optimizing health and well-being through lifestyle medicine, wellness, and a multitude of other topics.

Participants will also have the opportunity to earn continuous professional development (CPD) points, in addition, specialists and expertise participants will be able to showcase their scientific research at the conference.

3.5 Opening of Four New Health Centers: Al Khor, Umm Al Seneem, Al Mashaf and Al Sadd

The Primary Health Care Corporation (PHCC) has opened four new health centers:

1. New Al Khor Health Center: Operated on September 25, 2022, officially opened on October 11, 2022.
2. Umm Al Seneem Health Center: Operated on October 23, 2022, officially opened on January 22, 2023.
3. Al Mashaf Health Center: Operated on November 13, 2022, officially opened on November 16, 2022.
4. Al Sadd Health Center: Operated on March 5, 2023, officially opened on March 13, 2023.

The opening of these health centers is part of Qatar and PHCC's efforts within the framework of comprehensive expansion and continuous renovation of the health centers that provide comprehensive, integrated and person-centered primary care services and operate in partnership with individuals, families and the community to enhance the health and well-being of everyone in Qatar at a global level, providing increased access to our services for the growing population of Qatar.

In addition to the wide range of primary healthcare services provided in health centers, wellness centers also offer integrated wellness services focusing on health promotion. These services include gyms, swimming pools, massages, steam and saunas rooms as well as general medicine clinics and specialized clinics that are well equipped with the latest medical and non-medical equipment.

PHCC also aims to launch four new health centers in the near future, namely Madinat Khalifa, New Umm Ghuwailina, Nuaija and Al Thamid health centers.

3.6 Allocation of Eight Health Centers for Qataris to improve access to PHCC Services

The Primary Health Care Corporation (PHCC) has collaborated with the Ministry of Public Health (MoPH) to allocate (4) health centers for Qataris in the first phase from Jun 15, 2022, in order to enhance, develop and improve access to health care services provided to Qataris. The allocated health centers are as follow:

1. Leabaib Health center
2. Muaither Health Center
3. Al Thumama Health Center
4. South Al Wakra Health Center

With the opening of new Al khor, Umm Al-Seneem and Al Mashaf health centers, which were respectively opened in September, October and November 2022, as well as the new Al Sadd Health Center in March 2023, the total health centers allocated for Qataris increased to 8, while health care services continue to be provided to Qataris in all other PHCC health centers.

Furthermore, a list of non-Qataris eligible to remain in health centers allocated for Qataris, such as domestic workers and Qataris' spouses over 70 years of age, has been developed. Employees have

also been redeployed to support the increase in the number of patients registered in other health centers.

3.7 Granting the "Excellence Award for Arab Women" to PHCC Managing Director

The General Secretariat of the Arab League granted Dr. Mariam Ali Abdul Malik, PHCC Managing Director, the "Excellence Award for Arab Women" in its first edition, in recognition of her role in confronting the COVID-19 pandemic, as the award this year was dedicated to women working in the field of medicine in appreciation of their efforts in the health sector.

Dr. Mariam Abdul Malik heads the Tactical Command Group for community health services, which consists of a number of key partners, as well as medical and administrative leaders from the Ministry of Public Health (MoPH), Primary Health Care Corporation (PHCC) and Hamad Medical Corporation (HMC), where they took the lead in planning and implementing health quarantine facilities in the country, including planning and managing the capacity of these facilities, developing policies and procedures related to quarantine practices and ensuring their compatibility with broader sector services. Their efforts also included epidemiological detection and investigation as well as the development of national immunization plans against the COVID-19 pandemic.

3.8 Signing of A Memorandum of Understanding (MoU) Between PHCC and Aspetar Hospital

The Primary Health Care Corporation (PHCC) has signed a memorandum of understanding (MoU) with the Aspetar Orthopedic and Sports Medicine Hospital for cooperation in primary healthcare for sports medicine, aiming to enhance the future of this important aspect for both parties to achieve ambitions and aspirations.

This agreement will strengthen cooperation between the two parties in area of sports medicine, benefiting both sides. The memorandum will provide a unique opportunity for PHCC physicians to receive clinical training in a comprehensive and world-class facility like Aspetar Hospital, which boasts highly qualified physicians and professionals.

Under this agreement, Aspetar provides clinical and training facility and employees, while PHCC enrolls family physicians in the training program throughout its duration. In addition, the MoU stipulates the joint exchange of experiences, the establishment of a joint committee to follow up on the implementation of MoU steps and stages to ensure its success in all areas covered by its provisions and cooperation in conducting joint research in the relevant medical fields, ensuring the achievement of Qatar National Vision 2030 in the health sector.

3.9 Implementation of Clinical Skills Assessment in Family Medicine (OSCE – Objective Structured Clinical Examination) for Medical Students

The Primary Health Care Corporation (PHCC) and the College of Medicine-Qatar University successfully conducted the clinical skills assessment test in family medicine (OSCE – Objective structured Clinical Examination) for the sixth-year medical students, on March 28, 2022, at the College of Medicine-Qatar University. Fifty-nine medical students underwent the assessment and an educational experience as a prerequisite for completing family medicine training at designated health centers.

The OSCE is an effective approach, given the available resources, to evaluate undergraduate medical education, and is known as the "Gold Standard" of the evaluation tool used to measure the competencies and skills of healthcare trainees in all areas. This exam allows the assessment of students' abilities to obtain the patient medical data and history, as well as the performance of various clinical skills and case diagnosis and management. The pre-prepared testing stations focused on key areas related to clinical practice, properly utilizing prompts for reminders and transitions across stations. All scenarios were thoroughly studied, reviewed and tested for reliability by consultants and assessors.

3.10 Organization of Diabetes Research Workshop in Collaboration with Harvard University

The Primary Health Care Corporation (PHCC) organized, in collaboration with the Joslin Diabetes Center – Harvard University, a workshop for the first time in Qatar. The Joslin Diabetes Center is the world's largest diabetes research center and provider of diabetes medical care. Among Harvard Medical School's affiliated institutions, the Joslin is unique in its exclusive focus on diabetes, boasting the world's largest team of board-certified physicians treating diabetes and its associated complications. The Joslin workshop brought together more than 360 including family physicians, general practitioners, pharmacists and allied health professionals from Primary Health Care Corporation (PHCC), Hamad Medical Corporation (HMC), Qatar Red Crescent (QRCS), Military Clinic, Police Clinic and a number of attendees from the private sector. Some notable dignitaries in medicine also attended as guests of honor from Hamad Medical Corporation (HMC), Qatar Diabetes Association (QDA) and Qatar Red Crescent (QRCS) in addition to lecturers from Joslin Center, Weill Cornell Medical College-Qatar, and Hamad Medical Corporation (HMC).

The workshop emphasized that diabetes is a growing global challenge for healthcare, with the International Diabetes Federation (IDF) estimating that 537 million people (20-79 years) were living with diabetes in 2021, and this number is expected to rise to 643 million by 2030 and 783 million by 2045. The workshop also highlighted that diabetes presents a major health challenge for Qatar.

To address this increasing serious problem, Qatar developed the National Diabetes Strategy (QNDS) has been developed. One of the QNDS key pledges is to "build and maintain a strong and empowered workforce to deliver the future model of diabetes care where every healthcare professional has a robust understanding of diabetes and diabetes care options".

Organizing educational activities such as these training and awareness workshops and implementing interdisciplinary education approach support PHCC's vision to develop a highly skilled and motivated health care workforce. This also includes PHCC's strategic commitments towards Qatar National Vision 2030.

3.11 Receiving Accreditation for Continuous Medical Education (CME)

In March 2022, the Primary Health Care Corporation (PHCC) celebrated its re-accreditation as a provider of "continuous medical education" after the Workforce Training and Development received accreditation for continuous medical education for healthcare professions from the Department of Healthcare Professions of the Ministry of Public Health (MoPH) for five years from December 2021 to November 2026.

PHCC re-accreditation as a provider of continuous medical education signifies its commitment to standards and internal regulations of continuous medical education. This includes compliance, organization and comprehensive review of documents and practices approved by the Accreditation Council for Continuous Medical Education (ACCME) and American Medical Association (AMA) which are closely aligned with the Royal College of Physicians and Surgeons of Canada (RCPSC) and American Association of Family Physicians (AAFP).

The Workforce Training and Development team has invested remarkable efforts to achieve this reaccreditation, demonstrating high levels of professional expertise, competence, flexibility and commitment during these challenging times. The crucial role of the continuous professional training team in providing continuous professional education, training and development to all healthcare professionals paves the way for more innovative educational initiatives and further progress in the healthcare system.

4. PHCC and Health Sector Achievements During FIFA World Cup Qatar 2022

For 12 years, Qatar's health sector has been preparing for the FIFA World Cup 2022 with numerous steps to ensure a distinguished hosting of this global event, which was held for the first time in the region. For years, healthcare teams have been preparing for this major sporting event as they have been actively engaged in providing healthcare in major events hosted by Qatar including the World Athletics Championship 2019, Club World Cup 2019 and 2020, and FIFA Arab Cup 2021. These engagements have contributed to healthcare teams gaining invaluable experiences in delivering healthcare services for major events and mass gatherings in Qatar, contributing to meeting the healthcare requirements for the FIFA World Cup 2022.

PHCC has supported the national preparedness plan and participated in various national joint activities with the Ministry of Public Health (MoPH), Hamad Medical Corporation (HMC), Ambulance Service, Civil Defense, Police and others. These activities focused on training and testing all aspects related to emergency preparedness, aiming to provide a healthy and safe environment and protect the public health in the country and for all visitors to this major global sporting event, which Qatar took on the responsibility to organize on behalf of all Arabs.

In preparation for the FIFA World Cup 2022, PHCC and partners in the health sector, under the umbrella of the Ministry of Public Health (MoPH), have taken measures to ensure the provision of health services to residents and citizens during the presence of fans who may visit hospitals and health centers during the tournament.

Among these preparations is the expansion of services to the public. In recent years, the number of hospitals and health centers has increased significantly, enabling them to receive visitors to Qatar during the World Cup. PHCC, the first shield to receiving patients in the country, has expanded its health centers, reaching now 31 (30 health centers at the start of the tournament). Several new health centers have recently opened including Al Mashaf health center, Umm Al Seneem health center and Al Khor health centers which replaces the current center. Additionally, Al Ruwais Health Center and South Al Wakra Health Center were opened in 2020-2021, and the renovation of the Al Kaaban Health Center was completed prior to the global event.

As part of the proactive measures taken to manage any abnormal health conditions, Qatar, World Health Organization (WHO) and FIFA signed a memorandum of understanding to organize sporting events during the World Cup characterized by significant impact, sustainability and continuity. This three-party partnership project is built on systematic foundations that prioritize awareness raising and health and security promotion concepts, with a greater focus on major mass gatherings.

WHO worked with the Ministry of Public Health (MoPH) and Primary Health Care Corporation (PHCC) to develop a program that includes simulation exercises and reviews of the conditions of mass gatherings. The program focuses on enhancing preparedness and health security, addressing communicable diseases, maintaining food safety, coordination and communication. The lessons learned have helped in developing and designing health and safety precautions for other major events. The Ministry has also trained thousands of staff to be ready to handle any emergency, mainly frontline and customer service staff. The National Continuous Medical Education and Continuous Professional Development Program for licensed healthcare practitioners in Qatar played a prominent role in enhancing the capabilities of all healthcare professionals working in the health sector.

The Ministry of Public Health (MoPH) also prepared the National Health Security Plan, aimed at enhancing the State of Qatar's implementation and adherence to international health regulations,

with the participation of the World Health Organization and health sector partners, and work to add several precautionary and complementary plans to the National Health Emergency Framework.

In addition, the PHCC Tactical Command Group for the world cup was established in 2021 by H.E. the Minister of Public Health to support healthcare preparations with a focus on community services. The membership of the Tactical Command Group was expanded after the successful implementation of most projects and coincided with the start of the tournament to include representation from various departments to ensure oversight and public awareness of any emerging risks, issues or challenges during the tournament. A governance structure for reporting and a daily reporting template were developed for follow-up purposes.

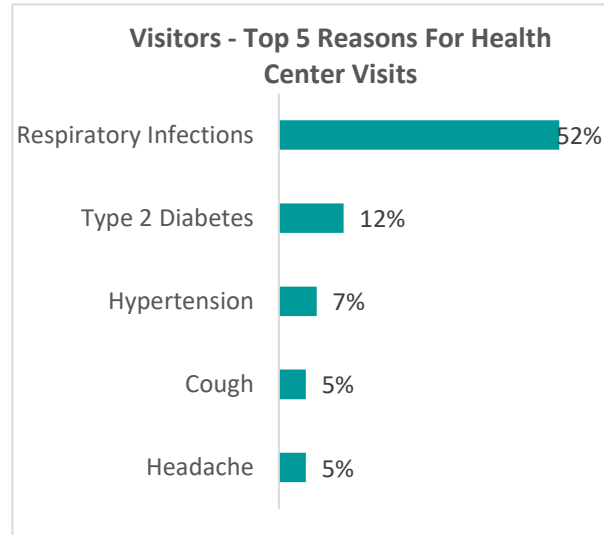
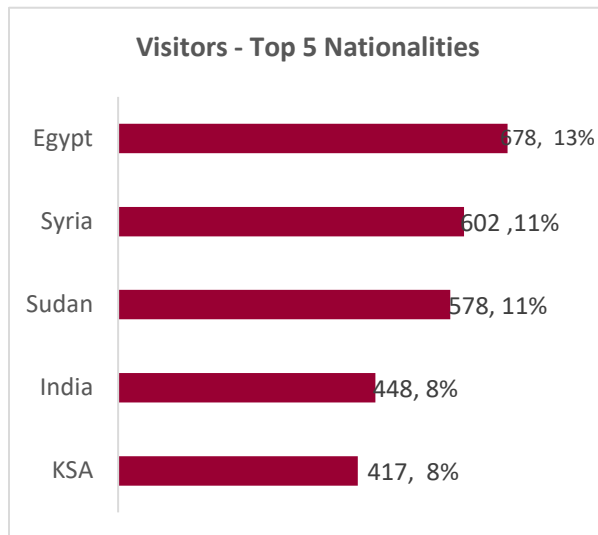
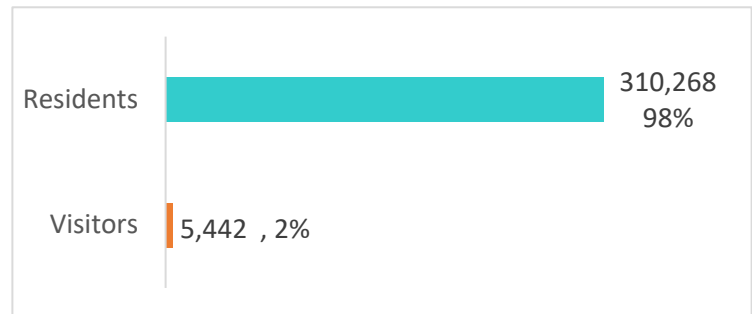
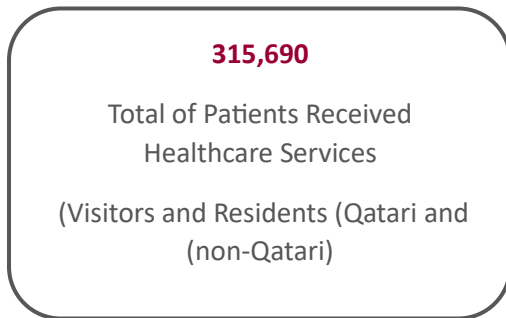
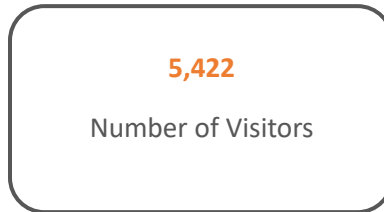
To ensure the smooth delivery of health care services to all citizens, residents and visitors, PHCC has enhances telemedicine and remote consultation services to mitigate the impact of challenges arising from hosting the World on patients' access to health care and continuity of care at the required level. PHCC has also assigned more than 150 staff (health center managers, physicians, nurses and laboratory technicians) to various locations such as stadiums, hotels and media centers.

Due to the success of the resilience plan implemented during the peak of the COVID-19 pandemic, a new consultation system was introduced, divided into 70% virtual consultations and 30% face-to-face consultations starting from November 1, 2022.

For uninterrupted access to services, patients were requested to pay attention to the following changes that have been put into effect during the period from November 1 to December 22, 2022:

- All new appointments and follow-up consultations were booked as virtual appointments unless the physician requested a face-to-face visit.
- PHCC converted all pre-booked appointments to virtual consultations and sent notifications to patients accordingly.
- Patients were required to book/arrange for medication refills and home delivery over the phone.
- Patients were enabled to request e-sick leave certificates through “EJaza” portal.
- Patients were encouraged to use the electronic services available on “Naraakom” application and PHCC website for services such as appointment booking, requesting health card, adding a dependent, changing the family physician, changing the health center and renewing the health card.
- Emergency and walk-in services continued for family medicine, pediatrics, dental, ENT, dermatology, cancer screening and ophthalmology.
- The number of employees in urgent care centers was increased 24/7 including the night shifts and the 24-hour urgent care service was launched at Al Mashaf Health Center.
- Patients were able to continue booking consultations/appointments through the Community Call Center 16000 and a hotline for booking COVID-19 appointments only was available at 40277077.

4.1 PHCC Statistics on FIFA World Cup (November 1st – December 20, 2022)



A) Activity Summary

Procedure	Visitors	Residents	Total
Total Patients	5,422	310,268	315,690
Total Visits	7,270	580,081	857,351
Urgent Care Visits	685	18,346	19,031
Medication Requests	13,295	774,650	787,945
Laboratory Test Requests	5,648	381,495	387,143
Patient Referrals	320	74,238	74,558
Patient Transports	431	11,669	12,100
COVID-19 tests conducted	1,611	70,992	72,603
COVID-19 vaccines administered	66	7,635	7,701

Note: This report follows the Ministry of Public Health's definition of FIFA tournament visitors:

All non-Qatari persons who do not hold a registered identity card, whether or not they have a fan card (Hayya Card).

4.2 Key Achievements and Benefits for Health Sector and PHCC

4.2.1 Ensure Health Care Readiness in Collaboration with Healthcare Providers/Partners

- Access to distinctive virtual services and call center.
- 24/7 access to urgent care centers with increased clinical staff during the night shift.
- Access to clinical staff assigned at FIFA sites and expand their coverage for treatment/consultation.
- Opening of new health centers and coverage of their services.
- Provision of advanced training to clinical and non-clinical staff to effectively support audiences.
- Establishment of a system that accommodates the number of fans and visitors to provide a unique experience and quickly facilitate their needs at health centers.
- Expansion of COVID-19 testing and vaccine infrastructure through robust policies, procedures and regulations and employment of workforce resources.

4.2.2 Health Centers Preparedness to Manage Emergencies or Mass Casualties

- Strengthening of our emergency response and disaster recovery through the establishment of uniquely equipped decontamination facilities in 14 major health centers.
- Safe and effective decontamination of patients exposed to hazardous substance accidents.
- Training of clinical and non-clinical employees in emergency response and decontamination awareness to protect the public in emergencies and major incidents.
- Introduction of new policies (such as Code Orange Policy) and new plans such as the Mass Casualty Management Plan to address any specific threats and challenges resulting from increased risks associated with wide mass gatherings.

4.2.3 Improvement of Patient Capacity in Designated Health Centers

- Mitigation of patient surge in hospital emergency units, thereby enabling hospitals to focus on critical cases.
- Development of mass casualty management plan for each health center in line with the WHO guidelines.
- Activation of a standard response methodology for security, evacuation and classification procedures.
- Conduction of comprehensive security assessment and training at PHCC health centers including nodal health centers.
- Training of more than 1000 PHCC physicians and nurses on the mass casualty management plan to support the infrastructure preparedness and deployment for the sudden surge.

