

# Voices From The Frontline: A Collective Viewpoint Of Medical Practitioners In Saudi Arabia

Asim Saleh Sulaiman Alruqayi<sup>1</sup>, Ibrahim Ali Alruwaili<sup>2</sup>, Mohammed Hamoud Alkuwaykibi<sup>3</sup>, Salal Lafi Alharbi<sup>4</sup>, Ebtihal Safeer Aledaini<sup>5</sup>, Ameen Ibrahim Bashah<sup>6</sup>, Abdulaziz Ahmed Alhowaidi<sup>7</sup>, Mohammed Rashed Alharbi<sup>8</sup>, Essa Khalaf Alanazi<sup>9</sup>, Reem Jahez Alharbi<sup>10</sup>, Nawal Abdu Alameer<sup>11</sup>, Ali Awad Almutairi<sup>12</sup>, Suad Mohammed Alanazi<sup>13</sup>, Waleed Qannan Almutairi<sup>14</sup>, Norah Khalaf Ayeshe Albalawi<sup>15</sup>

<sup>1</sup>Qassim Health Cluster

<sup>2</sup>Aljouf Health Cluster

<sup>3</sup>Aljouf Health Cluster

<sup>4</sup>Qassim Health Complex

<sup>5</sup>Riyadh First Health Cluster

<sup>6</sup>Jeddah Second Health Cluster

<sup>7</sup>Aljouf Health Cluster

<sup>8</sup>Hail Health Complex

<sup>9</sup>Hail Health Complex

<sup>10</sup>Cluster

<sup>11</sup>First Health Cluster In Riyadh

<sup>12</sup>Riyadh First Health Cluster

<sup>13</sup>Riyadh First Health Cluster

<sup>14</sup>Riyadh First Health Cluster

<sup>15</sup>Riyadh Second Health Cluster.

## Abstract

Healthcare in the Kingdom of Saudi Arabia is undergoing significant change, defined by Saudi Vision 2030 and the Health Sector Transformation Program (HSTP). From the frontline, this transformation isn't an abstract policy agenda—it is a daily operational reality that influences how we triage, diagnose, treat, rehabilitate, educate, and protect communities. Across all disciplines, we share the responsibility of translating national strategy into safe, equitable, patient-focused care.

## Introduction

### Healthcare as a National Commitment and a Professional Ethic

In Saudi Arabia, healthcare is anchored in a strong public devotion to access, quality, and dignity. This commitment is manifested in national reporting and performance monitoring, including the Ministry of Health (MoH) statistical yearbooks that track facilities, workforce, service capacity, and utilization trends.

From our perspective as healthcare workers, the system's strength is not only its infrastructure—it is the coordination of people, processes, and governance toward accessible outcomes: better experiences, improved population health, and sustainable delivery models.

### The Clinical Core: Physicians, Nurses, and Allied Health Professionals

In hospitals and primary care settings, physicians contribute diagnostic reasoning and clinical decision-making throughout acute, chronic, and specialized services. Nurses provide continuous assessment, coordination, patient education, and advocacy—frequently acting as the most consistent professional presence for patients and families. Alongside them, allied health professionals—including physiotherapists, occupational therapists, respiratory therapists, speech-language pathologists,

audiologists, dietitians, and clinical psychologists—restore function, support rehabilitation, and strengthen long-term health outcomes.

Saudi health transformation work has increasingly emphasized integrated pathways of care—especially via the national Model of Care, which frames services around prevention, early intervention, and continuity throughout settings rather than fragmented episodes.

### **Pharmacists: Medication Safety, Chronic Care, and Public Health Impact**

Pharmacists in the Kingdom are progressively positioned as clinical partners in care quality—supporting rational prescribing, medication reconciliation, antimicrobial stewardship, chronic disease management, and patient counseling. In frontline practice, this is one of the most visible quality and safety multipliers: fewer medication errors, clearer treatment plans, and better adherence—especially for patients managing multiple long-term conditions.

This clinical expansion is consistent with system transformation priorities under Vision 2030 and HSTP, where workforce capability, service redesign, and value-based performance are central themes.

### **Diagnostic Excellence: Laboratory Medicine and Medical Imaging**

Saudi healthcare’s diagnostic backbone is built on laboratory professionals and imaging teams. Medical laboratory scientists and technologists provide outcomes that guide diagnosis, monitor therapy, and support infection control. Radiographers and imaging professionals operationalize advanced modalities—X-ray, CT, MRI, ultrasound, and interventional imaging—supporting swift diagnosis and precise clinical decisions.

