

Annual Report

Of Council of Health Insurance (CHI)

2020





The most important contributing factors and pillars of the success of the state's efforts, which has prioritized safeguarding health and made it the state's top concern. Therefore, rest assured that we are very keen on providing the necessary medication, food, and .living necessities for citizens and residents of this blessed land

Custodian of the Two Holy Mosques
Prime Minister
King Salman bin Abdulaziz



Our Homeland that we are building together, we will not accept but to make it at the forefront of the world through education, rehabilitation, making opportunities available to all, and advanced services in terms of employment, health care, housing, .entertainment, etc

Crown Prince
Deputy Prime Minister, Minister of Defense
HRH Mohammed bin Salman

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Message of CHI Chairman

During the past year 2020, the health sector witnessed exceptional circumstances due to the novel Coronavirus pandemic; however, thanks to God and then the constant care given by the honorable leadership, and Government of the Custodian of the Two Holy Mosques, which strongly supports and generously spends on the health sector, and thanks to cooperation of all, we were able to control repercussions of this pandemic, prevent its spread during that year, and continue the process of enabling the health sector to realize goals of KSA Vision 2030. In addition, the Royal Order regarding treatment of all COVID-19 patients for free at the State's expense, including KSA citizens and residents and even unidentified people played a vital role in supporting the private sector, and sparing it the risk of bearing additional costs of treating their beneficiaries. Therefore, CHI focused, in the recent past, on harnessing

support to empower relevant sectors of health care providers, health insurance companies, and employers, improve the beneficiary's experience, and provide the health service in the best possible way by providing the necessary policies, tools, and enablers. We are building a sustainable health system that provides high-quality and efficient health care, and besides promotes prevention and health for all. To that end, the health sector in KSA tended to work as an integrated, effective and sustainable system, and Council of Cooperative Health Insurance played an important role in this field as an enabler of the health sector to achieve KSA vision and goals of Health Transformation Program 2030 by adopting the modern healthcare model and enabling digital transformation, which will reduce the burden of healthcare cost on the State and the private sector by minimizing ineffective care.

H.E. Minister of Health

CHI Chairman

Dr. Tawfiq bin Fawaz Al-Rabiah



Message of CHI Secretary- General

By the end of 2020, Health insurance sector witnessed major developments due to development of working mechanisms, initiatives and projects controlling the market, measuring and establishing performance indicators that support process of decision-making based on objective grounds. The most prominent of these projects are proceeding with CHI Strategy 2024, restructuring of CHI, and launching the unified platform "NPHIES", Developed Policies System, digital transformation of CHI and its Secretariat, and raising the level of awareness of insurance parties, in addition to a range of promising projects which are based on smart technology solutions, such as: customer service project (CRM), developing human and digital capabilities, establishing and launching Health Insurance Fund, developing the basic benefits package, updating classification and accreditation of service providers, and defining standards for qualification of insurance companies, and managing data, maintaining privacy, updating system and corporate identity, launching CHI Award of Excellence and implementing the operational model.

2020 was an exceptional year due to the novel Coronavirus pandemic, as the health insurance sector was adversely affected, and CHI launched important initiatives, including: expediting settlement and payment of 2019 claims to reduce impact of Coronavirus on the cash flow, establishing a guideline for remote work, covering telemedicine services, postponing fees of qualifying and supervising health insurance companies, as well as covering home care (vaccination of children), extending accreditation of service providers for 3 months, postponing payment of value of installments due by small and medium enterprises, activating internal communication systems, business sharing programs and security guidelines of remote working, return to work plan, redispensing of medicines; in addition, Secretariat General of CHI coordinated with Ministry of Human Resources and Social Development in order to determine the most used languages in KSA Market to cooperate with telecommunication companies to carry out campaigns to raise awareness of beneficiaries of their rights in their own languages.

CHI Secretary-General

Dr. Shabab bin Saad Al-Ghamdi



About Health Insurance Sector

2020 written insurance premiums of all insurance branches totaled 38.8 Billion Saudi Riyals, with an increase of about 2.3% compared to those of the previous year, as amounted to 37.9 Billion Saudi Riyals. Gross health insurance premiums amounted to 22.8 Billion Saudi Riyals, with an increase of about 1.6% compared to those of the previous year, as amounted to 22.5 Billion Saudi Riyals. Health insurance premiums represented about 59% of gross written insurance premiums in the market.

In addition, number of the main target groups and those covered by Health Insurance Law was affected due to decline in number of private sector workers, as declined by 12% to reach 9.8 Million subscribers compared to 11.1 million subscribers in the previous year.

The number of Saudi subscribers, including about 3.2 million subscribers, represents 33% of the total number of subscribers, while the number of residents covered by health insurance is approximately 6.5 million subscribers which represents 67% of the total number of subscribers. Secretariat General of CHI seeks to cover more target segments in line with CHI decisions and aspirations, and in a way that contributes to supporting stability of the health insurance sector in KSA.



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About CHI





CHI Chairman & Members

6th Course



Dr. Tawfiq bin Fawaz Al-Rabiah
Minister of Health, Board Chairman



Dr. Abdullah bin Nasser Abu
Thaneen
Ministry of Human Resources
and Social Development



Dr. Abdullah bin Sharaf
Al-Ghamdi
National Information
Center



Eng. Fahad Bin
Abdulrahman Al-Jalajel
Ministry of Health



Dr. Khalid bin
Mukayman Al-Anzi
Council of Saudi
Chambers of
Commerce and
Industry



Dr. Abdulrahman bin
Abdullah Al-Bishr
Ministry of Commerce



Prof. Dr. Khaled bin Ali
Fouda
Government Health
Sectors



Dr. Ahmed bin
Mohammed Al-Ameri
Government Health
Sectors



Mr. Khalid bin
Sulaiman Al-Sulaim
Private Health Sector



Mr. Abdullah bin
Ahmed Al-Tuwaijri
Ministry of Finance



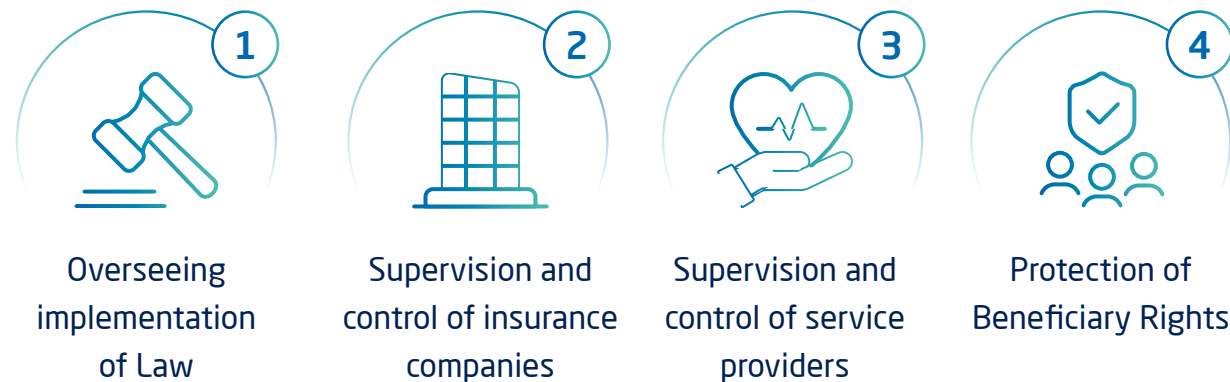
Mr. Abdulaziz bin
Hassan Al-Bouq
Insurance Companies