4.2.4 Network Security and Technology

- Enhancement and strengthening of PHCC network and infrastructure security.
- Restoration of the ability to swiftly use critical systems and information technology infrastructure after a major incident occurs.
- Reduction of disruptions to PHCC normal operations and services.
- Improvement of networking security platforms to detect and prevent potential threats.
- Better preparedness for data intrusion and loss detection, containment and retrieval.
- Use of protection technology that monitors network navigation streams to detect security gaps and prevent exploitation.
- Enhancement of cyber defense activities to detect and isolate potential threats that may infiltrate the current security system.

4.3 Role of Communication and Public Relations in Promoting PHCC Services During the Tournament

4.3.1 Updating Employees

The Primary Health Care Corporation (PHCC) shared relevant information and updates at the health sector level through regular email messages to ensure that employees are kept informed by using messages from the joint command and internal circulars.

To enhance employee health during this busy period, PHCC leadership shared motivational messages that promotes employee wellbeing, encourages exercise for health, and acknowledges the achievements and ongoing efforts of teams.

4.3.2 Maintaining the Delivery of PHCC Services to Residents During the FIFA World Cup

The Corporate Communication Department joined efforts with the Operations team to raise the public awareness about services, including virtual telephone and video consultations, Naraakom application services, medication home deliver and e-sick leaves. Additionally, consistent messages were developed to share influential stories, encourage and guide the public on how to benefit from available services during this period.

To achieve this, employees were selected to act as ambassadors and monitor the exceptional delivery of virtual services to patients while comfortable in their homes. Media coverage was also provided to reach target stakeholders, including Qatar TV, national Arabic and English newspapers, as well as regular posts on social media platforms by sharing comprehensive, clear and informative messages about the available services.

4.3.3 Urgent Care

To support operational requirements and reduce the influx to secondary care hospitals while providing appropriate care in PHCC Urgent Care Units, the Corporate Communication Department closely collaborated with the Operations Department to utilize the Urgent Care page on PHCC website, where information was updated to direct patients to urgent care facilities, and details were regularly disseminated across its social media platforms.

To broaden the impact, educational messages and video content were created on how to identify urgent cases and physicians were involved to enhance their online engagement.

4.3.4 Promoting Joint Messages to Key Stakeholders and Supporting Information on FIFA Official Website

The Corporate Communication Department developed detailed, clear and useful information about healthcare service locations, their operational hours and accessibility during the FIFA World Cup and provided information on sites and locations offering further details alongside safety-related messages.

4.3.5 Promoting Health through Sports and the Role of Patient

The “Be Healthy, Cheer Healthy” campaign was launched on social media to promote:

- The role of patient: “How can I maintain my health and safety during the FIFA World Cup?”.
- Compliance with precautionary measures, including encouragement for vaccinations.
- The culture of proper diet and recovery.

4.3.6 Using Multiple Communication Channels

A multi-method approach was adopted to ensure that both residents and visitors have access to the appropriate healthcare services in the right place in Qatar. Information was also disseminated through a variety of communication channels targeting specific public groups.

- PHCC website.
- Local TV and radio.
- Qatar News Agency and local Arabic and English newspapers.
- PHCC social media platforms on YouTube, Facebook, Twitter, Instagram as well as platforms of key partners such as the Ministry of Public Health (MoPH) and Hamad Medical Corporation (HMC).

4.4 Lessons Learned from the FIFA World Cup Qatar 2022

The effective and efficient coordination across the various strategic and tactical command groups within the healthcare sector successfully supported PHCC and its workforce during the tournament. Extensive experience was gained in delivering healthcare services during mass events and gatherings in Qatar, which will support the design of health and safety measures for other events in the future.

Hosting and managing other major events such as the Arab Cup, Club World Cup and other sporting events that preceded the FIFA World Cup, also helped the healthcare workforce to gain the expertise that enabled them to handle vast crowds during the FIFA World Cup 2022.

It is worth mentioning that the experience gained by the primary health care system during the COVID-19 pandemic has significantly contributed to supporting advance planning and delivery of healthcare services to residents and visitors during the FIFA World Cup.

In addition, reducing non-urgent healthcare services at PHCC health centers during the FIFA World Cup 2022 helped in redeploying the necessary workforce to support the various host locations. This redeployment of employees across different health centers enabled PHCC to operate health centers without additional resources during the FIFA World Cup 2022.

5. PHCC Role in Responding to COVID-19 Pandemic

The last three years have posed a major challenge to health systems worldwide, with the outbreak of COVID-19 pandemic bringing about a state of fear and uncertainty regarding how to handle a pandemic of this magnitude and rapid spread. At the national level, PHCC was required; as being the first point of contact for community health since the beginning of the pandemic, to take swift and effective action to address the epidemic in a proactive manner in coordination with the Supreme Committee for Crisis Management, the Ministry of Public Health and Hamad Medical Corporation. Actions were taken swiftly, decisively and without delay, precisely what was needed to fight a rapidly spreading virus like COVID-19. The development of healthcare infrastructure in recent years has had a profound impact putting the health system in the country in a strong position to manage the pandemic, not only for treating for patients infected with COVID-19, but also for the thousands of non-infected patients who still rely on our essential services.

In addition to the swift and immediate actions taken to ensure business continuity and sustainability of essential services, PHCC accelerated the launch of services that reduce direct contact between patients and service providers to minimize infection probabilities, such as telephone and video consultations, the launch of the community call center and the medication home delivery. This came in line with Qatar's and PHCC's commitment to harnessing all diligent efforts to keep pace with the latest international technology and employing it to combat the spread of this pandemic. The service also supports PHCC objectives for changing the way patients access services, providing more innovative and sophisticated health solutions to meet the needs of all patients and remotely monitor their conditions.

PHCC, in cooperation with the Ministry of Public Health (MoPH) and Hamad Medical Corporation (HMC), spearheaded efforts to provide coronavirus testing services and to monitor and direct cases through its designated health centers, in addition to the Drive-Thru testing service. Given the strategic distribution of PHCC health centers across the country in 28 locations (until August 2022), this had a significant impact on the successful implementation of the National COVID-19 Immunization Program. Moreover, PHCC prepared and operated the main COVID-19 vaccination headquarters at Qatar National Convention Centre as part of Qatar's expansion framework of the national vaccination program, which resulted in vaccinating more than 650,000 people during its operation.

The implementation of well-considered measures without the need for complete lockdown, as applied by many countries worldwide and some neighboring countries, has succeeded in making the Qatari model in handling this pandemic distinctive. Qatar had one of the lowest rates of infections and mortalities, leading World Health Organization (WHO) to commend Qatar's health achievement. We, in the health sector in general and PHCC in particular, take pride of the work and contributions made by healthcare professionals to prevent the spread of this pandemic. The country's success in early investment with major global vaccine manufacturers such as Pfizer and Moderna enabled the country to have priority in obtaining vaccine doses, conducting the necessary laboratory trials according to WHO approved procedures and selecting the best vaccine for vaccinating citizens, residents and visitors.

5.1 Monitoring and Early Detection of COVID-19 (Tests and Swabs)

COVID-19 PCR tests and swabs were carried out at all health centers in addition to providing drive-thru testing at the designated facilities in 14 health centers (service started at four health centers and gradually increased until June 2021). These health centers are Al Wakra Health Center, Al Waab Health

Center, Airport Health Center, Messaimeer Health Center, Abu Baker Siddiq Health Center, West Bay Health Center, Al Thumama Health Center, Al Rayyan Health Center, Al Wajba Health Center, Al Khor Health Center, Gharrafat Al Rayyan Health Center, Leabaib Health Center, Umm Salal Health Center and Qatar University Health Center to support safe access to health care while maintaining social distancing.

Testing was based on the following criteria: suspect cases, contact tracing, point of entry into the country, testing on the sixth day of arrival, routine health care testing, pre-travel testing, and individual testing requests.

On April 1, 2022, 5 drive-thru testing units were closed due to decreased demand for this service, following the third phase of the Return to Normal Plan. These health centers are Airport Health Center, West Bay Health Center, Umm Salal Health Center, Qatar University Health Center and Messaimeer Health Center. With the continued reduction of the drive-thru service, it was gradually discontinued until fully stopped in November 2022.

In 2022, a total of 1,538,334 COVID-19 swabs were conducted in PHCC facilities, with the detected cases accounting for 14% of the total tests.

5.2 National COVID-19 Vaccination Program

All health centers provide COVID-19 vaccines (Moderna, Pfizer and AstraZeneca) to target groups according to pre-booked appointments through vaccination clinics spread across these centers. The strategic presence of PHCC health centers across country's entire geography has contributed to improving access for the population to this service through the nearest center to them.

Additionally, the COVID-19 vaccination campaign project was implemented at Qatar National Convention Center on February 18, 2021, with the aim of increasing the capacity to administer vaccination in Qatar and immunizing as many people as possible efficiently and timely. This was done under the supervision and management of the Primary Health Care Corporation (PHCC) in collaboration with the Ministry of Public Health (MoPH), Hamad Medical Corporation (HMC) and volunteers from Qatar Red Crescent and the management of the Qatar National Convention Centre. The project was successfully closed on June 29, 2021, after achieving its goal of vaccinating more than 650,000 eligible people in Qatar, with the education sector being the priority group.

PHCC also contributed to the implementation and success of the Drive-Thru vaccination stations in Al Wakra and Lusail areas, which were opened by the Ministry of Public Health (MoPH) in cooperation with Hamad Medical Corporation (HMC). These stations served more than 100,000 individuals. Lusail Testing and Vaccination Centre was closed on February 28, 2022.

The targeted age group for administering the first, second and third doses of the vaccine was individuals aged 12 and above. By the end of January 2022, vaccination for children aged 5-11 began, with more than 67,200 doses of the Pfizer-BioNTech vaccine were administered to this group.

On April 10, 2022, the fourth dose was administered to people most vulnerable to the risk and complications of pneumonia, health care workers and individuals over the age of 50.

Since the launch of the vaccination campaign until the end of December 2022, more than 3.3 million vaccine doses have been administered to individuals aged 12 and above at health centers, Qatar National Convention Centre and the drive-thru vaccination station in Lusail.

5.3 Community Call Center Service

The Community Call Center, launched in late March 2020 as an alternative to in-person consultations, continues to receive calls on its dedicated hotline (16000) to provide remote telephone and video consultations to all PHCC patients in need of routine or urgent care.

PHCC has extended the operating hours of the Community Contact Center to be available 24/7, guiding patients to the appropriate services, such as 24/7 urgent care services depending on each case's needs.

Patients benefiting from this service can access telephone or video consultations with the physicians who, through this service, offer advice, diagnose diseases and prescribe medication. The service also includes evaluating patients with routine and chronic conditions and providing the necessary advice and guidance.

Due to the reduced volume of calls coinciding with the implementation of the return to normal plan, the dental call center was closed, and patients were redirected to health centers.

During the FIFA World Cup Qatar 2022, the Community Call Centre expanded its capacity to accommodate the expected increase in calls and consultations.

In 2022, 203,473 calls were received and 91% of all incoming calls answered. The COVID-19 vaccine hotline also continued to receive calls to book, confirm or cancel vaccination appointments. Since its launch, the hotline has received 381,358 calls and answered 292,304 calls with a response rate of 77%. Remote telephone consultations also accounted for 12% (608,842) of total patient visits/consultations in 2022. PHCC call center, known as "107", received more than 2.3 million calls and answered about 2 million of them.

It is worth noting that the community call center and virtual consultation services have garnered patient satisfaction of up to 80%.

5.4 Medication Home Delivery

The medication delivery service, launched as part of the health sector's actions in collaboration with Qatar Post to curb the COVID-19 outbreak, continues to operate. In 2022, 8,069 medication deliveries completed in 2022, with chronic disease medications accounting for a 99% proportion of them. Since its launch in April 2020 until September 2022, nearly 200,000 people have benefited from this service. Medication home delivery service helps reduce crowding at health center pharmacies and contributes to infection control. Therefore, PHCC recommends individuals, especially those with chronic diseases requiring medication refills, to rely on the medication delivery service.

To request medication delivery, patients can send a message via "WhatsApp" to the nearby health center. Deliveries are made within two working days, and payment for medications, for nonexempted groups, is made using the electronic payment devices with bank cards upon delivery to the patient's home.

It is worth mentioning that all necessary requirements for the safe delivery of various medicines have been taken. Medication refrigerants are installed in vehicles, and drivers are trained on the proper transportation methods, labels containing simple and clear instructions for drivers such as "Keep refrigerated and Breakable", are affixed to medications and barcodes are labelled to ensure that the right medication bag is delivered to the right patient.

5.5 Booking COVID-19 Vaccination Appointments through PHCC "Naraakom" Application

The Primary Health Care Corporation (PHCC) has launched a new service to book COVID-19 vaccination appointments through the "Naraakom" mobile application, which is available in both English and Arabic. The "Naraakom" app for smartphones provides comprehensive digital management of health care on the go, ranging from checking upcoming appointments to applying for health card online, facilitating access to services at the 28 health centers.

The "Naraakom" application is an extension of the digital transformation of healthcare services launched by PHCC to enable people to access health services anywhere and anytime, in a manner that suits them, thereby encouraging patients to take responsibility of their health. The "Naraakom" app is available on iPhone and Android devices and can be downloaded from Apple App Store and Google Play Store in Qatar.

5.6 Return to Normal Plans to Provide Full Health Services

Following the lifting of restrictions in line with the National COVID-19 Response Plan, the Primary Health Care Corporation (PHCC) has developed its plans to return operations and services to their normal state, ensuring a gradual increase in face-to-face services within health centers and return to provide full healthcare services to patients registered in its health centers. These plans can be divided **into two main phases; The first plan** began with the end of the second wave of the pandemic in July 2021, and continued until November 2021. However, the precautionary measures were reimposed with the occurrence of the third wave of the pandemic, involving "Omicron" variant, at the beginning of January 2022. **The second plan** commenced with the subsiding of the third wave of the pandemic and the remarkable decrease in both local and global infection cases.

First Return to Normal Plan (July-November 2021)

This involved the implementation of a four-phase plan that commenced in July 2021 and concluded in November 2021, with 27 out of 28 PHCC health centers being fully operational and providing high-quality health care services while adhering to strict COVID-19 control measures. Three COVID-19 designated health centers; namely Umm Salal, Muaither and Al Gharrafa health centers, have also returned to their normal operations while Rawdat Al Khail health center has been excluded to remain a COVID-19 health center. Despite the steady decline in COVID-19 related visits at that time, it provided 24/7 urgent care, with plans to resume all specialized services later through a separate pathway.

All other health centers resumed full healthcare services, including face-to-face visits with booked appointments, while continuing to provide virtual consultations to patients who prefer this option. The Community Call Center also continued its usual operation via the number 16000, which provides urgent telephone and video consultations when necessary. Dental Clinic services and the Smart Check-up clinic resumed in health centers at 100% operational capacity. Drive-thru swab testing services and COVID-19 clinics continued to operate in health centers. COVID-19 vaccination services continued to be provided at maximum capacity.

Second Return to Normal Plan (February-April 2022)

The Primary Health Care Corporation (PHCC) implemented the second "Return to Normal Plan" consisting of a three-phase implementation plan between February and April 2022, in line with the gradual lifting of national restrictions imposed nationally due to the third wave of the COVID-19 "Omicron variant".

The **first phase** commenced on February 1, 2022. All PHCC health centers began provided 50% face-to-face consultations across all services, including family medicine model, general and specialized dental services, and all other specialized services.

PHCC continued to offer virtual consultations based on the patient preference, and Rawdat Al Khail Health Center remained operational as a designated COVID-19 health center. Drive-thru swab testing services continued in 14 health centers. In addition, Smart Check-up Clinics operated at 50% capacity, and the Community Call Center continued to provide urgent consultations.

The **second phase** of this plan commenced on March 1, 2022, with 75% face-to-face consultations across all services. Virtual consultations continued to be offered as an option for patients, while Rawdat Al Khail Health Center continued to operate as a designated COVID-19 health center. It was also recommended to monitor the workflow at the drive-thru testing sites and to cancel the morning shift and keep the evening shift from 4.00 pm to 11.00 pm daily. Additionally, Lusail drive-thru testing and vaccination center was closed.

The **third phase** of this plan commenced on April 1, 2022, with face-to-face consultations reaching maximum capacity in all services including family medicine, specialized clinics, smart check-up services and dental services, as well as the continued provision of virtual consultations. Cancer screening services, including breast, bowel and cervical cancer screening, returned to 100% operation in all health centers except for Rawdat Al Khail Health Centre as it remained a designated COVID-19 health center. 5 drive-thru testing sites were suspended due to reduced activity and demand, namely Airport Health Center, West Bay Health Center, Umm Salal Health Center, Qatar University Health Center and Messaimeer Health Center. As drive-thru services continued to reduce, these services were gradually phased out until completely closed in November 2022.

Health and wellness services have also resumed operation at maximum capacity, except for massage service, while healthy lifestyle services, exercise, gym, swimming pool and group classes resumed their normal operations.

By the end of 2022, specialized services and other clinics gradually resumed operation at Rawdat Al Khail Health Center.

Service Type	Phase 1: February1,2022	Phase 2: March 1,2022	Phase 3: April 1,2022
Family medicine clinics	Face-to-face by 50%	Face-to-face by 75%	Face-to-face by 100%
All specialized clinics	Face-to-face by 50%	Face-to-face by 75%	Face-to-face by 100%
Specialized dental clinics	Face-to-face by 50%	Face-to-face by 75%	Face-to-face by 100%
General dental clinics	Face-to-face by 50%	Face-to-face by 75%	Face-to-face by 100%
Covid-19 health center	Rawdat Al Khail HC	Rawdat Al Khail HC	Rawdat Al Khail HC
Drive-thru swabs	Available in 14 HC	Flow monitoring and morning shift suspension	Closure of 5 locations while keeping 9 operational in the evening shift
Virtual consultations	Available	Available	Available

6. PHCC Facilities Related Achievements

Since 2015, 16 health centers (new and replacement) have been opened in Doha city and its suburbs, where there has been a steady increase in the population with growing demand for health services. Currently, the Primary Health Care Corporation (PHCC) operates through 31 health centers distributed across three regions, namely Central, Western and Northern. The majority of these centers are located in Doha, while the rest are located in populated areas across the country.