From a systems perspective, precise diagnostics reduce unnecessary admissions, shorten length of stay, and improve targeted treatment—key components of efficiency and quality improvement that are repeatedly emphasized in transformation reporting.

### **Public Health Professionals: Prevention as the First Line of Defense**

A modern health system cannot rely solely on hospitals. Saudi Arabia’s transformation direction places renewed emphasis on prevention, early detection, and population health management. As healthcare workers, we experience this shift through expanded screening, risk-factor monitoring, and community-level programs designed to reduce the burden of chronic disease over time.

Public health professionals—epidemiologists, health educators, environmental health specialists, and community health practitioners—form the operational engine behind prevention and fortitude, supporting national preparedness and health promotion strategies.

### **Mental Health and Social Care: Whole-Person Care in Practice**

Holistic healthcare requires recognition that illness is not exclusively biological. Psychiatrists, psychologists, counselors, social workers, and rehabilitation teams address the psychological and social aspects that determine whether recovery is sustained. In practice, bringing these together services improves continuity and reduces avoidable crises, especially for chronic illness, disability, and complex family needs—priorities consistent with a patient-centered transformation agenda.

### **Leadership, Administration, and Digital Health: The Invisible Architecture of Care**

Health administrators, quality specialists, health informaticians, and policy leaders shape the conditions that enable safe care: staffing models, patient flow, incident reporting, infection control systems, procurement, accreditation readiness, and data governance.

Digital transformation is one of the most practical and visible system shifts for frontline teams—particularly as Saudi Arabia scales national digital medical strategies and interoperability platforms. The MoH’s National E-Health Strategy materials describe systemwide progress in health information systems, digital referrals, and wider digital maturity.

In parallel, platforms such as NPHIES are part of the Kingdom’s drive to modernize health information exchange and administrative/claims efficiency, influencing provider workflows and system accountability.

## Workforce Readiness: The Deciding Factor for Sustainable Transformation

Transformation succeeds only when healthcare workers understand it, trust it, and are equipped to deliver it. Saudi research has examined healthcare workers' readiness and change capacity in transformation contexts, highlighting the need for communication, training, and sustained leadership for successful implementation.

From the frontline, we see the same conclusion: reforms become real only when they are converted into practical workflows, measurable competencies, and enabling environments.

## Conclusion

Saudi Arabia's healthcare transformation is changing the way care is designed and delivered—shifting the system toward prevention, integration, digital enablement, and a focus on patient outcomes. Yet the true “operating system” of healthcare remains its people.

Physicians, nurses, pharmacists, allied health professionals, laboratory and imaging teams, public health experts, mental health and social care professionals, administrators, and informatics leaders together form a single, interconnected workforce. Our combined power lies in collaboration, ethical commitment, and shared accountability for quality and safety. If Vision 2030 is the blueprint, healthcare professionals are the builders—translating national goal into everyday healing.

---

## References

1. Saudi Vision 2030. Health Sector Transformation Program (HSTP).
2. Saudi Vision 2030. Health Sector Transformation Report 2024 (PDF).
3. Saudi Vision 2030. HSTP Annual Report 2023 (PDF).
4. Ministry of Health (Saudi Arabia). Statistical Yearbook portal.
5. Ministry of Health (Saudi Arabia). Statistical Yearbook 2023 (PDF).
6. Ministry of Health (Saudi Arabia). National E-Health Strategy (NEHS).
7. Ministry of Health (Saudi Arabia). HSTP Guide / Manual page.
8. Health Holding Company (Saudi Arabia). The Saudi Model of Care.
9. Ibrahim KMGHM. Awareness and capability of healthcare workers regarding national transformation in the Saudi health sector (Tabuk region) (MoH document, 2023).
10. Arbaein TJ, et al. Assessment of readiness to change among primary healthcare leadership in Saudi health transformation. J Taibah Univ Med Sci (Elsevier), 2024.
11. Suleiman AK, et al. Transforming healthcare: Saudi Arabia's Vision 2030 and the Model of Care. 2025.
12. Council of Health Insurance (Saudi Arabia). NPHIES (Unified Platform) information pages.
13. NPHIES. Official platform site.
14. Ministry of Health (Saudi Arabia). Statistics & Indicators – Health Informatics / Survey (risk factors and population health measurement).
15. Saudi Medical Journal. Healthcare transformation and implementation research (Saudi context), 2025.