CHI Strategy 2020 - 2024

CHI is a Saudi governmental agency with separate legal personality established under Article (4) of Cooperative Health Insurance Law issued by Royal Decree No. M/10 dated 51420/1/ H with the aim of following up implementation of Health Insurance Law in KSA, seeking to improve provision of prevention and health care and regulating such care for all private sector workers, including citizens, residents, their families, pilgrims, and visitors of all kinds by providing the best and most efficient health services to its beneficiaries, thereby contributing to supporting growth and stability of private health insurance sector.

Key CHI Tasks



Goal of Private Health Insurance is to provide integrated health services consistent with goals of Healthcare Transformation



Facilitating access to healthcare services



Improving quality and efficiency of healthcare services



Promoting prevention of health risks

2030

2020

17 Million
21.7 Million
33 Million

23 Million
9.8 Million
1.5 Million

Government Coverage
Private Health Insurance
Private Health Insurance for Visitors



رؤية
2030
المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA



برنامج تحول القطاع الصحي

وزارة الاقتصاد والتخطيط
MINISTRY OF ECONOMY & PLANNING

وزارة الدفاع
MINISTRY OF DEFENSE

برنامج الضمان الصحي
وشراء الخدمات الصحية
Program for Health Assurance & Purchasing

المجلس الصحي السعودي
Saudi Health Council

الهيئة السعودية للتخصصات الصحية
Saudi Commission for Health Specialties

وزارة التعليم
Ministry of Education

ضمان
مجلس الضمان الصحي
Council of Health Insurance

وزارة النقل
TRANSPORT MINISTRY

وزارة الصحة
Ministry of Health

وزارة المالية
Ministry of Finance



الهيئة العامة للغذاء والدواء
Saudi Food & Drug Authority



مستشفى الملك فيصل التخصصي ومركز الأبحاث
King Faisal Specialist Hospital & Research Centre
مركز أبحاث
Research Centre



Key Initiatives



Impact on Beneficiary

- Improving health by focusing on prevention and ensuring full coverage for the beneficiaries.
- Ensuring data availability, transparency and increasing competitiveness.
- Raising level of beneficiary satisfaction with the provided health services and increasing their quality.
- Extending coverage of the beneficiary.



Digital Transformation

- The national platform for health insurance exchange system (NPHIES)
- E-services
- Artificial intelligence
- innovation
- Developing digital capacities
- Establishing Data Office



Policies & Compliance

- Developing the basic benefits package and focusing on prevention.
- Maintaining level of compulsory coverage for beneficiaries.
- Unified contract between service providers and insurance companies/ unified coding for health services.
- Quality and Efficiency-Based Healthcare/ Qualification and Accreditation Standards/ Clinical Guidelines and Formulary of Drug and Telemedicine.



Preview of CHI Strategy 2020 - 2024

CHI Strategy 2020-2024- included ambitious plans for further development of Health Insurance Sector in alignment with KSA Vision 2030



Mission

Improve health of beneficiaries through a regulatory environment that enables stakeholders to promote transparency and equity value-based care.



Vision

To be an international leader in improving value in healthcare for the beneficiaries of cooperative health insurance.

CHI Strategic Objectives

1

Beneficiary Empowerment

Enable target segments to be fully covered and protected.

2

Enabled Sector

Enable insurance companies and providers to improve their services to beneficiaries with progressive policies.

3

Sector Motivated by Quality

Improve the sustainability and innovation in the sector.

4

Developed Regulator

Operate as a regulator with the ability to be flexible and learn.

5

Digital Transformation

Catalyze the digital transformation of the sector.



CHI in 2020



Beneficiary Empowerment

- Launching survey of beneficiaries of Private Health Insurance (PG) on a regular basis.
- Launching clinical guidelines
- Developing CHI Application



Developed Regulator

- Applying and implementing the operational model (organization structure, personnel housing, and development journey)
- Finalizing Policy & Procedure Manual



Digital Transformation

- Launching the Minimum Data Platform (MDS)
- Launching the national platform for health insurance exchange system (NPHIES)
- Raising level of cyber security from 42% to 61% on scale of National Cybersecurity Authority as a first stage, and to 80% planned to be achieved in 2021.

2020



Enabled Sector

- Initiative to support and empower the sector to face impact of COVID19.
- Determination of financial fees of government healthcare facilities.
- Approval of the unified contract and the documentary cycle.
- Accreditation of CHI's Resolution and Settlement Center.
- Approval of revenue cycle management activity and accreditation of the first four companies.