N	Health Center	Municipality	Operation Date	Remarks
1	Madinat Khalifa	Doha	1980	It will be replaced by another after 2023.
2	Umm Ghuwailina	Doha	1980	It will be replaced by another after 2023.
3	Omar Bin Khattab	Doha	1985	
4	Abu Baker Siddiq	Al Rayyan	1987	
5	West Bay	Doha	1988	
6	Al Kaaban	Al Khor	1990	
7	Al Wakra	Al Wakra	1991	
8	Al Sheehaniya	Al Rayyan	1995	
9	Airport	Doha	2000	
10	Al Rayyan	Al Rayyan	2007	
11	Al Jumailiya	Al Rayyan	2008	
12	Abu Nakhla	Al Rayyan	2009	
13	Al Daayen	Al Daayen	2009	
14	Gharrafat Al Rayyan	Al Rayyan	2009	
15	Mesaimeer	Al Rayyan	2009	
16	Al Karaana	Al Rayyan	2015	Opened and operated on July 12, 2015.
17	Leabaib	Al Daayen	2015	Opened and operated on December 13, 2015.
18	Leghwairiya	Al Khor	2015	Opened and operated on July 5, 2015.
19	Al Thumama	Doha	2016	Opened and operated on June 7, 2016.
20	Umm Salal	Umm Salal	2016	Operated on July 17, 2016 and officially opened on July 20, 2016
21	Rawdat Al Khail	Doha	2016	Operated on June 14, 2016 and officially opened on July 17, 2016.
22	Al Waab	Al Rayyan	2018	Operated on December 16, 2019 and officially opened on September 27, 2018.
23	Al Wajba	Al Rayyan	2018	Operated on May 13, 2018 and officially opened on May 14, 2018.
24	Muaither	Al Rayyan	2018	Operated on April 8, 2018 and officially opened on May 14, 2018.
25	Qatar University	Doha	2018	Operated on December 16, 2018 and officially opened on January 15, 2019.
26	Al Ruwais (formerly Al Shamal)	Al Shamal	2020	Operated on March 29, 2020 and officially opened on April 23, 2020.
27	South Al Wakra	Al Wakra	2021	Opened and operated on September 6, 2021.
28	New Al Khor	Al Khor	2022	Operated on September 25, 2022 and officially opened on October 11, 2022.
29	Umm Al Seneem	Doha	2022	Operated on October 23, 2022 and officially opened on January 22, 2023.
30	Al Mashaf	Al Wakra	2022	Operated on November 13, 2022 and officially opened on November 16, 2022.
31	Al Sadd	Doha	2023	Operated on March 5, 2023 and officially opened on March 13, 2023.

The new Al Khor Health Center was the first new health center to open in 2022, which became operational on September 25, 2022 and officially opened on October 11, 2022. The new Al Khor Health Center is a replacement for the previous center, with a capacity of 50,000 customers.

Al Khor Health Centre is located on an area of 25,000 square meters and comprises a two-story main building with 40 clinics and other health facilities, such as laboratory, pharmacy, swimming pool, gym as well as other additional buildings such as the mosque, allied service building, ambulance parking lot and 297 parking spaces. The health center also includes health and wellness services, in addition to various clinics specializing in family medicine, well baby and well women, chronic diseases, dental, dermatology, ENT, and other specialties.

Umm Al Seneem Health Centre was operated on October 23, 2022, and officially opened on January 22, 2023, serving the population of Area No. 56, namely Ain Khalid, Abu Hamour and Umm Al Seneem, according to the registered national address, and is one of the health centers designated for Qatari citizens.

Umm Al Seneem Health Centre provides a comprehensive range of healthcare services aimed at alleviating the burden on nearby facilities. This health center is the 29 PHCC health center and is equipped with essential and diverse services and facilities, ensuring the highest level of expertise in primary care with a total capacity of 35,000 customers.

Al Mashaf Health Centre was opened on November 16, 2022 to meet the growing needs of the public for primary health care services for the population of the following areas: 90, 94 and 98 (Wakra, Al Mashaf, South Al Wakra), according on the registered national address. The geographical distribution and population density of each region where a health center is opened are taken into account. Many area residents have been directed to the new health center, which will positively impact the appointment booking especially for specialized clinics. The total capacity of the health center is about 35,000-50,000 with an expected 20,000 customers to be registered in the first year.

Al Sadd Health Centre is the latest addition to PHCC, bringing the total number of health centers to 31. Al Sadd health center was opened on March 13, 2023 and is located in a strategic area in central Doha serving many neighboring areas. The health center has a capacity to accommodate 35,000 visitors, extendable to 50,000, to serve the residents of Al Sadd and nearby areas including zones 22-23 of Fereej Bin Mahmoud, 36 Al Messila, 37 Fereej Bin Omran, New Al Hitmi, Hamad Medical City, 38-39 Al Sadd and New Al Mirqab.

Considerations were given when designing the new health centers to reflect Qatari heritage and to comply with the highest international fire safety standards as well as green buildings and sustainability standards. The engineering design of the health centers incorporates assimilation of modern future technologies in medical equipment.

The requirements of the special needs group were also considered in the design, including informative signage with expressive images, Braille symbols for blind persons, convenient toilets, wide corridors for easy movement, automated doors and reception desks at appropriate height, as well as parking slots close to main entrances and ramps instead of stairs.

Solar energy is utilized to heat water inside the buildings. Natural lighting is also utilized through ceiling panoramic roofs, allowing the sunlight to enter achieving a portion of energy saving for the electrical power used in lighting as well as sanitizing the area as much as possible through sunlight, given its many benefits. Moreover, a water consumption rationalization system is implemented inside and

outside the health center buildings and green landscapes with plants and trees are provided in the outer perimeter of the buildings.

It is worth mentioning that PHCC aims to establish four new health centers in the future, namely Nuaija, Umm Ghuwailina and Madinat Khalifa health centers in Doha municipality, and Al Thameed health center in Al Rayyan municipality.

No.	Health Center	Municipality	Type	Status	Expected Operation
1	Nuaija, formerly known as Al Hilal	Doha	Special	Under design	After 2023
2	Al Thameed, formerly known as Beni Hajer	Al Rayyan	Special	Under design	After 2023
3	Umm Ghuwailina	Doha	Special	Under design	After 2023
4	Madinat Khalifa	Doha	Special	Under planning	After 2023

7. Workforce

One of the most important factors in the delivery of high-quality primary health care services is the presence of a highly skilled and motivated team, working collaboratively to achieve the common goal of improving patient health outcomes. The Primary Health Care Corporation (PHCC) recognizes the importance of this robust foundation. In general, we can divide this basis into three areas: hiring new employees, training and developing existing employees and promoting health and safety for all our employees.

PHCC has designed a workforce planning model along with a five-year medium-term workforce plan, which will integrate workforce planning into the development of service specifications and workforce budgeting. Furthermore, this will ensure continued recruitment in order to meet the needs of the evolving primary health care services model and link it to Qatar's national workforce plan.

PHCC also introduces incentive programs for the workforce, such as the "Sogha" employee discount program in partnership with the Ministry of Public Health (MoPH) and Hamad Medical Corporation (HMC), and the "Momayyazon" award program, which aims to honor the best-performing employees on a monthly basis, as well as the employee of the year which is marked during the Annual Corporate Forum. Additionally, PHCC ensures to measure employee satisfaction annually through job satisfaction surveys to continuously improve the working conditions and increase motivation for the workforce.

By the end of 2022, PHCC's total workforce reached 7,949 employees, with medical employees accounting for 65% (5130) compared to 35% (2819) for administrative employees. It also includes 439 temporary employees hired during the COVID-19 pandemic.

7.1 Qatarization

The Primary Health Care Corporation (PHCC) spares no effort in attracting Qatari workforce at different job levels and increasing Qatarization rates. PHCC supports Qatar's national development strategy across various fields. PHCC senior management is keen on creating better job opportunities for Qataris, with the main roles being generally administrative positions and specifically leadership roles. PHCC also provides employment opportunities for qualified Qatari citizens to demonstrate their skills, especially in the healthcare sector, in addition to training Qatari employees and enrolling them in specialized training courses tailored to their respective job fields.

As of May 2023, PHCC achieved a Qatarization rate of 69.9% in the administrative category, thanks to the policies adopted regarding the promotion of Qatari employees and the improvement of working conditions. The total Qatarization rate in PHCC reached 27.52%.

7.2 Workforce Training and Development

The Continuous Professional Development (CPD) team at the Primary Health Care Corporation (PHCC) focuses on providing up-to-date and globally recognized evidence-based medical practices supported by research. This is facilitated through educational activities and accredited training programs aimed at improving the knowledge, skills, conduct, and clinical efficiency of healthcare professionals. Continuous professional development activities enable healthcare professionals to engage in lifelong learning and quality improvement processes to help reduce healthcare-associated risks. The CPD programs and activities at PHCC are designed on a robust strategic foundation to assess training needs, including those identified by healthcare professionals and those identified by the corporation to develop healthcare services provided at various levels, which will positively impact patient care levels and healthcare service delivery outcomes, supporting PHCC strategic goal of having a "highly skilled workforce".

In 2022, the Workforce Training and Development Department increased its support for prioritized training for COVID-19 and preparations for the FIFA World Cup Qatar 2022. In collaboration with the Supreme Committee for Delivery and Legacy and Qatar Tourism, to provide an exceptional and unique experience for fans delivered by a specialized workforce focusing on customers at all FIFA World Cup Qatar 2022 focal points, the "Qatar Host" program (by Qatar Tourism) was launched as mandatory training for all PHCC employees. The knowledge, skills, and behaviors of employees interacting with customers during the tournament reflect on the experience of fans, visitors, residents, and citizens, ensuring a legacy of success.

Other programs related to this global event were also introduced, such as:

1. "Stop the Bleed - Train the Trainer" involving 29 employees.
2. "Medical Triage" with 533 participating medical professionals.
3. "Emergency and Urgent Care for Primary Healthcare Providers" attended by 138 physicians and nurses.
4. "Intermediate Trauma Life Support (ITLS) by Hamad Medical Corporation" attended by 24 physicians.
5. "Comprehensive Mass Casualty Training" with participation of 1014 physicians and nurses.
6. "FIFA Integrated e-Learning Orientation Program for Primary Healthcare Workforce," attended by 3000 healthcare professionals from PHCC.

The International Training Center of the Primary Health Care Corporation (PHCC), an accredited training entity by the American Heart Association (AHA), completed the necessary instructor-led training under the leadership of regional trainers in the Middle East and North Africa region affiliated with the AHA. This enabled us to build the skills of our training faculty, enhance the capacities of certified AHA trainers, provide train-the-trainer courses, and increase Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) courses. This will greatly assist in renewing the licenses of our healthcare professionals and responding to "Code Blue" emergencies. In 2022, a total of 30 Basic Life Support (BLS) courses were conducted for 744 employees, in addition to 12 Advanced Cardiac Life Support (ACLS) courses for 124 healthcare professionals in PHCC.

On the other hand, the Non-Clinical Training and Development Department closely collaborates with the Civil Service and Government Development Bureau to develop Qatari employees in various roles and career progression plans, as a mandatory national requirement for Qatar's Vision 2030. The training team also supports clinical and non-clinical healthcare professionals through core skills programs ranging from emotional intelligence and workplace learning skills to self-development support, management principles, professional English language skills in healthcare, and more. PHCC e-learning portfolio and electronic library have been enhanced and expanded to support priority learning programs through the LMS365 system, which integrates all e-learning and instructor-led training programs into one platform accessible from all PHCC facilities, enabling easy and effective management, tracking, and reporting features.

The Learning Management System provides simplified and interactive dashboards for managers to monitor training and its needs. Moreover, the system offers the potential to optimize training expenses, reduce losses in productivity hours, and better manage training through the use of e-learning and online sessions. The effectiveness of this approach was evident during the handling of the COVID-19 pandemic, seamlessly transitioning from face-to-face training sessions to virtual ones and making optimal use of the Microsoft Teams platform.

In light of the national COVID-19 safety restrictions lifting policy, some face-to-face training programs have resumed, with continuous assessment of the epidemiological situation and the impact of any subsequent waves of the pandemic to prioritize all urgent training needs to support the immediate response efforts and return to focus on virtual training sessions and programs.

The following training programs have seen the highest attendance from employees:

1. Building Corporate Ethics Capacities
2. Hand Hygiene
3. Emergency Preparedness and Disaster Management
4. Person-Centered Care
5. Healthy Workplace Environment
6. Workplace Stress
7. Work-Life Balance

It's worth mentioning PHCC has been reaccredited as a provider of continuing medical education after the Workforce Training and Development Department obtained accreditation for continuing medical education for healthcare professionals from the Department of Healthcare Professions at the Ministry of Public Health (MoPH) for a period of five years until November 2026. This reaccreditation signifies a significant milestone, providing the highest level of excellence and competency for healthcare practitioners to deliver the required healthcare and ensure optimal safety for our patients, their families, and the community. The measured outcome of the PHCC continuous professional development program was the presence of specialized and motivated medical employees capable of contributing to building a healthcare system that responds to and meets the needs of Qatar's population.

Furthermore, PHCC was ranked the second most successful institution in Qatar compliant with cybersecurity crime prevention standards and training requirements for government entities by the National Cybersecurity Agency (NCSA) at an event hosted by the NCSA in October 2022.

The Cybercrime Prevention Training (CPT) program is a mandatory training conducted by the Ministry of Interior in collaboration with the Qatar Finance and Business Academy (QFBA). This training was developed using an informative e-learning approach and delivered on two tracks, with one course supporting all PHCC healthcare professionals and information technology and communications specialists.

7.3 Medical Licensing

The Clinical Licensing and Workforce Training and Development team works to ensure that all clinical workforce members obtain their annual professional practice license from the Qatar Council for Healthcare Practitioners under the Ministry of Public Health. Subjecting all clinical employees to this process ensures the competency and proper qualification of all clinical workforce in PHCC.

7.4 Human Resources Support Office and its Call Center

The HR Support Office was established under the Human Resources Department to ensure easy access for all employees to all HR-related services and functions.

Additionally, HR Support Call Center has been launched to facilitate employees in getting answers to all their inquiries, serving as a centralized source of information accessible to all employees for guidance.

The HR Support Office also guides and supports all employees regarding any inquiries related to the PHCC's HR policies, procedures, and code of conduct.

Any employee wishing to raise issues, grievances, or complaints should address them by contacting the HR Support Office. This office also receives employee suggestions and inquiries and provides up-to-date information related to HR management.

7.5 Corporate Ethics Framework and Ethics Committee

The "Work Ethics Committee" is responsible for supporting PHCC employees through three main functions: providing ethical advice and consultations, developing and/or reviewing policies related to clinical ethics and work ethics, in addition to facilitating education and awareness initiatives on current issues in clinical and organizational ethics (such as consent, confidentiality, decision-making capacity, conflicts of interest, medical error disclosure, clinical dilemmas, and others).

The Corporate Ethics Committee office continues its work in reviewing and receiving requests for advice and guidance, as officials and employees remain involved and engaged to ensure their compliance with ethical rules in the evolving work environment.

In 2022, the Corporate Ethics Committee received 25 cases through various channels ranging from email, hotline, and a dedicated online trajectory for raising ethical concerns. The analysis of these cases, in addition to previous annual reports and observations, highlighted the need to work closely with relevant departments to address such dilemmas or complaints and collaborate with frontline employees to increase their awareness and educate them on the proper ways to handle these dilemmas. Additionally, they were appropriately trained to understand the nature of ethical dilemmas in the workplace and what should be provided to the committee in case appropriate advice is not obtained.

The top 3 ethical dilemmas received by the Corporate Ethics Committee in 2022 were:

1. Autonomy cases, including information privacy and confidentiality such as accessing personal or medical information without permission.
2. Autonomy cases: including lack of clear consent for disclosing information, such as information related to the workforce or minors.
3. Employee conduct cases, such as employee complaints against colleagues and misuse of authority.

PHCC provides an online ethics training course as part of a mandatory package for all current and new employees. The online ethics course focuses on training employees on PHCC Code of Ethics, the ethics framework, the decision-making tool, and the hierarchical pathway for raising any concerns within the corporation, as well as how to identify an ethical concern's source. In 2022, approximately 7245 employees were enrolled in the mandatory online ethics capacity-building training.

The committee conducts a workplace ethics survey every two years to study the current situation and utilize the results to improve current practices. The Ethics Committee has also developed the "Ant Qodwa" initiative to raise awareness of the PHCC's and employees' needs and link them to the Corporate Ethics Committee's observations based on analytical data. Therefore, the initiative constantly evolves in its message and content to keep up with developments in this field.

8. Services, Preventive Health and Health Promotion

Despite the challenges faced by the country, especially during the COVID-19 pandemic and the diligent preparations for exceptional medical coverage during the FIFA World Cup Qatar 2022, today we take pride in turning these challenges into bright achievements. The crisis of the COVID-19 pandemic was managed with the highest levels of professional expertise. Recently, the World Health Organization (WHO) declared the end of the COVID-19 pandemic as a global emergency. It is evident to everyone that Qatar succeeded in providing an exceptional and unprecedented World Cup on all organizational levels and distinguished healthcare coverage.

At the same time, PHCC has been keen on continuing to provide excellent and innovative healthcare services through its health centers and new digital services. PHCC always reaffirms its commitment to continuously exerting efforts to upgrade and develop the level of healthcare services provided, with all resources being harnessed towards this goal.

8.1 Family Medicine

The goal of family medicine service is to provide personalized, comprehensive, and continuous care to individuals within the context of the family and community. The specialty focuses on treating the individual comprehensively, taking into account the impact of all external factors across all stages of life, and shifting the focus of primary healthcare from treating illness to preventing it. By managing the same family over long periods, family physicians become more familiar with all medical conditions among its members, which reflects in better healthcare service for the entire community.

The family medicine system implemented in all PHCC health centers has achieved great success. All registered individuals in the health centers have a designated physician they interact with, making them a member of the family over time. This approach reduces the need to deal with multiple physicians and avoids redundant efforts in assessing the patient's health status multiple times. The integrated family medicine model helps individuals better manage their health, reducing their need for secondary care, thereby increasing patients' autonomy and improving their health.

The number of visits to family medicine clinics reached 2,705,400 in 2022, representing a 9% increase from 2021. These visits accounted for the bulk of total visits and consultations to PHCC health centers in 2022, comprising 54%.

Family physicians offer a range of diagnostic and therapeutic medical care services. They provide preventive care, including routine screenings, immunity tests, health risk assessments, and personalized consultations on maintaining a healthy lifestyle. Additionally, family physicians offer 8 medical services to patients within the framework of what is called a multi-service clinic. These services include family planning and postpartum services, travel vaccinations and communicable diseases, general family medicine clinic, mental health, medical commission services, non-communicable diseases clinic, school health, and smart screening services.

Moreover, after examining the patients, family physicians can refer them to various other specialized clinics, such as adolescent health clinics, dermatology clinics, nutrition clinics, premarital examination clinics, smoking cessation clinics, well-baby clinic, laboratories, minor surgical procedures, cancer screening, ENT clinic, ophthalmology clinic, physical therapy, radiology services, ultrasound, and wellness clinic. In cases requiring intervention by a specialist, family practitioners provide support to patients by coordinating with specialists to ensure they receive the necessary healthcare.

The second phase of the Integrated Family Medicine Model launched the pilot project for case management service on August 14, 2022, in 4 health centers (Al Wajba, Al Wakra, Umm Salal, and Al Khor). This included an electronic platform within the health information system (Cerner) for multi-specialty clinics and healthcare coordinators. The service identified eligible patients - based on agreed criteria - totaling more than 48,560 patients (Qatari and non-Qatari). However, Qatari patients who meet the criteria in the designated four health centers, numbering 5413 patients, are targeted in the pilot phase.

The service outlined the roles of case managers, care coordinators, and multi-disciplinary treatment teams to support patients with multiple chronic conditions by collaborating to develop and implement a care plan to achieve the goals and improve the lifestyle quality.

At the end of the project, the working group plans to expand the service to other health centers, in addition to implementing identified improvements and referral processes to further integrate them into the family medicine model of care.

On another note, PHCC celebrates World Family Doctor Day, which falls on May 19 every year, to recognize the significant role of family doctors in maintaining community health. As part of the celebrations, a team of family physicians from Al Sadd Health Center and South Al Wakrah Health Center, along with the Awareness Section under the Corporate Communication Department, participated in activating community partnerships with medical students from the College of Medicine at Qatar University. They set up a health awareness corner to achieve community engagement and educate students on the importance of family medicine. Additionally, several events were held with the attendance of students from Musab Bin Umair High School for Boys and Rawdat Khalifa High School. The activities included discussions on various topics related to the importance of the role of family physicians in community and primary healthcare systems. The event concluded with the physicians engaging with students in a craft activity where they made beautiful gifts together. The educational and supervisory staff also participated, contributing to the success and distinctive implementation of the event.

8.2 Annual Check-up Service (formerly Smart Check-up)

The formerly known healthcare service "Smart Check-up" was renamed to "Annual Health Check-up" in October 2022. The Primary Health Care Corporation (PHCC) introduced the "Smart Check-up" service for the first time in January 2017 for citizens. It included a set of preventive screenings to diagnose health problems such as diabetes, hypertension, endocrine diseases, and cancer. These screenings are designed for early detection of these diseases and providing appropriate treatment.

The service also aims to identify known risk factors that lead to diseases, enabling physicians to assist patients in avoiding these diseases in future through preventive care services like wellness services.

The Annual Health Check-up targets and selects patients who may have risk factors for health problems such as diabetes, hypertension, cancer, and endocrine issues. They are then invited by the nursing team to undergo the check-up. During the check-up, the nurse spends 20 minutes with the patients to gather details about their health, family history, and any genetic or chronic diseases. The patient is then referred to the laboratory for various medical tests including urine and stool samples, complete blood count, and other necessary tests. Based on these tests, an appointment with the physician is booked to discuss the results and prescribe medications if any health issues are detected.

The visit rates to this clinic have increased this year, although the no-show rate for appointments remains high. The gradual increase observed throughout the year is mainly attributed to the return to normal by 100% in April 2022 (the service was suspended during COVID-19 waves).

Since the launch of the service until the end of October 2022, 48,101 annual check-up appointments were booked, with 26,228 visits conducted, and a no-show rate of 50%. Additionally, 16,314 annual health check-up consultations were booked, with 11,102 visits conducted, and a no-show rate of 32%.

PHCC began expanding the service to include healthcare workers and non-Qatari residents in August 2022, targeting 178,325 eligible individuals.

The primary goal of the Annual Health Check-up is to serve as the gateway to accessing all other primary healthcare services within PHCC, providing all Qatar residents with the opportunity to take steps towards maintaining their health.

8.3 Urgent Care Clinics

The Primary Health Care Corporation (PHCC) has expanded its urgent care services to the Al Mashaf Health Center, bringing the total number of health centers offering this service to 9. These health centers provide urgent care services 24 hours a day, 7 days a week, namely Al Ruwais Health Center, Umm Salal Health Center, Muaither Health Center, Al Gharrafa Health Center, Al Sheehaniya Health Center, Abu Baker Siddiq Health Center, Rawdat Al Khail Health Center, Al Kaaban Health Center, and the newly opened Al Mashaf Health Center.

These units provide round-the-clock care for patients with non-life-threatening medical needs within the framework of primary care, such as minor burns, sprains, severe headaches, earaches, high fever, dehydration, and dizziness.

Moreover, the clinical teams at the 31 health centers are well-qualified to provide medical care to children aged five and above with urgent but non-emergency medical conditions, including respiratory infections, mild fever, sore throat, or ear pain. Parents can bring their children to the designated health center prior appointments between 7 a.m. and 11 p.m., or to any of the nine urgent care units operated by PHCC, which are 24/7 open.

The visits to urgent care clinics significantly increased in 2022, reaching 142,415 visits, a 75% increase compared to 2021. This is attributed to the increase in suspected cases of COVID-19 or suspected post-COVID pneumonia during the latest wave of the COVID-19 variant.

8.4 The National Bowel, Breast, and Cervical Cancer Screening Program

The Primary Health Care Corporation (PHCC) is making significant efforts to fight cancer by referring suspected cancer cases to specialized entities of Hamad Medical Corporation (HMC) within 48 hours for further tests to confirm, diagnose, and commence treatment at early stages. The national program provides early detection services for several types of cancer, including breast cancer, bowel cancer, and cervical cancer.

The Ministry of Public Health (MoPH) statistics reveal that breast cancer and bowel cancer are the most common types of cancer in Qatar. Therefore, PHCC focuses on providing screening services for these specific cancers. Early detection of breast cancer can contribute to a 100% cure rate, whereas early detection of bowel cancer can contribute to a 90% cure rate.

All PHCC health centers provide cervical cancer screening. As for the national breast and bowel cancer screening program, it is available in four health centers: Leabaib, Al Wakra, Rawdat Al Khail, and Muaither – activated in 2021 – health centers in addition to the mobile unit for breast and bowel cancer screening. All these health centers are fully equipped with the latest mammography devices, and the service is provided by well-trained clinical specialists.

The bowel cancer screening service is available for people aged 50 to 74 years who do not show any symptoms of bowel cancer and have not undergone colonoscopy in the past ten years or stool check-up in the past two years. With the spread of the coronavirus in 2020-2021, PHCC ensured the implementation of all precautions to protect the community and combat the spread of the virus. This required the suspension of screening services at all health centers to avoid healthy people coming to health center and putting them at risk of contracting the coronavirus. In line with the state's efforts to implement precautions, awareness campaigns that could lead to public gatherings and crowding were suspended, and some educational lectures were conducted remotely.

As an alternative service, a home delivery service for bowel cancer screening was activated during the COVID-19 pandemic. There was a noticeable demand for the home delivery of the fecal immunochemical test (FIT Kit) by people registered in the bowel cancer screening program, which significantly affected the number of follow-up visits and screening assessments. Therefore, this service was reactivated through Qatar Post to help the program reach more people in the community, especially those who had undergone previous tests, including the elderly and people with special needs, as well as those who could not attend in person due to distance.

The delivery service is available free of charge and aims to facilitate screening for program participants. This process begins with a telephone consultation from the screening team to verify the participant's details and eligibility criteria for the test. Then, the team will explain the necessary steps to guide them on how to perform the test at home, and the participant will then be contacted by Qatar Post to arrange the parcel delivery day.

The Qatar Post team sends the fecal immunochemical test (FIT Kit) in a tightly sealed envelope, consisting of three sample collection containers along with instruction booklets for conducting the test and educational materials on bowel cancer screening. Participants are recommended to collect samples on three different days within one week, after which they send them to the appropriate health center.

The impact of the COVID-19 pandemic on celebrating World Cancer Day, which falls on February 4 of each year, was reflected in the 2022 celebration under the theme "Close the Care Gap" due to the disruption of cancer programs during the COVID-19 pandemic. A survey published in October 2021 indicated that more than half of the reported countries stated that cancer screening and treatment had been partially or completely disrupted during the pandemic.

As for the 2023 celebration, it came under the theme "Towards equitable care for cancer patients... Uniting our voices and taking necessary actions." Celebrating World Cancer Day represents a distinguished model of effective partnership and ongoing collaboration between the Ministry of Public

Health (MoPH), Hamad Medical Corporation (HMC), Primary Health Care Corporation (PHCC), Sidra Medicine, Qatar Cancer Society, and Qatar Red Crescent.

The global campaign to fight cancer, launched last year and continuing until 2024, aims to raise awareness about the gap in cancer care and advocate for more fairness. The campaign calls on the cancer community, governments, and healthcare providers to take actions that align with national needs and resources to reduce inequalities and improve access to cancer care services.

In this context, the Primary Health Care Corporation (PHCC), in collaboration with its partners, is working to embody the theme of this year's World Cancer Day in all cancer-related operations and services. This aims to facilitate prevention, early detection, diagnosis, and treatment, as well as to encourage individuals make crucial decisions to benefit from these services. PHCC also focuses on enhancing the role of individuals through awareness and education about the signs and symptoms of cancer so that community members can seek early care and urges friends, co-workers, families, and communities to take supportive stances for cancer patients. Additionally, efforts are directed towards addressing the cancer care gap by reshaping healthcare systems, improving the condition of infected people, and facilitating their access to services.

Bowel Cancer Awareness Month

The Primary Health Care Corporation (PHCC) successfully concluded its awareness campaign for Bowel Cancer Awareness Month under the theme "Prevention, Treatment, Cure." The aim of this campaign was to remind all women and men in Qatar about the importance of screening, which can help detect bowel cancer at an early stage. The month-long campaign also aimed to raise the public awareness about the importance of bowel cancer screening and encourage them to undergo screening through the Fecal Immunochemical Test (FIT). This test is provided free of charge to all women and men, citizens and residents of Qatar, aged 50-74 years, who do not show any symptoms of bowel cancer and have not undergone stool test in the past two years or any colonoscopy in the past ten years.

The bowel cancer awareness campaign involved dissemination of various printed and electronic awareness messages through social media platforms, internal communications, and public outreach, in addition to several contests. The campaign also included the delivery of medical lectures for resident family physicians, along with the setup of several health awareness booths in various health centers to respond to questions related to bowel cancer and its screening.

As a result of this campaign, statistics of breast and bowel cancer screening program recorded 765 participants who were screened in March, while appointments were booked to 813 people. These results represent a significant increase in awareness of the importance of bowel cancer screening and the need for early detection.

Breast Cancer Awareness Month

The Primary Health Care Corporation (PHCC) encourages all women in Qatar to book an appointment for breast cancer screening as part of the "Symptom Free Is Not Disease FREE.. Screen to Reassure!" campaign throughout October. This theme was chosen to emphasize the importance of early detection even if in the absence of symptoms, as there may be a possibility of contracting the disease without any signs.

The breast cancer screening service relies on inviting the targeted age groups to undergo early detection screenings at designated health centers. Women aged 45 to 69 who do not experience any

symptoms are invited to undergo breast cancer screening every three years using mammography. The screening process takes no longer than twenty minutes, providing a comfortable and private environment for women as the breast cancer screening unit is completely separate from other clinics.

After conducting the examination, if the results are positive, the patients are contacted and an appointment with a doctor is scheduled, followed by a referral to specialized clinics at Hamad Medical Corporation. If the results are negative, a text message is sent to inform the individuals and remind them of the necessity to repeat the examination within three years.

After screening, if the results are positive, the patients will be contacted, and appointments will be booked to see the doctor and then referred to the competent clinics at Hamad Medical Corporation (HMC). If the results are negative, a text message will be sent to inform and remind them of the need to re-examine after three years.

The wide month-long campaign included printed and electronic awareness messages distributed through social media channels, as well as interactive awareness activities for the public, including lectures and health awareness booths. A health awareness booth was set up at Doha Festival City from October 13-15 and October 20-22 to reach the largest segment of target group, where campaign advertisements were displayed inside the shopping mall.

In addition, awareness booths were also set in 9 PHCC health centers, including the main building and the following health centers: Al Wajba, Umm Salal, Messaimeer, Rawdat Al Khail, Leabaib, Al Wakra, Muaither, and Al Thumama health centers. The specialists in these awareness booths educated visitors about the importance of early detection of breast cancer and registered target women for screening.

One of the awareness campaign activities included conducting lectures on breast cancer and the importance of early detection. Twelve educational lectures were delivered to female employees in various companies and schools. PHCC also collaborated with social media influencers to remind women of the importance of regular screening, with coverage of one of the designated breast cancer screening booths located in its health centers.

Furthermore, PHCC team distributed souvenirs in the dedicated breast cancer screening booths. The campaign was also supported by Qatar Energy, the Pink Track of WISH 2022 conference, and several schools that distributed souvenirs and health education pamphlets.

As a result of this campaign, statistics of breast and bowel cancer screening recorded 1,305 women who underwent screening in October, while appointments were booked for 1,966 women during the campaign.

8.5 Mental Health Services

The Primary Health Care Corporation (PHCC) has worked to ensure the integration of mental health services within primary care, providing several benefits and advantages, including early detection, diagnosis, and treatment of mental health problems. Integrating mental health services into general health services helps patients access these services easily and confidentially, facilitating access to mental health services for everyone and shifting healthcare from a care focused on acute and hospital-based cases to a preventive, community-based, and primary care system.

PHCC mental health clinics receive individuals suffering from anxiety disorders, depression, eating disorders, psychological stress, and work-related pressures, where they are managed according to specific diagnostic procedures. Subsequently, they are assisted in overcoming mental disorders through educating them on coping strategies, changing misconceptions and beliefs about their

surroundings, and training them in relaxation and meditation to reduce stress and anxiety levels through multiple consultation sessions between the therapist and the patient.

Mental Support Clinics

The Primary Health Care Corporation (PHCC) has established "Support Clinics" (mainly mental health services) in health centers, including Al Wajbah, Al Thumama, Al Wakrah, Rawdat Al Khail, and Qatar University health centers, and recently Al Mashaf health center (November 2022). Family physicians refer patients with mild to moderate depression or anxiety to clinical psychologists for assessment, diagnosis, and treatment. Additionally, social workers specializing in mental health are available to provide specialized support alongside psychologists. In August 2022, the mental health support clinics began receiving patients referred from the Cognitive Behavioral Therapy (CBT) program for obesity prevention.

Integrated Psychiatry

The Primary Health Care Corporation (PHCC) implements "Integrated Psychiatric Medicine" services in its health centers including in Al Thumama, Qatar University, Al Wajbah, and Rawdat Al Khail health centers. These services provide comprehensive mental health assessments, diagnosis, and treatment plans for patients who are generally referred to the Psychiatry Hospital at Hamad Medical Corporation (HMC). Furthermore, PHCC opened a new Integrated Psychiatry Clinic for the elderly at the Umm Salal Health Center in November 2022. This expansion provides care for patients aged 65 and above who suffer from primary functional disorders such as depression, bipolar disorder, anxiety, sleep disorders, schizophrenia, dementia, as well as cognitive impairment and mental disorders.

The integrated psychiatric services operate under a joint vision of integration between PHCC and HMC, focusing on patient-centered care provided in a coordinated and comprehensive manner.

PHCC aims to expand mental health services, including more specialized care such as support for adult attention-deficit/hyperactivity disorder (ADHD). This led to the opening of a specialized clinic for adults at the Rawdat Al Khail Health Center.

Memory Clinics

Recently (January 2023), memory clinic services resumed at the Rawdat Al Khail Health Center, Al Wajbah Health Center, Leabaib Health Center and Al Wajba Health center and in collaboration with Hamad Medical Corporation (HMC). These services are provided by a specialized team supervised by a multidisciplinary team comprising geriatricians, psychiatrists, occupational health therapists, and supported by PHCC nurses. The service offers comprehensive assessments for patients over 60 years of age to detect any memory-related concerns. Referral to the specialized clinic in the mentioned health centers can be made by the family physician.

Primary health care services are essential for individuals suffering from dementia and their families to prevent hospitalization, which can increase mental, emotional, and financial burdens. Family physicians in primary care play a crucial role in the early detection and management of dementia.

It is worth mentioning that "Qatar National Dementia Plan" ensures the country's readiness to address the dementia challenge through an integrated approach and a center designated to provide care for dementia patients and conduct related research. With over four thousand individuals currently suffering from dementia, the launch of this national plan, one of the first of its kind in the Middle East, reflects the consistent commitment of the healthcare sector to fully support the elderly in the community.

Child and Adolescent Mental Health

Child and adolescent mental health services can be accessed through PHCC school health services, which utilize specialized assessments to aid in the early detection and treatment of behavioral, mental and social problems in children.

Adolescents diagnosed as needing further support are referred either to the school psychologist or PHCC Student Counseling Service or external care providers for specialized care. The Student Counseling Service, available at Muaither Health Center, offers mental assessment, diagnosis, support, and management for children experiencing learning difficulties and behavioral problems. This clinic provides support to children aged 4 to 18 years.

Mental Health and Wellbeing Educational Program "Ma'ak"

The Ministry of Public Health (MoPH) recently launched an educational program aimed at promoting mental health and wellbeing called "Ma'ak." The program was developed in collaboration with the National Mental Health Program team at the Ministry of Public Health (MoPH), Hamad Medical Corporation (HMC), and the Primary Health Care Corporation (PHCC) to provide educational and awareness programs targeting various population groups to reduce the stigma associated with mental health conditions.

The "Maak" program primarily focuses on the education sector. Both HMC and PHCC have developed educational materials distributed to schools. Additionally, PHCC back-to-school campaign complements "Maak" program, which was launched under the theme "Towards Promoting Students' Overall Health" in August 2022. The campaign aimed to reach a larger segment of the population, including students of all ages, their parents, and government school employees.

Moreover, PHCC celebrates World Mental Health Day in October each year to raise public awareness and increase support for mental health issues. A series of online lectures covering various educational materials for different education sector stakeholders, such as school children, parents, teachers, and school administrators, have been conducted. Future educational sessions are planned for implementation throughout the school year, along with additional training units and school curriculum based on WHO school mental health program.

8.6 Wellness and Health Promotion Services

The wellness service vision is to empower people to make positive lifestyle choices to achieve balance in their physical, mental and emotional health and support them to live longer, healthier and more productive lives. It also aims to adopt an integrated human and community approach to improve the health and well-being of the entire community.

wellness services are multidisciplinary in nature and offer a diverse range of services to address overweight, obesity, physical inactivity and unhealthy dietary habits, supporting individuals in adopting healthy lifestyle choices to balance their physical, mental, social and emotional health. These services include the healthy lifestyle clinic, health coach clinic, exercise physiology clinic, and wellness center including a gym, a semi-Olympic pool, a spa area with sauna, steam rooms and a post-workout massage to relieve muscle stress.

Before the COVID-19 pandemic, the number of health and wellness centers reached 6 centers: Al Waab, Rawdat Al Khail, Umm Salal, Muaither, Al Wajba, and Al Ruwais, where wellness services began operating at full capacity in all health and wellness centers, making facilities available five days a week

during morning and evening shifts for both men and women. (The number of health and wellness centered increased to 7 with the opening of Al Khor Health Center in October 2022).

During the COVID-19 pandemic, the wellness services at health centers, which were provided to patients and visitors in these centers, were suspended concurrently with precautionary measures, as most of the attendees and recipients of these services were adults with chronic diseases who are more susceptible to COVID-19 complications. The services were temporarily resumed in the third quarter of 2021 following the second wave of the COVID-19 pandemic. Then, they were suspended again with the emergence of the Omicron wave in early 2022.

Health and wellness services were gradually resumed, with the latest being Rawdat Al Khail Health Center as of March 6, 2022, following a significant decrease in COVID-19 cases in Qatar after the Omicron wave and the gradual lifting of imposed restrictions.

Following the declaration of the end of the global COVID-19 emergency, all health and wellness facilities resumed their operations at maximum capacity, witnessing a 212% increase in 2022 compared to 2021. Visits to health clubs, swimming pools, and group classes accounted for 81% of these visits.

The Wellness Education Program for School Students

The Primary Health Care Corporation (PHCC), in collaboration with School Health and under the supervision of the Ministry of Education and Higher Education, launched the Wellness Program for schools for the academic year 2022-2023.

The school-based Wellness Program aims to enhance the students' quality of life on all physical, mental, and social levels, thereby raising awareness of the importance of adopting healthy eating habits, meeting general recommendations for physical activity, improving healthy sleep habits, and managing stress properly. These aspects are considered essential for achieving well-being and creating a healthy and academic environment for students.

In coordination with the School Health Section and the Ministry of Education and Higher Education, 10 schools were selected for the first year to be included in the program, covering various stages of primary, secondary, and high education for both genders, based on specific criteria. These schools included: Um Salama Primary School for Girls, Hamad Bin Abdullah High School for Boys, Al Waab Primary School for Girls, Qatar Secondary School for Girls, Mohammed Bin Abdulaziz Al Mana High School for Boys, Hajar Primary School for Girls, Somaya Primary School for Girls, Abu Bakr Al Siddiq Secondary School for Boys, Rawda Bint Mohammed High School for Girls, and Saad Bin Muath Primary School for Boys. Additionally, one classroom was randomly selected to be included in the program.

Furthermore, employees from the Wellness Department, including health educators and fitness coaches, visited schools monthly, in coordination with the school to deliver the planned monthly activities for the students and share this content with various school employees. Additionally, the topics of the activities were selected in coordination to achieve the program's goal of improving habits and behaviors for a comprehensive healthy lifestyle by encouraging exercise, balanced diet, healthy sleep habits, positive mental behaviors, and avoiding negative behaviors such as smoking.