Sector Motivated by Quality & Competence

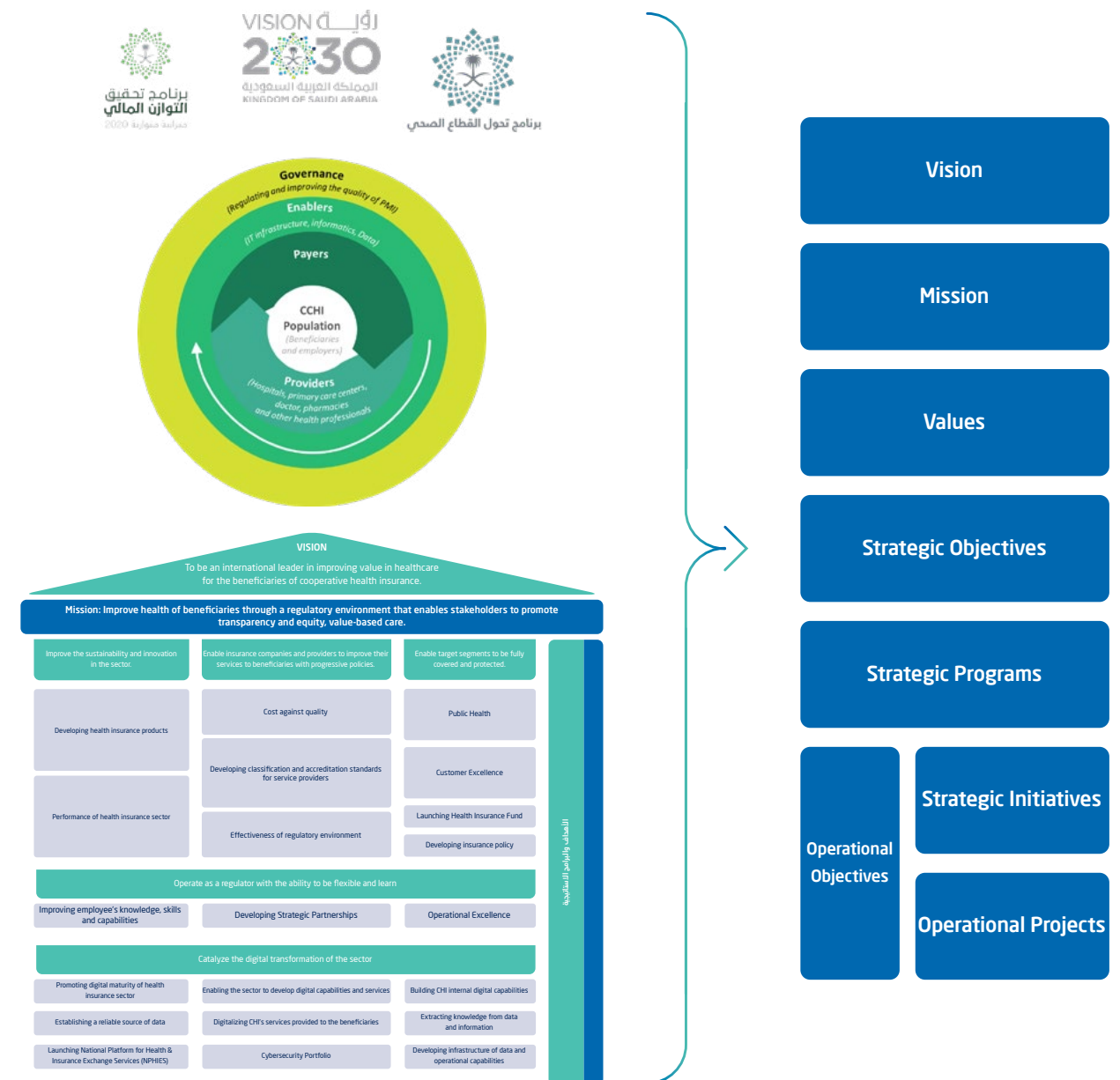
Standardizing health services in 9800 codes.

2021

*According to Assessment of Saudi Information Technology Company



Aligning and reviewing CHI strategy to continue achieving the desired results for 2021





Outputs of Strategic Objectives & Programs for 2020

Strategic objective & Programs	
Operate as a regulator has the ability of flexibility and learning	Enable target segments to be fully covered and protected.
Operational Excellence	Public Health
Developing Strategic Partnerships	Customer Excellence
Improving employee's knowledge, skills and capabilities	Launching Health Insurance Fund
Catalyze the digital transformation of the sector	Developing insurance policy
Building CHI internal digital capabilities	Enable insurance companies and providers to improve their services to beneficiaries with progressive policies.
Extracting knowledge from data and information	Cost against quality
Developing infrastructure of data and operational capabilities	Developing classification and accreditation standards for service providers
Enabling the sector to develop digital capabilities and services	Effectiveness of regulatory environment
Digitalizing CHI's services provided to the beneficiaries	Improve the sustainability and innovation in the sector.
Cybersecurity Portfolio	Developing health insurance products
Promoting digital maturity of health insurance sector	Performance of health insurance sector
Establishing a reliable source of data	
Launching National Platform for Health & Insurance Exchange Services (NPHIES)	



CHI Initiatives to respond to COVID-19



Covering Telemedicine



Covering Home Care Services (Vaccination of Children)



Establishing a Guideline for work remotely



Postponing Fees of qualifying and supervising health insurance companies



Expediting Settlement of 2019 claims to curb impact of coronavirus



Secretariat General of CHI

coordinated with Ministry of Human Resources and Social Development in order to determine the most used languages in KSA Market to cooperate with telecommunication companies to carry out campaigns to raise awareness of the beneficiaries of their rights in their own languages.



Redispensing Medicines



Extending Accreditation of service providers for 3 months



Activating Internal Communication Systems business sharing programs and security guidelines of remote working



Postponing Payment of value of installments due by small and medium enterprises



Dedicating an E-mail to receive periodic reports on coronavirus from insurance companies and service providers



Memorandums of Understanding Signed by CHI in 2020

SIT

Saudi Information
Technology Company



European Foundation
for Quality
Management



EIM Information
Security



Saudi Data and
Artificial Intelligence
Authority (SDAIA)



Public Prosecution



Princess Nourah Bint Abdul
Rahman University



General Authority for
Competition



Project Management
Institute



Lean Business Services



Ministry of Human Resources and Social
Development



CHI Numbers in 2020



%94

Satisfaction level with the
Contact Center



54,622

Doctors



9.8 Million

Subscribers



6.1 Million

Resident Subscribers



3.2 Million

Saudi Subscribers



451 Thousand Calls

To the Contact Center, including
complaints and inquiries



140 Field Visits &
Meetings

Of Parties to the relationship
of insurance



56,045

Beds



508+ Thousand

Employers



260

Public Sector Service
Providers



7

Qualified Claims
Management Companies



189,198

Complaints & Inquiries



%59

Health Insurance
Market Share



5,553

Private Sector Service
Providers



5,813 Service
Providers

Health Care Providers

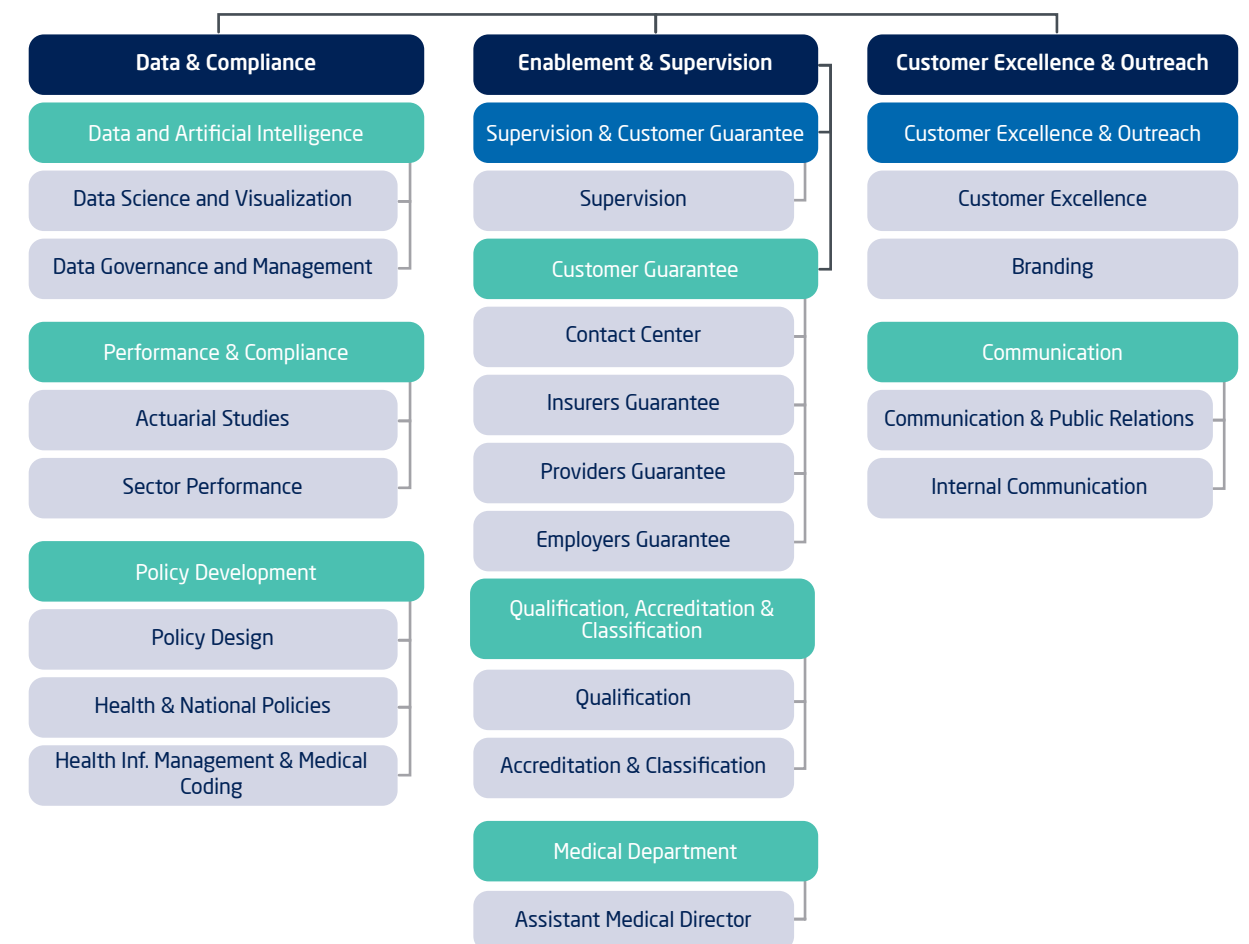


25

Qualified Insurance Companies



Organizational Structure



Executive Dept. Gen. Dept. Dept. Section

3

Health Insurance Sector: Technical Indicators





645 SAR

Health Insurance Density



%96

Retention Rate



22.837 Billion

Gross Written Private Health Insurance Premiums



%1.13

Depth of Health Insurance



17.991 Billion

Value of Claims



%83

Loss Ratio

	2006 (Beginning of Applying Health Insurance)	2020 (Current Year)	
• Total Subscribers	3,262,169	9,780,311	↑ %202
• Saudi Subscribers	332,174	3,248,480	↑ %840
• Resident Subscribers	2,929,995	6,531,831	↑ %130
• Population Coverage Percentage	%12.8	%28	↑ %127
• Health Service Providers	989	5,813	↑ %488
• Health Insurance Companies	23	25	↑ %13
• Claims Management Companies	0	7	↑ %100
• Written Health Insurance Premiums	2.222 Billion	22,837 Billion	↑ %928
• Health Insurance Market Share	%32	%59	↑ %27
• Total Value of Claims Incurred	2.344 Billion	17,990 Billion	↑ %667
• Total Value of Claims Paid	1.240 Billion	18,665 Billion	↑ %1405



Health Insurance Sector: Financial Indicators

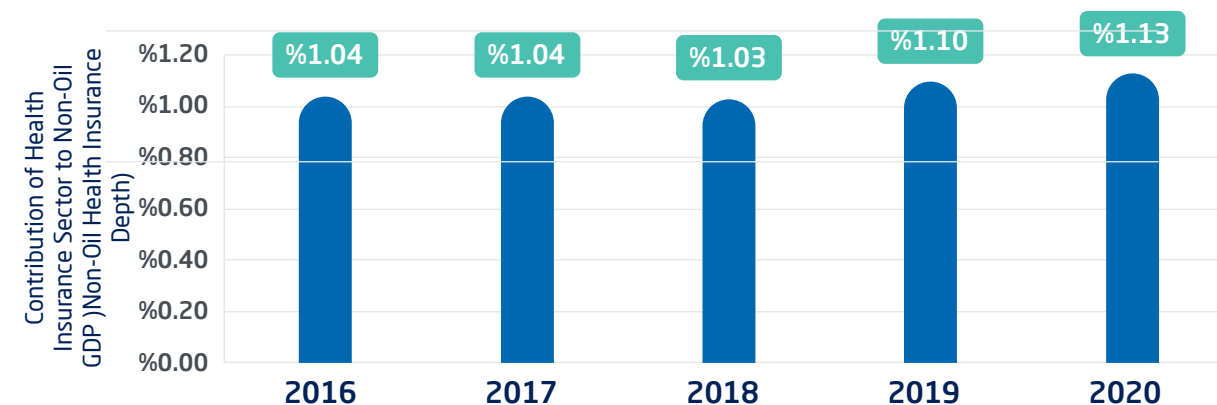
Insurance Depth: It is the ratio of the gross written premiums to the Gross Domestic Product (GDP). Rate of non-oil insurance depth, which indicates contribution of the insurance sector to the non-oil GDP, reached 1.92% in 2020 compared to 1.87% in 2019.

Contribution of Health and Non-Health Insurance Sector to Non-Oil (GDP)Non-Oil Insurance Depth



Rate of non-oil health insurance depth reached 1.13% in 2020.