Through several monthly activities in the selected schools, a number of awareness lectures, workshops, and diverse events were held in collaboration with school employees. Articles, tasks, videos, and other educational materials were also uploaded by wellness employees. All activities were evaluated through regular surveys, monthly assessments, and periodic reviews twice before starting

the program and after completing all health activities and topics at the end of the academic year. Schools were honored with shields and certificates.

8.7 Physiotherapy Services

PHCC Physiotherapy Services provide musculoskeletal therapy services primarily focusing on performance enhancement, movement restoration, and self-management support and enhancement. Physiotherapists offer chiropractic treatment, therapeutic exercises, and the application of various electrotherapy modalities. These services are available in 14 health centers and are provided to patients aged 14 and above during morning and evening shifts every day, except for Fridays. In addition, these services are provided at patients' homes by organizing physical activity sessions tailored to the needs of the elderly.

Physiotherapists at PHCC health centers also provide consultation and advice to patients regarding exercise positions, therapeutic techniques, their impact on health, their role in reducing the risk of injury, and advice on movement and exercises, by explaining to the patient the role of physiotherapy exercises in improving the overall health. To emphasize the importance of awareness and education, electronic brochures related to exercises for some diseases have been posted on PHCC website, which patients can benefit from and refer to as needed.

Referring patients to physiotherapy clinics must be administered through a physician, and the diagnosis must be clear and within the scope of the department's services. It should be noted that before the COVID-19 crisis, the physiotherapy service annually received around 61,000 cases or sessions provided to patients. During the COVID-19 pandemic, all appointments in all clinics were postponed protecting patients' health from infection. Initially, telephone consultations were activated in four health centers (Al Waab, Qatar University, Al Thumama, and Al Wajba) as a preliminary measure to provide all services to all patients, followed by the activation of video consultations in two health centers (Al Waab and Qatar University) then Al Thumama and Al Wajba health centers. Subsequently, the service gradually resumed in other clinics in the following months but within different proportions of appointments, through telephone/video consultation, and during the session, the physiotherapist determines whether patients need face-to-face appointment to complete their treatment plan.

It is worth noting that the physiotherapy service was gradually resumed until it returned to its normal operation by the end of 2022.

Furthermore, in December 2022, Dry Needling Therapy service was introduced in 14 health centers, delivered by 45 physiotherapists who underwent intensive training to obtain the necessary certification and experience. This evidence-based technique falls within the scope of non-surgical interventions. Despite achieving effective results for patients suffering from chronic pain, this therapy is not suitable for all cases and therefore requires comprehensive evaluation and clinical analysis to ensure that this intervention is the appropriate option and will be performed correctly. The primary goal of Dry Needling Therapy is to stimulate or alleviate pain points in muscle trigger points to relieve pain or improve the patient's mobility and help them return to their functional activities more quickly. It also aims to effectively treat conditions such as headaches, sciatica, shoulder, back, and neck pain. This therapy can be used in parallel with other techniques such as chiropractic therapy or physical exercises as part of the physiotherapy or pain management program.

In June 2023, PHCC launched Cupping Therapy as a pilot phase at the Umm Salal Health Center, as one of the new therapeutic services aimed at improving patients' health, enhancing their healing process, and ensuring their safety. Many patients can benefit from Cupping Therapy through their family

physician, who refers eligible cases according to approved criteria. This service will gradually expand to certain health centers in the future.

This group of patients includes those diagnosed with conditions such as chronic headaches of unknown causes, treatment-resistant migraines, carpal tunnel syndrome without indication for surgical intervention, localized or muscle spasms that do not respond to simple pain killers, upper or lower back and neck pain, chronic diseases such as eczema and asthma, and skin conditions like acne. This therapeutic program is implemented by a group of physicians trained in cupping therapy, tailored to each patient's individual needs.

Cupping therapy is a safe procedure, but it is not suitable for everyone. It should not be used for pregnant women or patients suffering from inflammatory infections such as acute hepatitis, tuberculosis, and heart diseases. Therefore, it is important to consult a specialist before starting any cupping therapy to assess the health condition and determine whether these treatments are suitable and safe for the individual.

8.8 Community Therapeutic Nutrition Clinics

Community Therapeutic Nutrition Clinics are available in all PHCC health centers, supervised by a number of highly qualified specialists, both male and female, in morning and evening shifts, with an average of 10 clinics per week. Children from 6 months of age up to the elderly can access this service. The total number of visits to Community Therapeutic Nutrition Clinics exceeded 50,000 across all health centers in 2022.

PHCC emphasizes that these clinics are among the latest centers for nutritional counseling and weight management, equipped with body composition analysis devices. Among the key services provided are nutritional consultations, designing scientific dietary programs and diets (for weight loss, weight gain, immunity enhancement), nutritional therapy consultations for diseases (diabetes, hypertension, high cholesterol, heart, digestive, kidney diseases, anemia, osteoporosis, gout, gestational diabetes, and others), consultations for pregnant and lactating women, special diets for children and adolescents, and also providing special diets for athletes such as muscle mass gain and fat reduction. These clinics also offer weight loss programs and assistance in changing dietary habits to achieve a healthy lifestyle through guidance and follow-up.

Moreover, PHCC School Health Section identifies any obesity issues among students and refers them to health centers to consult with dietitians, noting that obesity and chronic diseases were previously observed mainly among individuals aged forty and above, but currently, they are more prevalent among adolescents and school students. Therefore, nutrition clinics strive to involve parents in lifestyle changes to address their children's health issues.

PHCC provides weight loss injections in health centers, emphasizing that such injections are merely an auxiliary factor, urging that patients should not receive them or be referred for gastric sleeve surgery until they have consulted a dietician for at least three months to enable them to change their dietary habits.

PHCC participates in celebrating World Obesity Day, which falls on March 4. The main objectives of this day include promoting solutions to the obesity crisis, raising awareness, and improving policies related to obesity treatment and prevention. This is achieved through organizing educational workshops, issuing electronic cards containing tips and guidance, and engaging all its social media platforms on this occasion. Given that obesity is a chronic disease requiring long-term management,

and considering its complex nature influenced by genetic, mental, environmental, and psychological factors, its global increase has made it a significant public health issue with substantial costs to healthcare systems.

The Community Therapeutic Nutrition Department is currently conducting a survey to identify unhealthy dietary behaviors, utilizing the research framework developed by the corporation to conduct further research. Additionally, a YouTube channel has been launched under its umbrella, featuring videos containing many tips relevant to the audience. Furthermore, there are plans to develop a nutrition app that will calculate individuals' body mass index and provide personalized advice based on their condition.

8.9 Smoking Cessations Clinics

Smoking cessation clinics are considered an essential part of the effective prevention services provided by the Wellness and Health Promotion Section. These clinics aim to treat all smokers and provide them with behavioral consultation and pharmacological therapy to quit smoking.

The Primary Health Care Corporation (PHCC) offers this service through 16 clinics in 13 health centers distributed across the country, including Al Gharrafa Health Center, Mesaimer Health Center, Omar Bin Al Khattab Health Center, Al Thumama Health Center, Abu Bakr Al Siddiq Health Center, Rawdat Al Khail Health Center, Al Shamal Health Center, Lusail Health Center, Al Wakrah Health Center, Qatar University Health Center, and Al Waab Health Center. The number of visits to these clinics reached 3,436 visits in 2022 with 15% of them were able to quit smoking, while in the first quarter of 2023, the number of visits to the clinics exceeded 1400 visits, with approximately 15% being able to quit smoking.

Patients have the choice between attending the clinic in person or opting for teleconsultations. These clinics provide consultations and services by trained and licensed physicians specializing in tobacco dependence treatment. They offer effective counseling and prescribe medications to help smokers quit tobacco use during the treatment phase. A personalized program is tailored for each smoker to assist them in quitting through nicotine alternatives and medications that change and suppress the strong appetite to smoke, as well as reduce withdrawal symptoms resulting from quitting.

PHCC, in collaboration with the World Health Organization, celebrates World No Tobacco Day on May 31 each year. The theme for this year, 2023, is "Let's grow food, not tobacco." The campaign aims to increase public awareness of the impact of tobacco on the environment, from its cultivation, production, and distribution to its waste. It also highlights the health risks associated with tobacco use and calls for effective policies to reduce its consumption by spreading health awareness messages and urging the community to refrain from smoking by seeking assistance from smoking cessation clinics.

8.10 Home Healthcare Services

Home healthcare is considered an integral part of the patient's recovery process, providing specialized care delivered at the patient's home to avoid or minimize the need for rehospitalization. This care is provided by a multidisciplinary team that visits, assesses, and develops a care plan with the patient and his/her family.

Home healthcare services are offered to individuals who are confined to their homes, including Qatari citizens and GCC citizens aged 60 and above. However, exemptions from the criteria for receiving the service may be granted under very specific circumstances, such as Muslim women in the Iddah period after the death of their spouse who suffer from chronic diseases like hypertension

and diabetes. They are provided with a comprehensive medical team, with a constant focus on developing services in line with community needs, raising health awareness, and emphasizing compliance with precautionary measures, especially among the elderly who require more healthcare attention due to their multiple health problems and conditions.

The Home Healthcare Services Department aims to provide various types of care and services through a medical team consisting of family physicians/physiotherapists, dietitians, and nursing staff from primary healthcare centers. Nurses provide nursing services according to the treatment plan developed by the medical team based on the patient's medical assessment and health condition. These services include, but are not limited to:

- **Nursing Services:** Monitoring and evaluating patients' skills and conditions, supporting and developing the skills of the elderly's home caregivers through training and teaching them skills in a simplified manner and appropriate information according to the patient's condition. Monitoring vital signs such as blood pressure and blood sugar levels, treating non-inflamed first and second-degree wounds, vaccinating patients against influenza, and collecting blood samples.
- **Medical Services:** Comprehensive medical assessment for the elderly, developing a comprehensive evidence-based treatment plan according to the specific needs of each patient, monitoring and tracking laboratory results, such as the international normalized ratio (INR) for blood clotting, and referring patients to specialized care according to their specific needs and in accordance with PHCC referral policies.
- **Physiotherapy Services:** Comprehensive physiotherapy assessment (initial assessment, reassessment, and follow-up assessment):
 - Developing a comprehensive evidence-based care plan for physical therapy tailored to the specific needs of each patient.
 - Monitoring progress and reassessing cases.
 - Providing physical activity sessions according to the needs of the elderly at PHCC level and referring them based on each patient's needs.
- **Therapeutic Dietary Services:** Conducting a comprehensive nutritional assessment to identify existing nutritional problems such as malnutrition and identifying potential nutritional risk factors (initial assessment and follow-up assessment):
 - Developing a comprehensive evidence-based healthy dietary plan according to the patient's needs.
 - Monitoring progress and reassessing the treatment plan.
- Additionally, the medical team provides health education on various topics tailored to the needs of the elderly to promote their health during each home visit.

The number of home nursing team visits in 2022 reached 72,742 visits, in addition to 2,347 visits by the multidisciplinary team, providing home healthcare services to approximately 321 patients. The number of registered patients in this service reached 1,101 patients. The satisfaction rate with this service was 99.1% in 2022.

Furthermore, 321 registered home patients were vaccinated during the seasonal influenza vaccination campaign. Additionally, 649 patients completed two doses of the COVID-19 vaccine, and 57 patients received three doses.

This service continues to witness significant growth and increasing demand due to the growing number of elderly individuals. It greatly contributes to promoting healthy lifestyles for the elderly at home and improving their quality of life.

"Ejlal" Elderly Dental Care Program

In June 2023, the Primary Healthcare Corporation (PHCC) announced the launch of the pilot phase of "Ejlal" program for elderly dental care. The "Ejlal" program offers specialized services designed to examine the elderly in their homes, provide necessary awareness, and refer cases requiring treatment. The program enables the assessment of the oral health status of the elderly, especially those who may be in advanced medical conditions and unable to communicate their pain. Moreover, it is essential for identifying cases in need of dental treatment or those with various oral diseases such as dental caries, chronic gum inflammations, mouth ulcers, and early detection of oral cancer cases.

The "Ejlal" team visits the targeted elderly individuals with a wheelchair and dental examination tools to conduct a comprehensive oral examination inside and outside the mouth at the elderly 's home. They require to arrange a suitable place for the visiting team and their equipment. The team discusses the results and treatment plan with the elderly, families, or caregivers. Moreover, there will be a focus on promoting oral hygiene skills and empowering the elderly to know how to maintain good oral and dental hygiene.

The pilot phase continued for three weeks during June 2023. After discussing the results and identifying any obstacles, the implementation phase will begin, and the service will be extended to all target patients.

8.11 Pre-marital Medical Examination

The pre-marital medical examination program was launched in the State of Qatar and became mandatory under the Emiri Decree No. (22) issued by His Highness the Father Sheikh Hamad bin Khalifa Al Thani for 2006 concerning family law. According to Article 18, the pre-marital medical examination is mandatory for all citizens and residents of the country. The law was implemented in December 2009, directing Qataris and GCC citizens to undergo the examination at the public health centers, while residents undergo the examination at private healthcare institutions. The program aims to reduce the spread of some genetic blood diseases and certain infectious diseases, alleviate the burden on healthcare facilities and blood banks, avoid social and psychological problems for families due to the presence of a disabled child, and reduce the financial burdens resulting on families and community from treating affected individuals.

Through these examinations, some genetic blood diseases (sickle cell anemia and thalassemia), and some infectious diseases (hepatitis B, hepatitis C, acquired immunodeficiency syndrome, and syphilis) are detected, along with cystic fibrosis, homocystinuria, and spinal muscular atrophy. Additionally, glucose analysis, blood grouping, and measurement of immunity against measles are conducted for women only. The aim is to provide medical advice regarding the possibility of transmitting these diseases to the other party or to future children and to present options and alternatives to help the engaged couples plan for a healthy family.

Applicants for pre-marital examination are guided by a trained medical team consisting of family physicians and nurses. They provide advice, consultation, and preventive measures, especially in the current circumstances with the COVID-19 pandemic. Measures have been taken to ensure the continuation of this service in health centers with the highest possible safety standards, as pre-marital examinations are still ongoing during the pandemic but with precautionary measures in place.

Test results are prepared within a week, and medical examination certificates are delivered to both parties if the results are normal. However, if the results are abnormal, both parties are referred to Hamad Medical Corporation clinics for necessary advice and treatment. This service is available in the following health centers: Airport, Al Khor, West Bay, Al Rayyan, Lusail, Al Wajba, Omar Bin Al Khattab, and Gharrafat Al Rayyan. Patients can book appointments at any of these health centers, and it's not mandatory for them to be registered there. However, both parties must undergo the examination at the same health center on the same day.

Community members are also educated about the importance of pre-marital medical examination through six steps: Firstly, by distributing educational films and posters at health centers providing the service. Secondly, by coordinating with relevant governmental and non-governmental entities, as the pre-marital health program is a societal issue. Thirdly, by increasing medical counseling clinics distributed across all areas. Fourthly, by focusing on improving the quality of medical counseling performance through continuous training by specialists in counseling and communication skills. Fifthly, by focusing on areas with high prevalence of genetic diseases. Finally, by intensifying training and awareness programs at various youth frequented locations, such as high schools, social clubs, and sports clubs.

8.12 Woman and Maternal Health

The Primary Health Care Corporation (PHCC) offers a range of healthcare services through the Well Woman Clinic, including health counseling and support for women in various stages of their reproductive journey, such as antenatal, postnatal care, breastfeeding support, and family planning.

The updated antenatal care service includes a series of regular and specific visits for each stage of pregnancy. This service is provided at all health centers, each of which provides opportunities for health education with a maternal and child health educator. It includes reviewing medical and surgical history, previous gynecological and obstetric diseases, ordering routine tests, and prescribing supplements. Modified screenings are also provided, including tests for hepatitis B, hepatitis C, syphilis, German measles, as well as hemoglobin and blood sugar levels.

Pregnant women receive prenatal care at health centers until week 34 of pregnancy, after which they are referred to secondary care for continued regular monitoring until delivery. In certain high-risk cases, pregnant women may be referred to secondary care before week 34.

In 2022, 100% of pregnant women visited the antenatal care clinics at least once to receive care, totaling 43,525 visits.

PHCC also encourages pregnant women to visit dental clinics in its health centers to receive appropriate dental examinations and diagnoses for oral health before childbirth as part of the "Beautiful Smile" program. PHCC trained approximately 1000 healthcare workers specializing in child and maternal oral health as part of this program to assess the oral health of pregnant women during

prenatal visits and refer them to dentists in case of any oral health problems. These medical personnel were trained by professors and faculty members at Weill Cornell Medicine-Qatar.

As for the postnatal examination service at 6 weeks, it includes physical and mental assessment, health education, and counseling on breastfeeding, nutrition, physical activity, and family planning. The launch of the postnatal health examination at 6 weeks was completed in 2017, and all health centers now provide the service to both Qatari and non-Qatari women. The number of visits for this service reached 7,840 visits in 2022.

Midwifery Clinics

On another front, midwives employed by PHCC were granted licenses to practice full-scope midwifery by the Ministry of Public Health - Medical Licensing Department after completing the necessary training in collaboration with the Women Health and Research Center. In June 2022, PHCC launched midwifery clinics in 10 of its affiliate health centers, namely Al Wakra, Al Thumama, Umm Salal, Al Kheesa, Al Gharrafa, Qatar University, Leabaib, Al Waab, Al Wajba, and Abu Bakr Al Siddiq, providing comprehensive midwifery services for pregnant women.

The number of these clinics increased to 18 in March 2023 with the opening of 8 additional clinics in Al Daayen, Madinat Khalifa, Airport, Umm Al Seneem, Abu Naklah, Al Sheehaniya, Muaither, and Rawdat Al Khail Health Centers. The number of midwives and health centers will gradually increase in the coming periods to provide integrated healthcare for low-risk and uncomplicated pregnancies of women aged 19 to 34, from the first to the fourth pregnancy, with a gestational age of 14 to 24 weeks in the initial visit, and the absence of any previous or current chronic medical or mental conditions.

Midwifery care during pregnancy involves taking preventive measures and promoting natural childbirth, conducting physical assessments, and providing health education specific to pregnancy, performing all necessary blood tests and ultrasound screening with the prescription of essential dietary supplements, emphasizing the importance of proper nutrition and providing a healthy lifestyle for the pregnant woman, and assisting with pregnancy-related problems to enable her to adapt to mental and physical changes. This is done through 10 scheduled visits, after which the pregnant woman is referred by the physician to the hospital for further follow-up and delivery.

Encouraging Breastfeeding

The World Breastfeeding Week is celebrated annually from August 1st to 7th, aiming to highlight the significant benefits of breastfeeding for both mothers and babies. It provides an opportunity to promote breastfeeding and provide new mothers with access to quality care, advice, and support they need. PHCC has hosted several events and activities to encourage this practice and raise awareness through publications, brochures, and other media. The focus of the 2022 campaign under the theme "Let's Rise with Breastfeeding - Educate and Support" was to achieve the campaign's goals by intensifying the dissemination of educational materials on social media channels. Video clips addressing misconceptions about breastfeeding using the Qatari local dialect were produced, featuring influential community members, in addition to another educational video for physicians emphasizing the importance of this topic.

To increase community awareness of the importance of breastfeeding, educational sessions on this topic were held on PHCC Instagram page. PHCC also displayed this year's campaign theme on all its devices. Furthermore, the staff clinic focused on supporting working mothers and providing them

with advice, guidance, and educational materials about breastfeeding, in addition to publishing educational articles.

These efforts culminated in PHCC receiving certification from the World Alliance for Breastfeeding Action (WABA), which consists of a global network of individuals and organizations working together to promote and support breastfeeding worldwide.