Contribution of Health Insurance Sector to Non-Oil (GDP)Non-Oil Health Insurance Depth



In 2020, value of written health insurance premiums amounted to about 22.8 Billion Saudi Riyals, with an increase of 1.6% compared to value of the previous year. Health insurance premiums represented 59% of gross written insurance premiums.

Value of written general insurance premiums amounted to 38.8 Billion Saudi Riyals for the same period, with an increase of 2.3% compared to value of 2019 premiums.

Comparison of Health Insurance Market to General Insurance Market (Million Saudi Riyals)



- Total Premiums of Health and Non-Health Insurance Sector
- Total Premiums of Health Insurance

Density of Insurance Market is defined as the rate of per capita expenditure on insurance (gross written insurance premiums to the population).

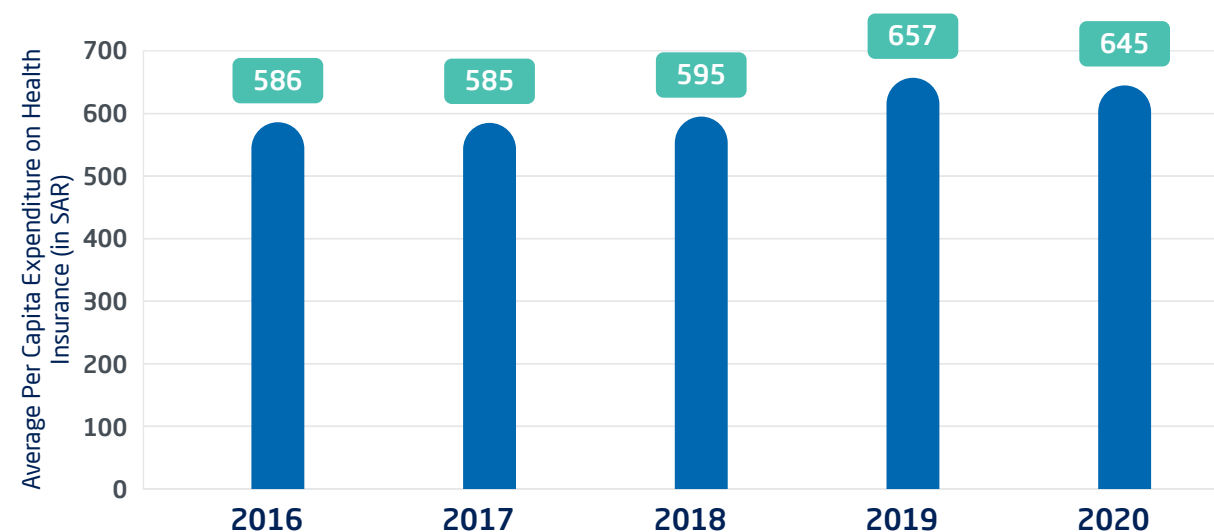
Rate of insurance density or per capita expenditure on insurance decreased to (1,095 Saudi Riyals) per person in 2020, compared to (1,107 Saudi Riyals) per person in 2019.

Average Per Capita Expenditure on Insurance (in SAR)



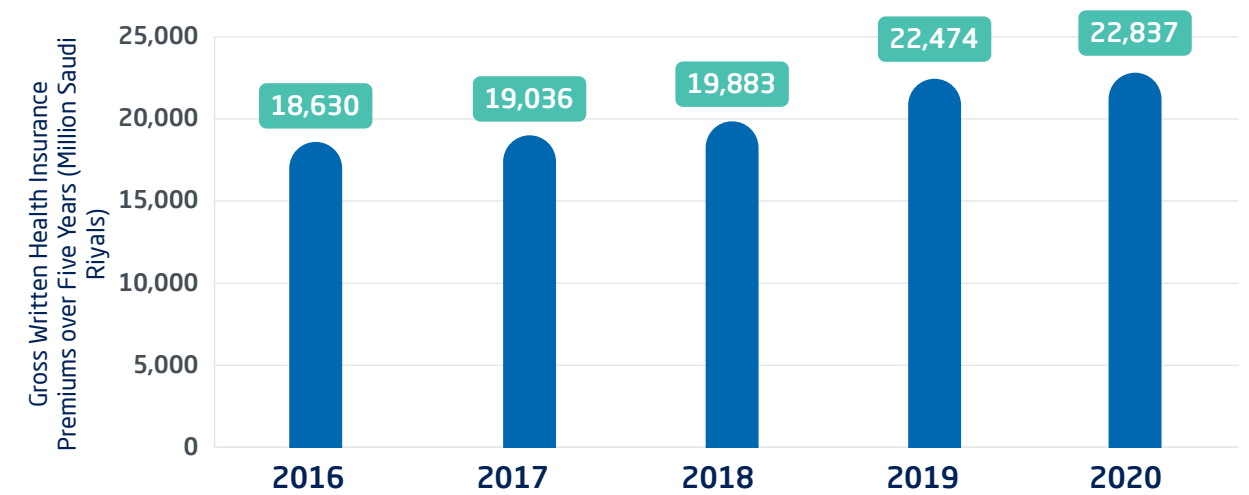
Rate of health insurance density or per capita expenditure on health insurance decreased to (645 Saudi Riyals) per person in 2020, compared to (656 Saudi Riyals) per person in 2019.

Average Per Capita Expenditure on Health Insurance (in SAR)



Total premiums of health insurance increased to reach (22.8 Billion Saudi Riyals) in 2020, compared to (22.5 Billion Saudi Riyals) in 2019, with an increase of 1.6%.

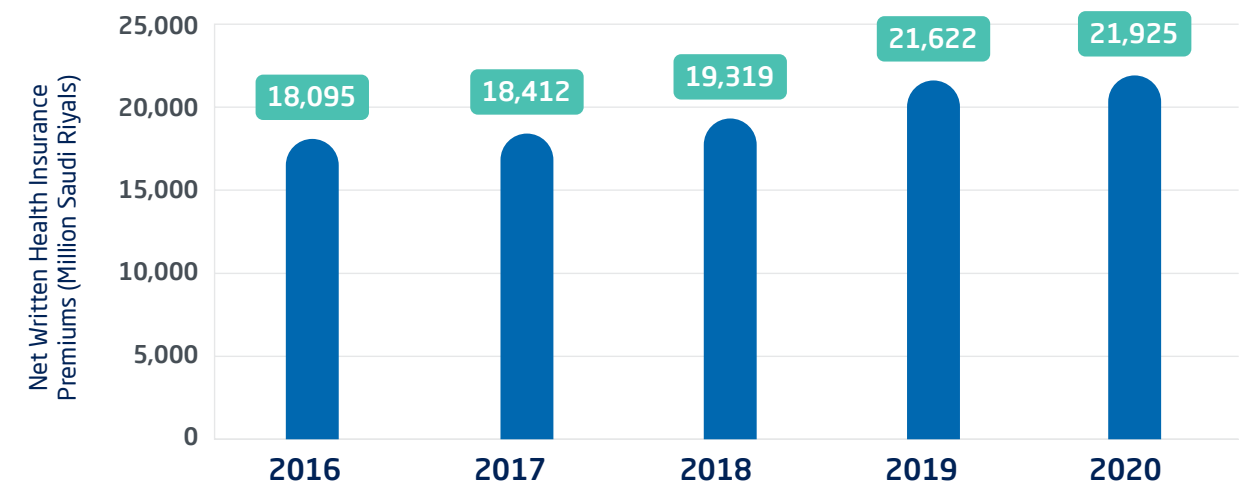
Gross Written Health Insurance Premiums over Five Years (Million Saudi Riyals)



Net written health insurance premiums are the premiums retained by the insurance company after deduction of the premiums assigned to local and international reinsurers.

Net written premiums of health insurance amounted to (21.9 Billion Saudi Riyals) in 2020 compared to (21.6 Billion Saudi Riyals) in 2019, with an increase of 1.4%.

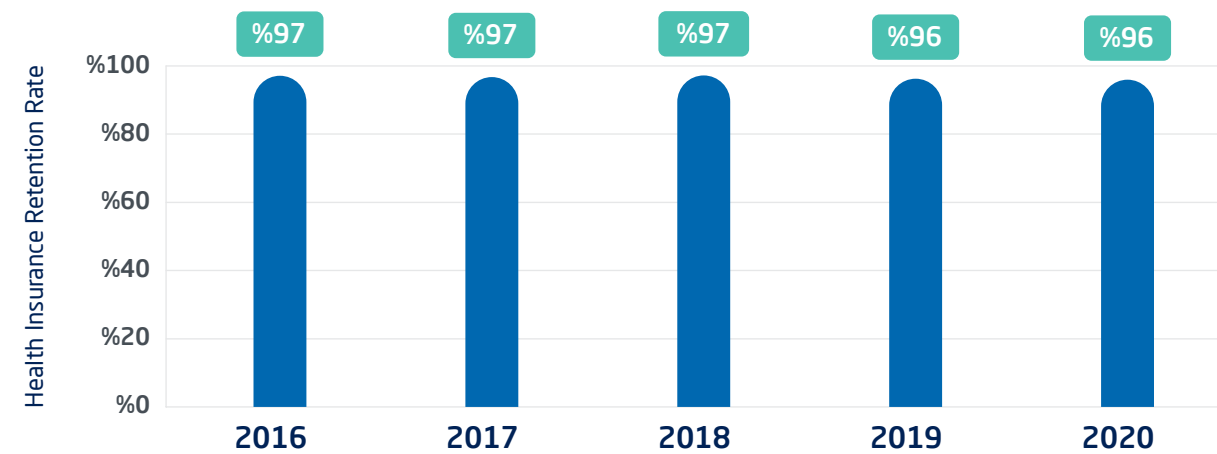
Net Written Health Insurance Premiums (Million Saudi Riyals)



Retention Rate measures the premiums that a company retains after excluding the reinsurer's share.

The overall health insurance retention rate in 2020 remained the same compared to retention rate of 96% in 2019.

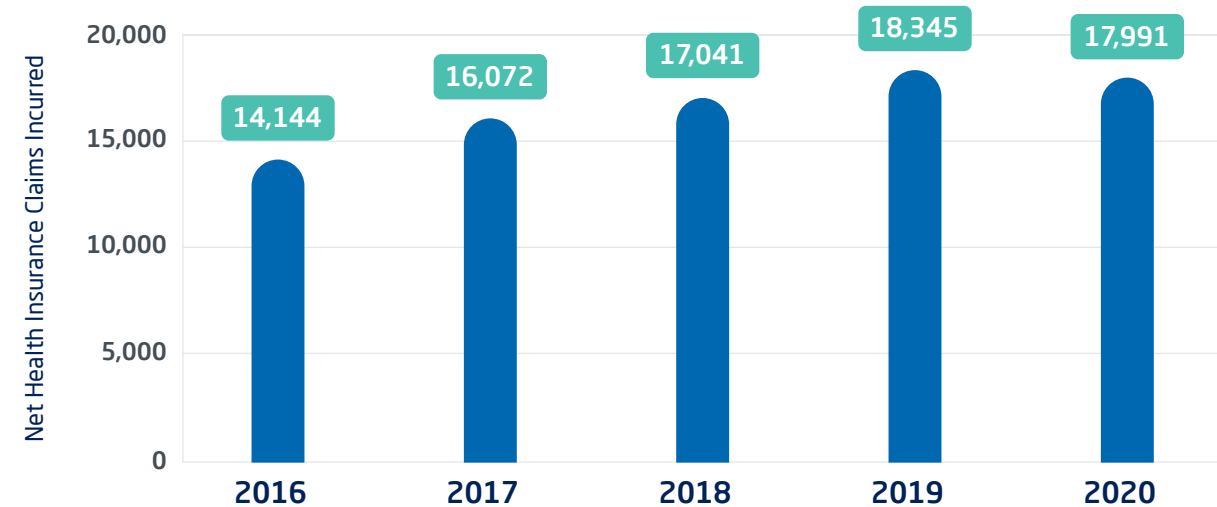
Health Insurance Retention Rate



Net Claims Incurred are the net claims paid and change in outstanding claims and the claims incurred but not reported.

Net health insurance claims incurred decreased by 1.9% to reach 17.991 Billion Saudi Riyals in 2020, compared to 18.34 Billion Saudi Riyals in 2019.