Integrated Family Planning Service

Regarding the Integrated Family Planning Service, it aims to provide women of reproductive age with the following:

- High-quality, evidence-based information and methods for informed choice in determining the number and spacing of children and their timing.
- Access to available methods of birth spacing.

The number of visits to the Family Planning Clinic reached 2,063 visits in 2022. A collaborative approach was launched between PHCC, Sidra Hospital, and Hamad Medical Corporation to develop capabilities and services to enhance family planning services in Qatar. Moreover, PHCC physicians are given the opportunity to develop their skills and expertise in contraceptive methods such as intrauterine device (IUD) insertion through courses offered by family planning specialists from Sidra Hospital and Hamad Medical Corporation, coordinated by the Workforce Development and Training Department in alignment with the Maternal and Child Health Strategy.

8.13 Oral and Dental Health

The dental clinics, currently totaling 154 clinics distributed across all 31 health centers, provide comprehensive primary dental health services in both general and specialized dentistry for all age groups. These services primarily focus on prevention and early detection of dental and periodontal diseases, mitigating them before they progress to advanced stages, in addition to coordinating with other specialties and levels of healthcare to provide an integrated health plan.

The services offered in the general dentistry clinics include preventive treatments such as fluoride application, cosmetic fillings, glass ionomer fillings, and gum cleaning in cases of gum diseases such as scaling or in cases of routine preventive cleaning. Services also include nerve fillings for anterior teeth and tooth extraction for simple cases that do not require referral to secondary or tertiary care.

The specialized dental clinics include oral surgery, endodontic (root canal treatment), pediatric dentistry, and periodontal treatment clinics. The oral surgery clinic provides services such as extraction of worn or wisdom teeth, while complex cases or those requiring a higher level of healthcare are referred to secondary or tertiary care like Hamad General Hospital. The endodontic clinic offers root canal treatment for posterior teeth, pediatric dentistry clinics provide services for children's dental treatment, and educate parents on the importance of maintaining clean teeth. Finally, the periodontal treatment clinic focuses on advanced gum treatments for tissues supporting teeth affected by gum diseases.

Adult Oral Health

In addition to various curative services provided through general and specialized dental clinics, PHCC has launched an adult oral health check-up service in collaboration with the Ministry of Public

Health. This national examination service primarily focuses on preventing oral diseases and promoting oral health, as part of dental examination programs in Qatar, including the "Beautiful Smile Program" and the "National School Oral Health Program" provided by the Primary Health Care Corporation (PHCC).

This service specifically targets Qatari adults aged 18 and above in its initial phase, to include regular oral health check-ups, aiming to prevent patients from facing serious dental problems and complications. Patients who meet the criteria undergo an oral health examination - whether symptomatic or asymptomatic - to support early detection of oral diseases and increase awareness of oral health to prevent future problems. As the services are provided by PHCC, this ensures a patient-centered care approach to support the patient's medical history, as dental health problems are often associated with other medical conditions and may exacerbate them, such as diabetes.

During the examination, the dentist reviews the patient's medical history and then conducts a comprehensive examination and assessment. Depending on the findings, patients are either discharged until the next oral health check-up appointment or referred for further care and treatment if diagnosed with a dental disease. Patients with life-threatening emergencies or suspected oral cancer are referred to Hamad Medical Corporation (HMC) for treatment, as well as those needing prosthetic teeth to replace missing teeth.

The focus is also placed on encouraging pregnant women to visit dental clinics in PHCC health centers for appropriate oral health examination and diagnosis before childbirth, as well as inviting individuals aged 70 and above for continuous therapeutic follow-up to increase awareness among the elderly and their caregivers about the benefits of preventive healthcare. General advice in this regard includes using fluoride toothpaste, brushing teeth at night before bedtime, ensuring thorough cleaning of dentures, and soaking them in a sterilizing solution overnight. PHCC dental specialists also provide advice on a healthy diet, such as consuming fresh fruits and vegetables, reducing consumption of sugary foods, processed foods, and carbonated beverages, to promote good oral health.

Furthermore, PHCC announced in June 2023 the launch of the pilot phase of the "Ejlal" program for elderly dental care, aimed at enhancing the oral health of the elderly enrolled in home care services. The "Ejlal" program offers specialized services designed to examine the elderly in their homes, provide necessary awareness, and refer cases requiring treatment.

While emergency walk-in cases are always received promptly at any PHCC dental clinic, patients are requested to contact the hotline 107 and use the "Hayyak" service to book follow-up appointments or referrals by dental specialists, with patients being notified via SMS. PHCC also plans to launch a mobile dental clinic for patients unable to access services at their designated health centers. The recent allocation of health centers for citizens has significantly eased pressure and facilitated appointment spacing, especially with continued service provision across all PHCC health centers without alteration.

These health centers include Leabaib, Muaiter, Al Thumama, and South Al Wakra, in addition to the newly opened health centers such as Al Khor, Al Sadd, Al Mashaf, and Umm Al Seneem.

On the awareness side, PHCC collaborated with the Ministry of Public Health (MoPH) to organize a series of events during the Oral and Dental Health Awareness Month, which falls in September, considering it an important occasion to raise awareness about oral and dental health for everyone. Educational lectures were recorded for school students and broadcasted across various educational

stages by the Ministry of Education and Higher Education through its educational media and platforms.

PHCC launched "Ahlan Oral and Dental Health" campaign, an initiative overseen by the Preventive Health Department annually. The campaign's first phase is held in March of each year, with the second awareness campaign taking place in October.

In 2022, dental clinics recorded 268,502 visits, with general dentistry accounting for the largest bulk at 55% - 147,634 visits.

8.14 Child and Adolescent Health

PHCC child and adolescent services offer a range of healthcare services for ages 0 to 18 years, characterized by their safety and high quality. These services are provided by specialists in accordance with latest healthcare practices and evidence-based guidelines.

The Well Child Clinic aims to improve and enhance the health of children under the age of five by ensuring completion of all vaccinations, establishing a solid foundation for physical and social growth, monitoring growth, detecting any developmental delays or behavioral issues, and reinforcing the role of parents in monitoring their child's health and meeting their nutritional needs. The Child Health Screening System is integrated into the primary healthcare system, with eight visits scheduled during the first five years of the child's life at ages 2, 4, 6, 9, 12, 18, 24, and 30 months, as well as at 4 years. Additionally, the national hearing loss screening program for infants continues to be rolled out, currently available in 4 health centers with plans for expansion to all healthcare centers.

The system includes general assessment and screening for certain diseases and congenital abnormalities such as developmental hip dysplasia, hearing and vision impairments, and iron-deficiency anemia at ages 1 year and 4 years. It also screens for genetic hip dislocation and dental caries. In addition, diseases and health problems in children are diagnosed and treated or referred to the appropriate authorities according to applicable protocol. The national immunization program is implemented according to various age stages.

Furthermore, the role of parental health education has been enhanced by providing parents with information on accident prevention and other important information for maintaining their child's health at different age stages. Data is documented in a child health booklet, recognized as a national document, in all public and private healthcare facilities. This booklet remains with the parents for use at home until the child reaches school age. Evaluation of child nutrition methods is conducted, with encouragement for exclusive breastfeeding for the first six months and continuation until two years of age. All children (citizens and residents) are exempt from fees when visiting PHCC health centers to receive the well child package of services. Simultaneously, the provision of the Beautiful Smile service has been completed in all health centers. This service includes dental treatment and education on prevention for pregnant women and children up to the age of 12.

In 2022, a total of 401,171 vaccine doses were administered to 96,758 children. Vaccination included doses for polio, DTaP (diphtheria, tetanus, and pertussis), MMR (measles, mumps, and rubella), ROTA (rotavirus), and pneumococcal vaccines.

Adolescent services include physical assessments and evaluations of mental and social behavior using the HEADSS assessment tool at all healthcare centers. Specialized physicians who have undergone intensive training provide this service. Educational materials for adolescents are also

provided, covering topics such as adolescent iodine deficiency disorders and iron-deficiency anemia in both English and Arabic.

ASD-friendly Services

Autism Spectrum Disorder (ASD) screening is conducted as part of the well-baby services at the age of 18 months and 30 months at the well-baby clinics in PHCC health centers. In 2022, 23,473 screenings for ASD were conducted in children.

Among PHCC services provided to ASD individuals in the community, PHCC offers the "Early Bird" program for parents of children diagnosed with ASD under school age. This program aims to support parents in understanding autism in their children, helping them facilitate communication with their children, and improving their behavior in their natural environment. So far, 438 parents have been trained in the "Early Bird" program in Qatar.

Sensory-friendly rooms are now available for children diagnosed with autism in several PHCC health centers. The purpose of the sensory rooms is to create a positive experience for children during their visits to the health center, helping them feel calm and reassured while engaging them in an environment that suits their sensory abilities. Additionally, the fast-track service has been launched in all health centers, as it is designed to facilitate and expedite the process of receiving care at PHCC health centers.

The training of the educational sector in government schools in Qatar on raising awareness about autism spectrum disorder (ASD) has been completed. The training focused on spreading and enhancing awareness of ASD in the education sector, including training for teachers, psychologists, social workers, nurses, and anyone involved with students and their parents in schools. The training content aimed to enhance awareness of autism spectrum disorder and its accompanying symptoms and to understand the needs of ASD individuals at all levels, enabling educational sector employees to recognize and understand ASD cases and provide the necessary support within their educational roles.

PHCC celebrates World Autism Day on April 2nd of each year. This year, PHCC held various activities and events, including an online awareness lecture on autism spectrum disorder, dissemination of various messages about available ASD services and awareness messages on PHCC social media platforms.

PHCC awareness campaign included sharing of informative cards on social media platforms about ASD screening services available as part of the well-baby services to raise community awareness. Several health centers actively participated in an awareness campaign on the World Autism Day for their customers, and PHCC towers and several health centers were lit blue.

8.15 School Health Services

Significant improvements have been made to school health services, including the successful implementation of current and new school health policies, the development of a training plan for all school health nurses, and the implementation of a framework to enhance school health services. PHCC covers 100% of government schools with at least one nurse and had completed the implementation of the electronic health file program in 2021, covering all government schools, totaling 287 schools. All school health nurses have been trained in the correct and proper use of the program. Furthermore, efforts are underway to add all treatment plans for students with chronic illnesses and to add special tools for managing health surveys for school students, including tools

for measuring physical activity levels, proper nutrition for students, and tools for assessing student mental and behavioral health.

Students with Diabetes and Asthma

PHCC has provided all government schools with an adequate medical device and supplies necessary to provide comprehensive nursing care for students with diabetes, such as blood sugar measurement devices and strips, as well as the ability to test ketone levels in students in sufficient quantities throughout the year. In collaboration with the diabetes and endocrinology team at Sidra Hospital, a comprehensive training workshop was conducted for all school nurses on how to care for students with diabetes in schools, enabling school nurses to provide high-quality healthcare to students.

Due to the large number of students with diabetes who are treated using insulin pumps, totaling more than one hundred students, the School Health Department, in collaboration with the diabetes and endocrinology team at Sidra Hospital and the Qatar Diabetes Association, organized a specialized training course for many school nurses on how to handle insulin pumps. The purpose of the training session was to enhance school health services for students with diabetes, especially with the significant expansion in the use of insulin pumps as a primary treatment for diabetic patients.

In April 2023, PHCC completed the first assessment for students with asthma in government schools as part of the implementation of the Asthma Friendly Schools program in all government schools in the country. This program is implemented in collaboration and coordination with the Non-Communicable Disease Department of the Ministry of Public Health (MoPH).

The Asthma Friendly Schools program targets all students in government schools from first grade to twelfth grade annually. Its main goal is to improve the quality of life and health outcomes for children with asthma in schools, to identify and document cases of students with asthma in schools, to reduce exposure to asthma triggers within the school environment, to raise awareness among school employees, parents, and students about asthma and to encourage students with asthma to engage in school activities, especially physical activities. Additionally, the program aims to provide quick access to asthma medication (inhalers) available in the school nursing room for students with asthma during school hours and to manage asthma attacks properly according to clinical policies and protocols.

Growth Schemes and Vision Screening Surveys

Primary Health Care Corporation (PHCC) is working on implementing the Growth Monitoring and Vision Screening programs annually in all government schools in the country. These programs are carried out in collaboration and pre-coordination with the Non-Communicable Disease Department of the Ministry of Public Health (MoPH).

The application of the WHO growth scheme program targets all students in government schools from first grade to twelfth grade annually. The aim of this program is to provide a database and establish a monitoring system to monitor the growth of school students as well as the early detection of growth disorders related to nutrition or lifestyle patterns in general. These disorders include underweight or short stature on one hand and overweight and obesity on the other hand. Moreover, these cases are referred to PHCC health centers for medical follow-up and treatment in order to reduce obesity and prevent associated chronic diseases, such as heart diseases and diabetes.

In March 2023, the School Health Department successfully completed the implementation of the health surveys for the Growth Monitoring and Vision Screening programs, fulfilling all necessary procedures and requirements for their implementation. The results of these programs demonstrated remarkable progress, as the number of target students in the Growth Monitoring program reached 93,218 students, with 92,984 students screened, representing 98.1%.

The Vision Screening program, which is conducted annually for students in odd grades from grade one to grade nine, aims at the early detection of visual impairment in students. The school health nurses received theoretical and practical training on appropriate methods and health requirements followed in vision screening. The training covered the electronic documentation procedures and proper referral of detected cases with below-normal vision to the ophthalmology and optometry clinics in PHCC health centers to prescribe corrective glasses and provide appropriate treatment.

The total number of target students reached 50,065, and vision acuity was measured for 48,923 students in 165 schools, with a rate of 97.8%. Results revealed that 6,256 students, accounting for 12.8%, suffer from visual impairment. 99.6% of detected students were referred to PHCC health centers for follow-up and necessary medical care by specialized physicians in ophthalmology and optometry clinics. Only a small number of students (24) opted for follow-up and treatment in private centers.

It is noteworthy that the application of the electronic health record system for students in schools played a prominent role and had an apparent impact on the implementation of these surveys and the provision of nursing services in government schools in general. Through this program, all school health nurses were able to document survey results and take necessary actions to electronically refer them to health centers and link them to PHCC electronic network.

Through the electronic health record system, PHCC was able to monitor and track the program's implementation phases in collaboration with the Health Information Systems Management Department accurately and effectively. School nurses follow up on students referred to health centers to ensure that both programs achieve their objectives regarding early detection of health disorders, ongoing monitoring, and timely curative interventions.

The Annual National Vaccination Campaign against Tetanus, Diphtheria, and Pertussis (Tdap)

Primary Health Care Corporation (PHCC), the Ministry of Public Health (MoPH), and the Ministry of Education and Higher Education (MOEHE) collaborated to implement the annual national Tdap vaccination campaign for students in grade ten in government schools. This year's campaign targeted over 10,000 male and female students across 76 government schools during the period from February 12 to February 23, 2023.

The overall aim of this campaign is to boost students' immunity. The World Health Organization (WHO) recommends taking the Tdap vaccine every 10 years as a booster shot, as vaccinations provide greater defense against the three mentioned diseases and lower the risk of infection.

In this context, the School Health Department, in collaboration with the Ministry of Public Health, organized a training workshop in early February to announce the launch of the vaccination campaign. The workshop was attended by approximately 350 school health nurses, physicians, health center nurses, as well as all supervisors and coordinators of the School Health Department. Several scientific lectures were delivered by the employees of the Expanded Immunization Program

at the Health Protection and Communicable Diseases Control Department of the Ministry of Public Health regarding the scientific aspects of immunization services in general and the Tdap vaccine in particular. The workshop also aimed to educate about the role of the support team in implementing the campaign activities.

The current vaccination rate stands at 37.7% of the total target students, while the percentage of those vaccinated during the current year has increased to around 90% of students whose parents approved their vaccination.

Necessary Check-ups for New Students Applying to Schools and Back-to-School Campaigns

Necessary check-ups were conducted for new students applying to schools for the academic years (2022-2023) and (2023-2024). PHCC team has developed mechanisms and medical check-up procedures for school enrollment, where examinations were conducted in a single visit, according to booked appointments, to reduce students' visits to healthcare centers, ensuring their safety and saving time and effort. During the visit, several consecutive steps are taken, including check-in at the reception, nursing assessment, followed by a visit to the laboratory for necessary tests, then a visit to the social worker's office, followed by a dental clinic visit at pre-scheduled times for dental examination, followed by a visit to the family physician's clinic for a clinical examination, according to the pre-scheduled time, reviewing all examinations and test results, and electronically issuing the health certificate. The last step is for the parent to receive the student's electronic file from the receptionist before leaving the health center, to submit it to the relevant authorities.

At the beginning of the new academic year 2022-2023, PHCC organized the "Back to School" campaign under the theme "Towards Promoting Comprehensive Health for Students". The campaign targeted all students in all age groups: kindergarten, primary, secondary, and high school ages, as well as their parents and all employees in government schools.

The "Back to School" campaign aimed to reach the widest possible segment of the local community. Three health centers, namely Leabaib, Al Thumama and Al Wajba health centers were designated as venues for conducting the campaign activities. The campaign highlighted various health aspects to maintain the optimal mental, behavioral, and psychological wellbeing by providing guidance and educational tips on how to achieve that. Parents were invited to visit the health centers with their children to actively participate in these activities.

The campaign focused on empowering students physically, mentally, emotionally, and behaviorally and preparing them to engage in the educational process while enjoying comprehensive wellbeing. It also aimed to raise awareness among students, their parents, and the school employees about various aspects of mental and physical health by emphasizing the importance of physical activity, healthy eating, and behavioral health by assisting students in avoiding negative behaviors such as violence and bullying.

In additions, a range of educational and awareness videos were created to be showcased on screens in all schools and health centers. Educational brochures and posters were prepared, alongside a designated area for drawing and coloring, as well as a designated corner for vital measurements and blood sugar testing. Competitions will be organized for students in schools according to their age groups. Printed educational materials will be distributed to all individuals, and these materials will also be accessible in the form of QR codes to ensure the broadest reach within the local community.

8.16 Routine and Travel Immunization Services and Seasonal Flu Vaccination Campaign

Vaccinations play crucial role in sustaining human health and safeguarding against preventable diseases, as well as averting potential complications such as paralysis, hearing loss, or brain damage. Vaccines also contribute to maintaining community health, curbing the spread of diseases, ultimately leading to a disease-free and healthy community, especially that vaccines are one of the most significant tools for preventing epidemics and sustaining global health. Hence, efforts should be made to enhance trust in vaccines and invest in them, including routine immunization to eliminate obstacles preventing their accessibility.

While amidst the largest vaccination campaign in Qatar against COVID-19, there was still a need to ensure that routine vaccinations were not missed, as many children were not vaccinated during the global pandemic, putting them at risk of serious diseases such as measles and polio. Furthermore, the spread of misinformation about vaccination complicates the challenge.

PHCC provides all types of routine vaccines and travel vaccines free of charge in all of its 31 health centers, serving the entire community, whether young or old. PHCC emphasizes the importance of receiving vaccinations for pilgrims before Hajj with sufficient time (at least 10 days or more before traveling) to prevent some infectious diseases. Vaccinations vary from mandatory to optional, and individuals are advised to consult a physician before receiving them.

As part of its services, PHCC sends awareness messages through its social media platforms and health center screens. It also sends SMS messages to its employees with the objective of raising awareness among citizens and residents about the importance of vaccinations, their effective role in eradicating infectious diseases, increasing vaccine coverage, and providing some educational and awareness materials detailing the importance of vaccines.