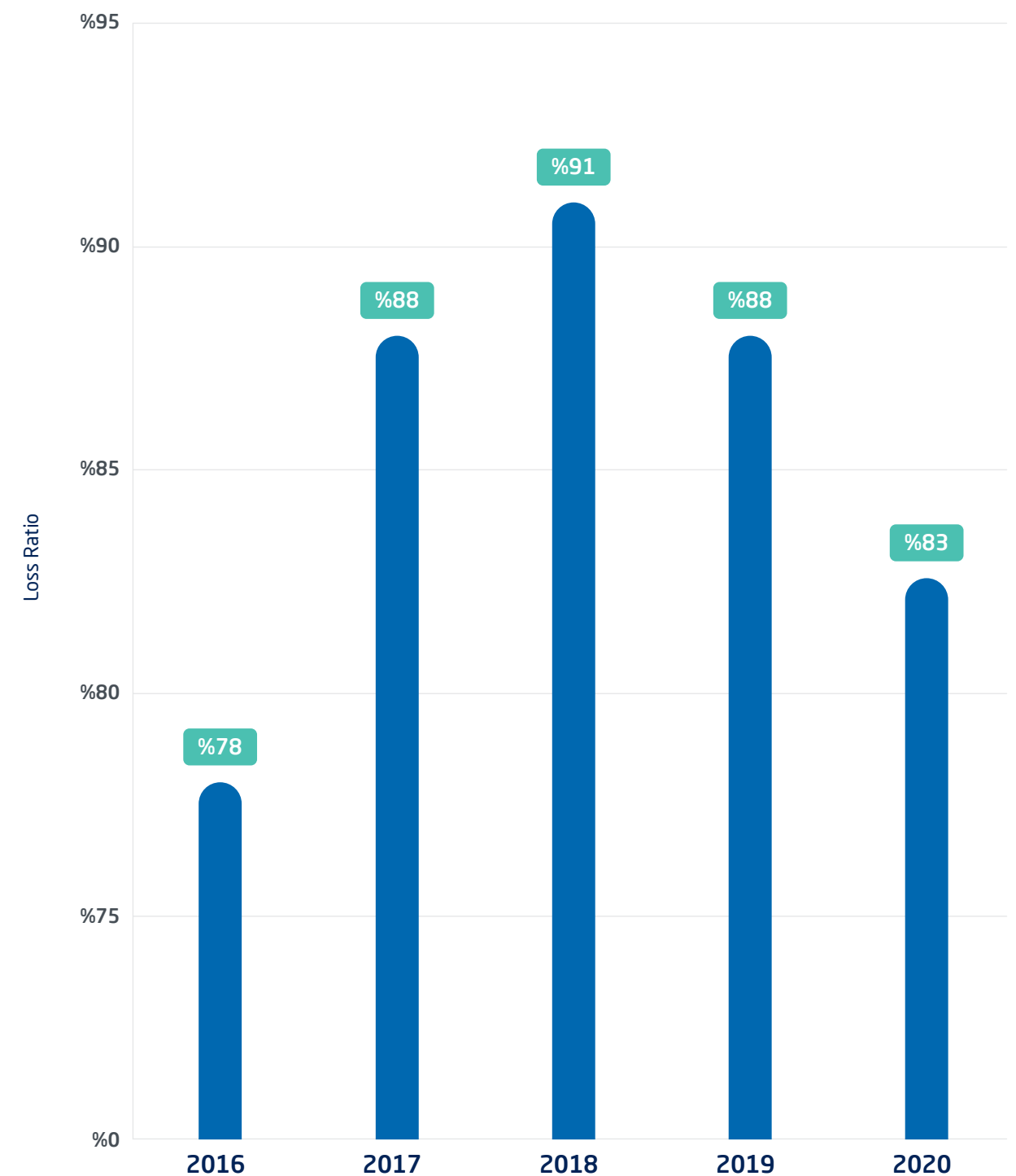
Net Health Insurance Claims Incurred (Million Saudi Riyals)



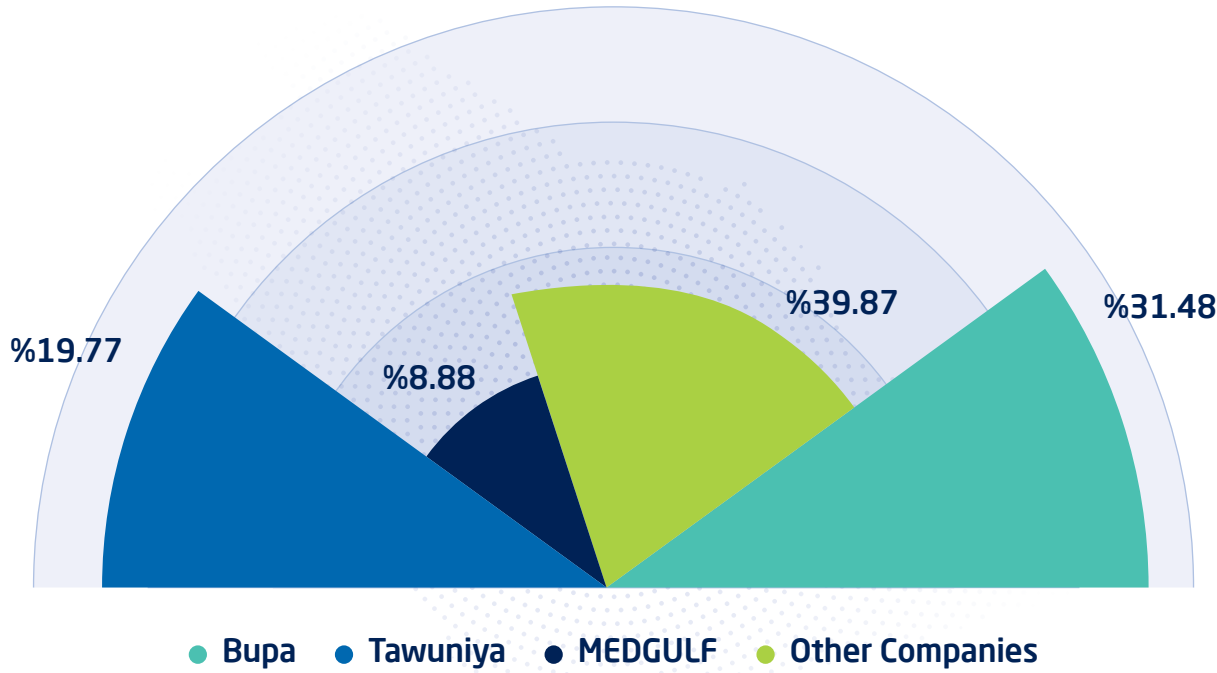
Loss Ratio is the net claims incurred in relation to the net premiums earned.

Health insurance loss ratio decreased to 83% in 2020, compared to 88% in 2019.