The Seasonal Influenza Vaccination Campaign

Primary Health Care Corporation (PHCC) launched the seasonal influenza vaccination campaign in its health centers across various regions of the country, starting from September 2022, in collaboration with the Ministry of Public Health (MoPH), Hamad Medical Corporation (HMC), and more than 45 private clinics. The health sector announced the early launch of the campaign this year and took proactive steps, especially as individuals are exposed to a variety of influenza strains each year, contributing to building immunity against the virus. It was noted that immunity levels against influenza decreased due to the reduced spread of influenza in the last two seasons, partly attributed to the spread of the COVID-19 virus. PHCC is committed to conducting this campaign annually and providing free-of-charge seasonal influenza vaccination in collaboration with several health authorities to facilitate access to vaccination for the population, reduce the spread of seasonal influenza, and protect the community, especially those at risk to complications, such as individuals over fifty years old, those with chronic diseases, pregnant women, and children aged six months to five years.

The number of vaccinations given through PHCC health centers during 2022 exceeded 43,000 doses, with the most vulnerable individuals accounting for 66% of them.

Additionally, PHCC launched a campaign to provide administrative and teaching employees working in all government primary and model schools, as well as kindergartens, with the necessary vaccinations against seasonal influenza, which is prevalent during the winter season. As for eligible students in these schools, they were directed to visit PHCC health centers to receive the annual

vaccine. PHCC coordinated with the Ministry of Education to facilitate the entry of its mobile teams to vaccinate employees and teachers interested in receiving the influenza vaccine this year.

The World Immunization Week

The Primary Health Care Corporation (PHCC) is keen on celebrating the World Immunization Week, which is a global public health campaign aimed at raising awareness and increasing vaccination rates against vaccine-preventable diseases worldwide. This global campaign takes place during the last week of April each year. Under the theme "Catch-Up Campaign," the World Immunization Week 2023 urges partners to support countries in returning to the right track to ensure protection for more people against vaccine-preventable diseases and to address the missed vaccinations of millions of children during the pandemic. It also aims to restore immunization coverage rates to at least 2019 levels and improve the health and well-being of everyone everywhere, as immunization saves millions of lives each year and is widely known as one of the most successful health interventions globally.

8.17 Ophthalmology and Optometry Services

Ophthalmology are available in 18 clinics across 18 health centers, in addition to 4 other health centers that provide optometry services on Saturdays each week to receive and treat urgent cases. The number of these health centers may increase in 2023 to cover wider areas of Doha, as well as the northern region and Al Wakra city.

These clinics are equipped with the latest medical devices to provide ophthalmology services at a high level of professional efficiency for patients. Eye clinics receive patients of all ages referred by family physicians, and in cases requiring surgical intervention, patients are referred to the ophthalmology department at one of HMC hospitals for necessary care.

PHCC eye clinics provide early detection services for glaucoma in susceptible patients. They also offer early detection services for diabetic retinopathy, in addition to treating various eye diseases. Optometry services are also provided for all ages under the direct supervision of an ophthalmologist.

Between May to September 2022, the Rapid Assessment of Avoidable Blindness (RAAB) and diabetic retinopathy screening for individuals aged 50 and above commenced for 5000 target patients across 5 health centers: Leabaib, Al Thumama, Umm Salal, Al Wajba, and Muaither health centers in the first phase. By January 2023, the number of health centers expanded to 10 as the second phase commenced at Al Wakrah, Gharrafat Al Rayyan, Muaither, Airport and Al Rayyan health centers.

In addition, the World Glaucoma Week is commemorated annually from March 7 to 13 to raise awareness within the community about eye diseases leading to blindness, especially glaucoma. Qatar has shown a growing interest in this week as glaucoma is identified the primary cause of blindness among Qatari individuals aged fifty years and above.

This year's celebration came under the theme "The World Is Bright, Protect Your Sight". PHCC shared numerous health, awareness, and educational messages on its social media platforms and various accounts about eye diseases and how to care for the eyes. This is in addition to the activities and events organized by health centers following health protocols and necessary precautions to protect patients as well as medical and administrative employees.

Community awareness activities were also conducted in Souq Waqif, including free eye examinations for the public and the dissemination of awareness messages about glaucoma by ophthalmologists from HMC ophthalmology department.

Statistics showed that health centers recorded 69,247 visits to ophthalmology clinics in 2022, conducting annual screenings for 63,000 patients to detect glaucoma, with 1000 cases being detected.

8.18 Referral Management Office

The PHCC Referral Management Office was established to replace the old manual referral process. Electronic referral processes play a crucial role in integrated care and successful collaboration between PHCC and HMC under the "Better Together" program framework. This eliminates delays and loss associated with paper referrals. It also facilitates clear audit processes and improves patient access.

The Referral Management Office contributes to evaluating and improving the quality of the referral process by ensuring that all healthcare providers are familiar with best practices in standardized referral. In 2022, the office successfully supported health centers in enhancing the quality of referrals and managed to execute 555,197 referrals, representing approximately 12.6% of the total visits to PHCC. This included 156,941 external referrals to Hamad Medical Corporation (HMC) and Sidra Hospital. Additionally, 26,360 referrals were received from HMC related to family medicine, pediatrics, obstetrics, nutrition, dentistry, and ophthalmology, while the office handled 398,256 internal referrals.

All health centers have been updated with the new services, referral standards, and clinical guidelines (internal and external), in addition to expanding referral services for dentistry, ophthalmology, school health, and mental health. Collaboration with the emergency department at Sidra Medicine has been undertaken to update referral standards, along with joint efforts with HMC teams to improve the referral process between endocrinology, internal medicine, and obesity teams.

The following HMC hospitals and facilities receive electronic referrals from the Primary Health Care Corporation (PHCC):

- Al Wakra Hospital
- Heart Hospital
- Cuban Hospital
- Qatar Rehabilitation Institute
- Communicable Diseases Center
- Rumailah Hospital
- Al Khor Hospital
- Bone and Joint Center
- National Center for Cancer Care and Research
- Hamad General Hospital
- Hazm Mebareek General Hospital
- Dental Hospital
- Women Hospital and Women Wellness and Research Center
- Mental Health Center
- Ambulatory Care Center

9. Diagnostic and Pharmaceutical Services

Diagnostic and pharmaceutical services are fundamental elements in the prevention and treatment process. Therefore, PHCC continued to work on improving these supportive services in terms of capacity, quality, and accessibility for patients.

9.1 Laboratories Services

New tests have been added to the existing test package, in addition to establishing centralized laboratories. This development enables a greater number of tests to be conducted at PHCC health centers, eliminating the necessity for patients to visit Hamad Medical Corporation for these procedures. Operating hours for the laboratory service have also been extended in all health centers, ensuring that blood withdrawal is available both morning and evening shifts. All these measures help improve patient access to services and reduce waiting times for test results. This has led to a reduction in patient waiting times and an improved patient experience with laboratory services.

In 2022, PHCC conducted a total of 13,501,277 laboratory tests, including tests completed at HMC, with an increase of 22% compared to the previous year. PHCC laboratories exclusively conducted 6,875,707 tests, representing a 39% increase from 2021. Moreover, all laboratory materials and consumables are closely reviewed and monitored to ensure sufficient inventory and supplies without interruption.

New devices for measuring erythrocyte sedimentation rate (ESR) have been installed in all health centers, along with new devices for testing glycated hemoglobin (HbA1c). In addition, new urine analysis devices have been installed in all health centers, and coordination with Disease Control and Prevention Centers (CDC) has been established to provide PHCC with polymerase chain reaction (PCR) testing tools for chlamydia and gonorrhea patients.

Moreover, a project for digitizing laboratory models has been initiated with the IT department, and a laboratory management software program has been developed in coordination with an accredited continuous learning program. Coordination with Hamad Medical Corporation (HMC) has been established for bicarbonate testing requests for dialysis patients at HMC, where kidney patient samples will be transferred to HMC for analysis.

PHCC seeks reaccreditation from the College of American Pathologists (CAP) for all its laboratories in 2023. PHCC initially obtained this accreditation in April 2021 after completing comprehensive inspections conducted as part of the accreditation program.

9.2 Radiology Services

As for radiology services, intensive efforts have been made to shift the way PHCC delivers diagnostic imaging services to support the growing demand for services and ensure the use of best practices standards. PHCC provides various radiology services in its health centers, including plain radiology, ultrasound (for women and pregnant women), abdominal and pelvic ultrasound, and panoramic dental X-rays.

Plain radiology is provided to all patients upon their arrival at the radiology section after the order is issued by the treating physician. However, certain screenings that require specific preparations and planning for the patient are excluded and conducted following the necessary preparation.

Ultrasound screening require a prior appointment either through the reception at health centers or by calling the customer service hotline at "107" after the order is made by the treating physician. Patients are informed and reminded of their appointments and provided with specific preparation instructions through an SMS message.

PHCC boasts a diverse medical employee in its radiology departments, including radiologists, radiology technicians, and ultrasound technicians. It seeks to apply and utilize the latest available technologies to ensure the highest level of quality for all patients by providing state-of-the-art digital X-ray devices and ultrasound medical imaging devices.

PHCC health centers employ the latest medical systems to facilitate the transfer and storage of medical images. These systems link all medical imaging devices across all health centers, allowing radiologists to directly access X-ray images and promptly generating reports. This system is also integrated with other healthcare entities like Hamad Medical Corporation, the Medical Commission, and Sidra Hospital. As a result, physicians from these entities can access their patients' radiology examinations conducted at PHCC health centers, thereby saving time and eliminating the need for duplicate imaging procedures.

A successful upgrade of the RIS/PACS system was implemented in June 2022, including new reporting templates, report review programs, automated work distribution, and scheduling of radiologists within the system. Additionally, a quality improvement project was completed on "reducing unnecessary urgent radiology orders at PHCC" and the referral process from PHCC physicians for HMC ultrasound referrals were further improved.

PHCC recorded 207,870 diagnostic procedures in 2022 compared to 203,355 procedures in 2020 (an increase of 2%). These procedures included 123,008 X-ray imaging, 61,971 ultrasound imaging, and 22,945 panoramic dental imaging.

PHCC offers around-the-clock support for laboratory and radiology services to HMC Pediatric Emergency Center – which is connected to Al Daayen Health Center. This support service is provided through PHCC facilities and employees, due to the successful integration of the health information system. As a result, PHCC extends its 24-hour support to all pediatric emergency centers attached to Airport, Al Rayyan, Al Shamal, and Al Daayen health centers.

A new pediatric ultrasound imaging service was introduced as a pilot project at Leabaib Health Center in May 2022, with plans to expand its coverage to all areas by the first quarter of 2023.

PHCC commemorates the World Radiography Day on November 8 of each year. This celebration began for the first time in 2012 as part of a joint initiative between the European Society of Radiology, the American Society of Radiological Technologists, and the American College of Radiology. This annual event aims to raise awareness of the important value and effective role that radiography plays in providing safe healthcare for patients. It also aims to highlight the significant and vital role entrusted to the radiology team in healthcare in light of the high educational and professional standards for those working in this field.

9.3 Pharmacy Services

The Primary Health Care Corporation (PHCC) provides pharmacy services equipped with experienced employees in all its health centers.

The pharmacy services, managed by the Pharmacy Department, are committed to supporting the health and well-being of all patients by guaranteeing optimal medication use through the delivery of

comprehensive and continuous pharmaceutical care. This is reflected in the development of drug management policies, procedures, guidelines, and the management of the evidence-based drug formulary, selected based on the latest developments in the medical field.

In addition, PHCC takes measures to maintain appropriate drug quantities, address any potential shortages, and develop a long-term plan to guarantee a consistent supply. In 2022, pharmacy services dispensed a total of 6,988,572 medications to 788,691 patients across all health centers. Antipyretics, pain killers, analgesics, antiallergics, and antibiotics constituted the majority, particularly during the COVID-19 pandemic.

The medication home delivery service, launched through a partnership between the health sector and Qatar Post to combat the spread of COVID-19, is still ongoing. In 2022, a total of 8,069 medication home deliveries were carried out, with chronic disease medications accounting for 99% of them. Since its launch in April 2020 until September 2022, nearly 200,000 patients have taken advantage from this service. Medication home delivery not only eases congestion in health center pharmacies but also contributes to infection control. Therefore, PHCC recommends patients with refill prescriptions, particularly those with chronic diseases, to rely on medication delivery services.

In parallel, the "Naraakom" application, created by PHCC, underwent adjustments enabling reminders for patients to refill their medications and encouraging them to utilize the medication home delivery service. Furthermore, this service has proven to be particularly successful during the FIFA World Cup Qatar in reducing congestion in various healthcare settings.

To benefit from PHCC medication home delivery service, patients can contact the dedicated medication delivery service number for their health center or call 16000 for more information. Patients can also send a message via WhatsApp to the designated number for their health center to request the service.

10. Patient Safety, Infection Control and Occupational Health and Safety

Providing safer healthcare services remain one of the major challenges facing healthcare worldwide. In Qatar, the National Health Strategy 2018-2022 has been the driving force towards improving population health through superior and high-quality healthcare. Therefore, the Primary Health Care Corporation's strategy aims to make the corporation a leader in quality and patient safety. PHCC constantly implements the latest evidence-based safety systems and practices proven in the latest research in quality and safety.

Health and safety are paramount priority for PHCC. It strives to work with everyone including employees and patients alike, to ensure safety for all. Risk management is a fundamental element in ensuring safety and safeguarding PHCC assets. Hence, the focus is placed on reducing uncertainty, maximizing opportunities, adding value, and fostering learning using a corporate risk management system to manage all incidents and risks proactively and interactively. This equips PHCC with the ability for continuous learning and improvement. To support this, a risk management framework plan has been developed and initiated in conjunction with the risk register in the Primary Healthcare Corporation.

PHCC healthcare services are an integral part of the planning and response process for emergencies within Qatar, ensuring a consistent and comprehensive approach from all relevant responders regardless of the emergency situation. PHCC emergency and disaster plan was developed in 2015 to provide guidance to its employees on meeting the specific needs and requirements arising from disasters. It forms the basis for integrated corporate response, alongside allied organizations, to ensure immediate, effective, and optimal response to major emergencies.

The emergency preparedness and response team continue to conduct updated awareness sessions for all employees. Additionally, the team periodically assesses communication across the corporation, including monthly testing and training of key responders at the main headquarters to guarantee that PHCC is constantly ready to respond whenever the need arises, day or night.

10.1 Quality of Services and Health Risk Management

The Canadian International Accreditation for the Primary Health Care Corporation (PHCC) establishes a framework for assessing and improving the quality and safety of services. It aims to enhance the effectiveness and efficiency of PHCC services to ensure the safety of patients and employees, placing patients and their families at the center of our attention. PHCC successfully attained the diamond level of Canadian accreditation in April 2021 for the third time. This achievement demonstrates the unwavering commitment and dedication of PHCC and its employees to continuous improvement and the delivery of globally recognized services.

PHCC also takes measures to mitigate various risks that may occur in its health centers, such as preventing the spread of germs by ensuring that sanitizers are readily available and distributing publications and brochures to raise awareness about hand hygiene among visitors to health centers. Furthermore, PHCC conducts regular safety awareness campaigns to ensure that all employees are acquainted with and comply to appropriate care standards. For instance, PHCC encourages patients and their families to play an active role in preventing healthcare errors by engaging and participating in their treatment plan. On the other hand, employees are encouraged to speak up and report any risks or errors and to implement solutions to prevent harm to themselves, their colleagues, and the patients.

Regular infection prevention and control audits are conducted at all PHCC health centers to ensure the highest levels of safety when delivering services to patients. PHCC also marked the Infection Prevention and Control Week from October 16 to 22, 2022, under the theme "The Future is Infection Prevention." This global campaign focused on evidence-based infection prevention measures. Throughout the week, several activities were organized for healthcare providers in health centers, with the infection control team coordinating with the public relations and corporate communication team to promote the campaign within the local community through media coverage and PHCC social media platforms. This included the dissemination of awareness cards, display of video clips, and holding of online educational lectures in both Arabic and English on topics such as COVID-19 prevention, seasonal influenza vaccines, and hand hygiene.

Daily lectures were also delivered to health center employees during this week-long campaign, focusing on hand hygiene, safe injection practices, antibiotic resistance, COVID-19, and influenza vaccines. In addition, PHCC employees were sent SMS messages (in both Arabic and English) regarding infection prevention and control measures.

PHCC launched the twelfth Hand Hygiene Campaign concurrently with the international observance of Global Hand Hygiene Day, endorsed by the World Health Organization (WHO) on May 5th of each year. This campaign targets all primary healthcare employees and the community in general through educational and mentoring lectures, emphasizing the importance of hand hygiene and the proper handwashing technique. This year's campaign theme is "Let's accelerate actions together - Lets save lives by cleaning our hands," aiming to improve and reinforce hand hygiene practices and motivate the community as well as health center employees to reduce healthcare-associated infections, as this responsibility falls on everyone.

The campaign also focused on raising awareness among health center employees and visitors to prevent the spread of microbes, especially during the COVID-19 pandemic as many diseases are transmitted through direct contact with individuals or due to environmental factors such as surfaces, desks, beds, and others, noting that poor hand hygiene contributes to the spread of many bacterial and viral diseases such as COVID-19, seasonal influenza, diarrhea, and others.

The activities this year included the delivery of educational and mentoring lectures for health center employees and visitors, distribution of leaflets, and conduction of surveys about hand hygiene. Patients at health centers were encouraged to engage in the campaign, where designated areas offered educational materials and leaflets to participating patients. Additionally, awareness messages were disseminated to employees and health center visitors through SMS messages and social media platforms in both Arabic and English.

PHCC also celebrated Qatar Patient Safety Week under the theme "Medication Without Harm" from September 17 to 22, 2022, coinciding with the World Patient Safety Day on September 17th, 2022. This year, the Qatari week focused on "Medication Safety" with the aim of improving the patient safety culture in healthcare settings by engaging healthcare leaders and urging them to focus on developing and improving healthcare policies and patient safety regulations. It also aimed to encourage communication, education, and awareness about patient safety among leaders, healthcare providers, and patients, in particular about medication safety. Furthermore, it aimed to share best practices and methodologies to raise performance standards to improve patient safety, strengthen public-private partnerships to develop appropriate responses and solutions to patient safety issues in the healthcare system, establish communication and discussion channels between healthcare providers and patients

to build a safer healthcare system by engaging patients and considering their opinions and build a culture that focuses on learning from medical errors when they occur.

On another note, the infectious disease control team developed definitions for all infectious diseases mentioned in the Ministry of Public Health models. Standard operating procedures for electronic reporting of infectious disease control were developed and distributed to all health centers, alongside the implementation of an infectious disease dashboard based on electronic notification data to assist health center operations in focusing on the spread of infectious diseases and identifying relevant trends related to incidents.

10.2 Occupational Health and Safety

The Occupational Health and Safety Department aims to ensure timely and appropriate prevention of risks, accidents, and occupational diseases, as well as to improve the service delivery environment and conditions. This year, the focus continued on achieving the highest possible standards of health and safety for employees, contractors, visitors, patients, and others who may be affected by PHCC activities.

During the COVID-19 pandemic, PHCC intensified awareness campaigns by sending electronic messages to employees. These messages initially focused on introducing the pandemic, its symptoms, and transmission methods. Later, they shifted to various prevention measures that everyone should adhere to at all sites, with a particular emphasis on workplaces. These messages also addressed the mental impact of increased work pressures due to the pandemic and how to manage it by providing mental consultations through audio or video calls, as well as booking face-to-face appointments if needed.

PHCC implements occupational health and safety measures in all its health centers, administrative offices and buildings, providing a healthy work environment, especially regarding environmental safety aspects such as ventilation, air quality, waste management, lighting, noise, hazardous material information systems, and containment of spills. In addition, the measures include protecting employees and facilities from the fire risk through evacuation drills conducted twice a year, providing all health centers with firefighting and alarm systems that are regularly inspected and tested in coordination with the General Directorate of Civil Defense and investigating various incidents that occur in health centers, such as incidents of violence against employees.

Safety from ionizing radiation is paramount. This protection is based on fundamental principles, including justification for X-ray examinations and the use of the minimum radiation dose required to provide diagnostic information while considering the permissible exposure limit. PHCC Radiation Safety Section is responsible for protecting health center employees and visitors from the harmful effects of ionizing radiation and ensuring compliance with international guidelines and standards for managing radiation devices, including testing and verifying all necessary licenses.

Qatar has consistently prioritized environmental protection and sustainable development, demonstrating its ongoing commitment to addressing global environmental challenges on numerous occasions. This commitment is reflected in the introduction of programs aimed at promoting sustainability and environmentally friendly initiatives at the national level, such as green buildings, waste management including recycling, and air quality monitoring, as well as water quality-related programs.

PHCC is among the leading corporations that have incorporated these programs into their priorities. The Occupational Health and Safety Department team works to implement these programs according to local and international standards and regulations in its facilities. PHCC also strives to build a community that is well informed of the practices that promote environmental safety and minimize the impact of activities on the environment.

PHCC has opened in its headquarters the Staff Clinic managed by physicians and nurses during working hours as well as a gym for its employees. This service is designed to enhance and maintain the highest level of physical and mental well-being for PHCC employees by offering a comprehensive range of health and wellness services, as ensuring the employee health and safety is a key part of the national health Strategy.

The services provided at the staff clinic include assessment, treatment, and referral for emergency cases, as well as addressing conditions such as anxiety, depression, and early detection of non-communicable diseases, along with prescribing medications. Furthermore, coordination between the Human Resources Department and the staff clinic has been established to develop and implement a sick leave management program. Sick leaves are electronically and automatically monitored in the HR system upon receipt from the electronic health record system "Cerner."

It's worth mentioning that in 2020, PHCC was awarded the excellence award in occupational safety within various healthcare sectors operating in the country, coinciding with World Occupational Safety Day. This award crowns the remarkable efforts made by PHCC Occupational Health and Safety Department, which applies the highest security and safety standards to maintain the health and safety of health center patients, visitors, medical employees and administrative employees.

11. Patient Forums, Community Engagements, National Campaigns and Events

The Primary Healthcare Corporation (PHCC) is committed to strengthening its relationship with the community by encouraging its engagement in decision-making processes that support PHCC vision of raising awareness about its services, campaigns, and events. PHCC also collaborates with various partners in diverse fields, whether related to its core operations or adding value to the community. PHCC responds to inquiries and questions from the public and other entities by participating in conferences, job fairs, and media outlets. Moreover, PHCC holds meetings in its health centers to promote constructive dialogue that contributes to PHCC development and service improvement for the public.

11.1 Person-Centered Care (PCC) and Patient Forum

As part of PHCC's new approach outlined in the Primary Healthcare Strategy under the strategic priority "Patient Engagement," the corporation has embarked on a shift towards the culture of "person-centered care." This involves recognizing patients as genuine partners and working with them to deliver care that focuses on their health and social needs and goals.

This requires close engagement with individuals in our communities to involve them not only in their care procedures but also in system improvements and process redesign. Furthermore, it entails engaging community members in PHCC committees to make decisions and establish strategic directions for the corporation.

Patient Forums

Patient Forums aim to gather valuable feedback from patients on primary healthcare services and engage with volunteer patients interested in collaborating with PHCC to review and develop its services. The forum uses a similar format to workshops, where topics are shared and discussed, with additional time allocated for open discussion, questions, and suggestions from participants.

Since the establishment of Patient Forums in 2016, numerous meetings have been held in several health centers. These meetings have focused on services such as electronic medical records, patient triage, hotlines, appointment booking, consequent pros and cons as well as wellness services, cancer screenings and home healthcare. During the COVID-19 pandemic, some of these meetings have been conducted virtually online. These meetings are significant as they reflect the community's voice and essential perspectives to envision the impact on public opinion and pave the way for better healthcare achievements.

Health Center Friends

One example carried out within the concept of the "Health Center Friends" group is a pre-opening tour with the number of the group members and the municipal council to learn about the new Al Khor health center. We were pleased to see their admiration for the spacious rooms, distinctive architectural finishes, patient privacy considerations, easy access to services, and more. The increased total capacity for visitors, larger laboratories, as well as the amenities in the health and wellness club were particularly commended.

Patients and Family Advisory Group (PFAG)

The Primary Healthcare Corporation (PHCC) is keen to hold regular meetings with the "Patients and Family Advisory Group (PFAG)" to highlight pressing challenges facing the country in providing the best healthcare service, identify and address obstacles comprehensively, finding quick solutions to

constructive feedback and addressing challenges hindering the implementation of Qatar's health vision. These meetings are part of the relentless efforts to promote person-centered care culture and concept by empowering community partnerships and enhancing communication through providing direct and open channels, enabling individuals to communicate their views and directly evaluate them with PHCC officials. These regular meetings underscore PHCC focus on redesigning services based on the perspective of partners to deliver comprehensive, integrated person and community-centered services, thereby achieving the goal of continuous improvement in the healthcare quality. The contribution of this group over the past two years has been tangible, providing insights on improving efficiency and outcomes.

The third meeting of the Patients and Family Advisory Group (PFAG), chaired by PHCC managing director, took place virtually in March 2022. The agenda included confirming the inclusion of group members' feedback in PHCC procedures related to resuming normal services following the COVID-19 pandemic, as well as listening to members' experiences while receiving services at PHCC facilities.

In contrast, the fourth meeting of the Patients and Family Advisory Group (PFAG), chaired by PHCC managing director, was held in person in May 2023. This occurred after the lifting of precautionary restrictions and the declaration of the end of the COVID-19 emergency. It marked the completion of three years of the first advisory group's contribution to the corporate strategic plan 2019-2023, while also signifying the commencement of the second group's involvement in shaping the future strategic plan.

During the meeting, the first group was commended for their valuable contributions, feedback, and active participation in the advisory group meetings since its establishment. Their role was crucial in enhancing PHCC healthcare services and achieving its strategic objectives. With the transition to the new cycle, the new group members were welcomed and encouraged to continue providing valuable insights and comments to further improve PHCC services.

The meeting agenda included presenting the comments and observations from the first group members about their experiences with the advisory group and their engagement in various steering committees, whether at the management or healthcare center level. These comments included proposals for quality improvement projects in several areas where PHCC excelled, in addition to highlighting the contribution of many partners in planning, designing, and implementing these projects.

Furthermore, PHCC focuses on ensuring that all its employees have sufficient knowledge about the "person-centered care" concept. To achieve this, PHCC made relevant preparations and improvements, initiated capacity building and internal knowledge development, and trained many employees on this concept and its integration into their work. Employee training was conducted through the "Quality Improvement Training Program (QITP) Champions" as well as standardized training for all employees, which is a primary key to interpreting this concept into effective practice.

It is worth mentioning that these efforts were culminated in PHCC receiving the Commitment to Patient-Centered Care award from Accreditation Canada.

11.2 National Day Celebration

In 2022, Qatar's celebrations came under the theme "Our Unity is Our Strength," a theme carrying deep national connotations that reflect the spirit of belonging to the homeland and the consolidation of values of loyalty, solidarity, and national unity. This year, the national day coincided with the

organization of the first FIFA World Cup hosted by an Arab country, which is a major opportunity to introduce the world to our civilization, values, historical authenticity, culture, customs, traditions, ethics, and Islamic identity, which we cherish.

The National Day on December 18 is an opportunity for PHCC to reaffirm to the leadership and people to continue exerting efforts and harness all its energies to empower the national strategy to move forward towards achieving the ambitious goals outlined in its vision to provide comprehensive, integrated and person-centered primary healthcare, and to work in partnership with individuals, families, and communities to enhance the health and well-being of everyone and elevate Qatar's status among its advanced counterparts in this field. This aims to craft a pioneering future for the nation in health.

PHCC celebrated the National Day and commemorated this annual occasion. The Health Awareness Section, under the Corporate Communication Department, shared awareness messages on social media platforms, in addition to launching the National Day competition on PHCC Instagram, featuring questions about PHCC history, vision, objectives, and missions to enhance its recognition.

PHCC departments and health centers also celebrated the National Day through various activities held with patients' engagement, including the delivery of health awareness sessions, health tips, and information about PHCC services.

On this occasion, PHCC distributed souvenirs to the elderly people who receive home healthcare services in commemoration of this occasion, which captures the attention of every citizen and resident. Qatar continues to progress in construction, development, and growth across all sectors, notably the health sector, which garners attention and support from the wise leadership. This reflects their belief that community health is among the fundamental goals of building the Qatari individual.

11.3 National Sports Day

The Primary Health Care Corporation (PHCC) believes that community engagement is a cornerstone for community development. On the National Sports Day, which falls on the second Tuesday of February each year, Qatar turns into a large field to exercise and enjoy a healthy and active lifestyle. This event reflects Qatar's leadership emphasis on committing to social responsibility and building a healthy and active community as part of its pursuit of comprehensive development, according to Qatar national vision 2030. This vision has captured global attention, as Qatar was among the first to announce its National Sports Day as a public sports and social occasion that contributes to building a healthy and sporting community that plays a crucial role growth, development and construction. Qatar has become a focus for all nations worldwide, especially after hosting international competitions and tournaments and successive successes that have earned the world trust and garnered Qatar the honor to host the FIFA World Cup 2022.

This year, the lifting of COVID-19 precautions positively impacted the scale and nature of participation in the National Sports Day. PHCC participated in numerous health and sports activities held at the Fan Zone in Lusail City, involving PHCC leadership, employees, medical and nursing employees, their families, and the public.

The activities included a variety of sports matches, individual and group physical activities, and health messages emphasizing proper nutrition and vital measurements. The health awareness corner, staffed by dieticians, aimed to promote healthy lifestyles and offer medical advice and vital measurements. Nursing professionals discussed the importance of healthy dietary programs and physical activity,

providing body mass index (BMI) measurements for participants, while fitness coaches were available to address inquiries onsite.

PHCC role in the community engagement on National Sports Day extended beyond organizing sports and health events in Lusail. It also focused on awareness through awareness messages about the importance of sports, creating and posting short videos on social media platforms. Additionally, PHCC conducted live educational broadcasts on Facebook under the title "The Importance of Exercise for Seniors," presented by fitness coaches from the wellness department. During these broadcasts, exercises suitable for seniors were demonstrated, along with providing necessary health tips and advice.

PHCC spared no effort in supporting and ensuring the success of community events and national initiatives. Thus, PHCC collaborated with various ministries, institutions, schools, and universities during National Sports Day activities. Notable collaborations included working with the Ministry of Municipality at Umm Al Seneem Park, the General Retirement and Social Insurance Authority at its headquarters, the Civil Service and Government Development Bureau at the Pearl, and with Qatar University at its outdoor sports facilities, as well as with the Al Gharrafa Sports Club at its premises. PHCC also hosted a main event at the Marina area in Lusail during the National Sports Day festivities.

The partnerships between PHCC and these entities were highly successful, drawing widespread participation by setting awareness health education corners to introduce PHCC health center services to the participants.

PHCC School Health Department participated in the National Sports Day events, emphasizing the importance of promoting the student health and ensuring their active engagement in all national health occasions while raising awareness within the school community. Coordination was carried out with school administrations to conduct health and educational activities in all government schools across the country through school nursing. The occasion was marked during morning assemblies with awareness speeches coordinated with the Physical Education Department. Parents were invited to attend the event and participate along with the school employees. Lectures were delivered, brochures were distributed, and SMS messages were sent to parents to highlight the importance of regular physical activity, aiming to ensure a maximum benefit for students.

In addition, special activities were organized for employees through the establishment of a health education corner to raise awareness about the importance of health and exercise for individuals and community, promoting healthy lifestyle concepts. Consultations were provided regarding the importance of healthy dietary programs and physical activity, along with measuring various vital signs such as blood sugar and blood pressure. Efforts were made to instill a culture of daily physical activity and to help change daily unhealthy behaviors that affect health in general. Moreover, awareness lectures were conducted in both Arabic and English at PHCC headquarters on sports, health, and physical activity.

11.4 World Environment Day

The Primary Health Care Corporation (PHCC) participates in marking the World Environment Day, which falls on June 5 of each year. This day is globally celebrated and serves as a platform for public awareness, focusing on human interaction with the environment. It encourages everyone, from individuals to large corporations, to be more aware of their impact on the environment and motivates countries to adopt and provide supportive and environmentally friendly programs and services. The

theme for World Environment Day 2022, "We Only Have One Earth," called for collective and transformative changes on a global scale to protect and revive our planet.

Through the World Environment Day campaign 2022, PHCC organized activities, including educating and raising awareness among its employees and their children by conducting a competition featuring short information messages sent via email to all employees to engage and participate in this annual event.

PHCC continually works to spread awareness among its employees on environmental topics such as water and electricity consumption rationalization, reducing paper waste, and improving indoor air quality in the workplace. PHCC also conducted an intensive awareness campaign by sending electronic messages to employees, focusing on introducing World Environment Day and some activities for environmental conservation.

11.5 The 19th Annual Asian Medical Camp

The 19th Asian Medical Camp achieved remarkable success with the participation of over 3000 individuals who gathered from all across Qatar during the three designated periods for free medical examinations. These examinations took place from 7:00 AM to 7:00 PM at Umm Al Seneem Health Center, organized by the Indian Community Center in collaboration with the Indian Doctors Club for low-income Asian expatriates.

The medical camp was held on Friday, June 9, 2023, and was inaugurated by the Executive Director of Operations. The opening ceremony was attended by the ambassadors of Nepal and Sri Lanka, representatives from the Ministry of Public Health, Hamad Medical Corporation, the Ministry of Labor, the Ministry of Interior, as well as prominent Qatari and Asian figures in the healthcare sector and the President of the Indian Community Center in Qatar.

The camp was distinguished by its excellent organization and high attendance, with the organizers preparing extensive facilities to accommodate more than 3000 individuals who came from various parts of Qatar during the three designated periods. Patients were examined by over 100 physicians, in collaboration with more than 100 nurses. The camp also stood out for utilizing all modern facilities by specialized physicians, and medications were dispensed free of charge to eligible patients.

The Asian Medical Camp is a model service based on the fundamental principle that "prevention is better than cure." It provides a golden opportunity to raise health awareness and promote healthy lifestyles, especially among those experiencing any medical symptoms. PHCC is committed to such community engagements and partnerships with various entities for greater good and benefit of everyone, helping to implement Qatar's vision for healthcare, especially considering the full support and attention the healthcare sector receives from state officials.

One of the significant outcomes of the medical camp was the awareness and medical education lectures delivered by specialists from various branches of human medicine, especially in fields of dental health, cancer screening in women, back and joint pains and their treatments, dementia, and sexually transmitted diseases. The camp also provided eye, hearing, and dental examinations, as well as screenings for diabetes and cholesterol.

The 19th Asian Medical Camp witnessed the contribution of experts, technicians, and professionals from the Indian Pharmacists Association, the Indian Nurses Association in Qatar, the Qatar Physiotherapy Association, and the Qatar Diabetes Association, along with activists and members of

the Nepalese, Sri Lankan, Pakistani, and Bengali communities, as well as various corporations, organizations, and companies operating in the country.

11.6 World Asthma Day

The World Asthma Day falls on the first Tuesday of May, which was on May 3, 2023, organized by the World Health Organization (WHO). The objectives of this global day are to raise awareness about asthma and its general health consequences, to enhance understanding and identification of the reasons behind its growing prevalence, and to promote research on the relationship between asthma and the environment, as well as improving the availability and access to effective asthma treatment.

The WHO identified asthma as a disease of considerable public health significance, with recent statistics estimating that more than 339 million people worldwide are affected by asthma. The observance of World Asthma Day began in 1998 and has evolved each year to become one of the most important activities globally.

PHCC marked the World Asthma Day by dedicating this day to raising awareness and caring for asthma with the aim of clarifying and correcting common misconceptions that may prevent asthma patients from enjoying the optimal benefits of the latest therapeutic developments for this disease.

11.7 International Nurses Day

the occasion of International Nurses Day, which falls on May 12 of each year, under the theme "Our Nurses, Our Future", PHCC celebrated its nurses at Al Sadd Health Center. The celebration was attended by PHCC management leadership, regional managers, as well as many nurses being honored this year. The International Nurses Day is observed worldwide to raise awareness about the nursing profession and highlight the vital role of nurses in providing healthcare to improve individual and community health. This year's celebration theme emphasizes the significant role of nurses in shaping the future of healthcare, especially during crises, as they are considered the backbone and heartbeat of any healthcare setting.

The pivotal role of nurses has been highlighted over the past three years, especially during the COVID-19 pandemic, which spread worldwide, as well as their prominent role and clear efforts during the first-ever global sports event in the Middle East, the FIFA World Cup 2022. The great and vital role played by the nurses in Qatar and around the world was recognized.

At the end of the event, many distinguished nursing and medical staff were honored, with approximately 47 employees being recognized, including 38 outstanding nurses, 6 family physicians, and 3 from other departments, for their outstanding efforts and positive contributions to building the nursing profession at PHCC.

11.8 Summer Disease Awareness Campaign

Seeking community safety and in the application of "Prevention is better than cure", and in order to change behavioral patterns and reduce the spread of diseases and epidemics, the Primary Health Care Corporation (PHCC) has urged the public to avoid and prevent summer diseases. This hot season brings seasonal and weather-related diseases such as asthma, chest allergies, skin diseases, as well as flu and colds due to increased dependence on air conditioners. Moreover, incorrect behaviors and habits harm the body during the summer, affecting adults, children, and the elderly.

Cases of respiratory infections, nose and sinus allergies, eye allergies, and skin allergies increase due to direct heat and humidity's impact on the body, as well as sudden weather changes, such as moving from a cold to a hot place and vice versa. Using cooling devices like air conditioners and electric fans, as well as frequenting pools and the sea, contribute to these health risks. Therefore, it is essential to warn against these risks and advise everyone to act wisely regarding the weather, such as avoiding direct and prolonged exposure to the sun during midday, avoiding direct exposure to air conditioners especially during sleep and following precautionary measures and social distancing to avoid infection.

As for asthma patients, they should be more cautious and attentive to high humidity and dusty climates, avoiding outdoor activities in such weather. They should carry their medications and inhalers, especially when engaging in any physical activity like walking or cycling.

Incorrect behaviors include leaving food outside the refrigerator for a long time in hot weather as high temperatures lead to food spoilage and bacterial growth, which can cause gastrointestinal illnesses and even food poisoning. Therefore, it's important to store food in cool air-conditioned rooms or in the refrigerator until serving, and avoid leaving food, especially buffet items, in outdoor patios or non-air-conditioned open areas.

Moreover, it's essential to choose appropriate clothing for hot summer weather, such as lightweight, loose-fitting garments made of breathable fabrics capable of absorbing sweat. Natural fibers like cotton and linen are preferable, while tight-fitting and heavy fabrics like synthetic silk, polyester, nylon, and velvet should be avoided.

Sunscreen application is crucial for protecting the skin from dryness, sunburn, and reducing the risk of skin cancer. Wearing suitable sunglasses and wide-brimmed straw hats or using umbrellas can help avoid direct exposure to the sun on the face or head.

11.9 Other Campaigns and Events

1. Blood donation campaign
2. National Influenza Vaccination Campaign
3. Healthy Eating Campaign in Ramadan
4. World Family Doctor Day
5. Autism Awareness Month
6. Qatari Family Day
7. World Customer Service Week
8. World Immunization Week
9. World Mental Health Day
10. World Breastfeeding Week
11. Doha Healthcare Week
12. International Infection Prevention Week
13. World Hand Hygiene Day
14. World Health Day
15. World Diabetes Day
16. Oral Health Awareness Month
17. World Glaucoma Week