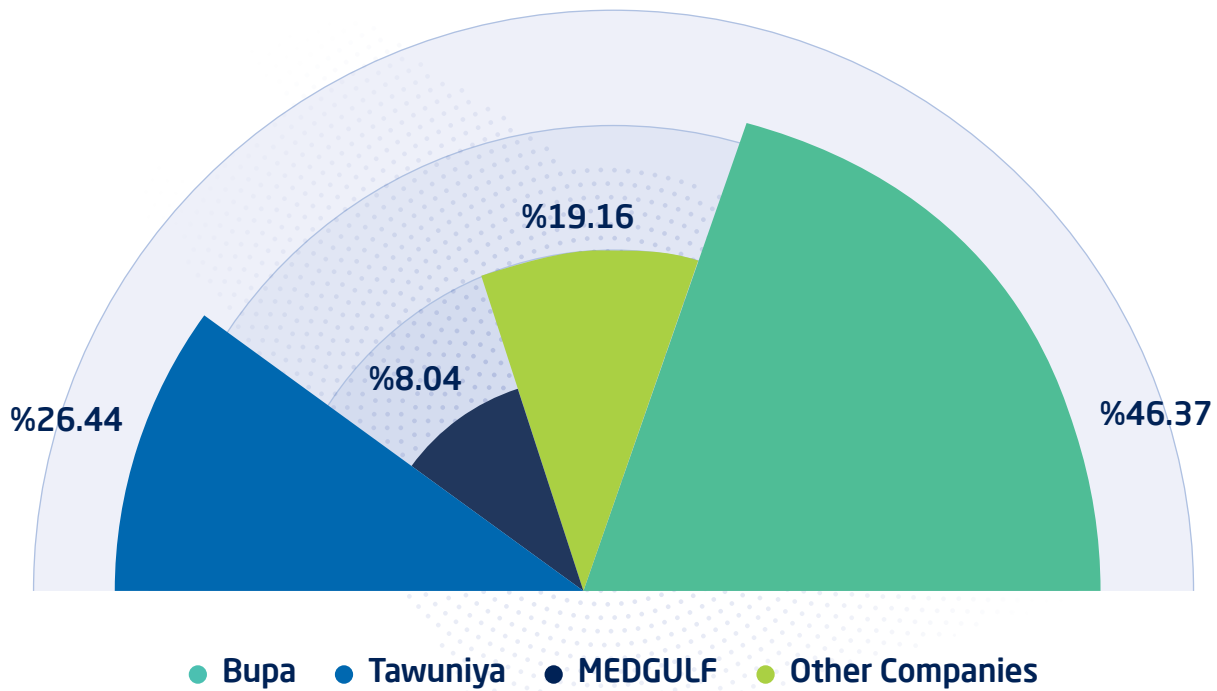
Loss Ratio



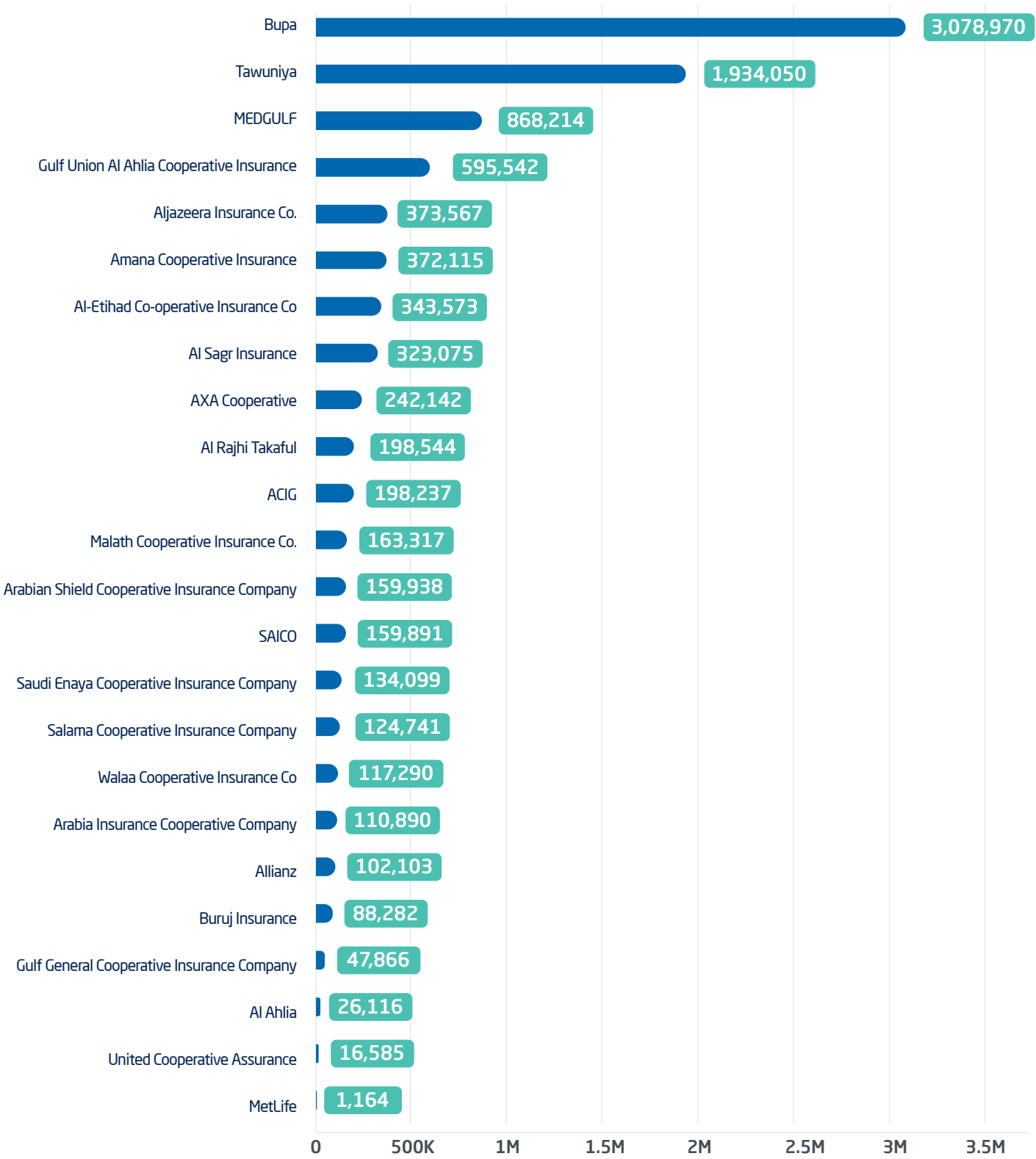
Health Insurance Market Share in 2020



Health Insurance Market Share in 2019



Number of Subscribers to Insurance Companies in 2020



Health Insurance Market Share in 2020



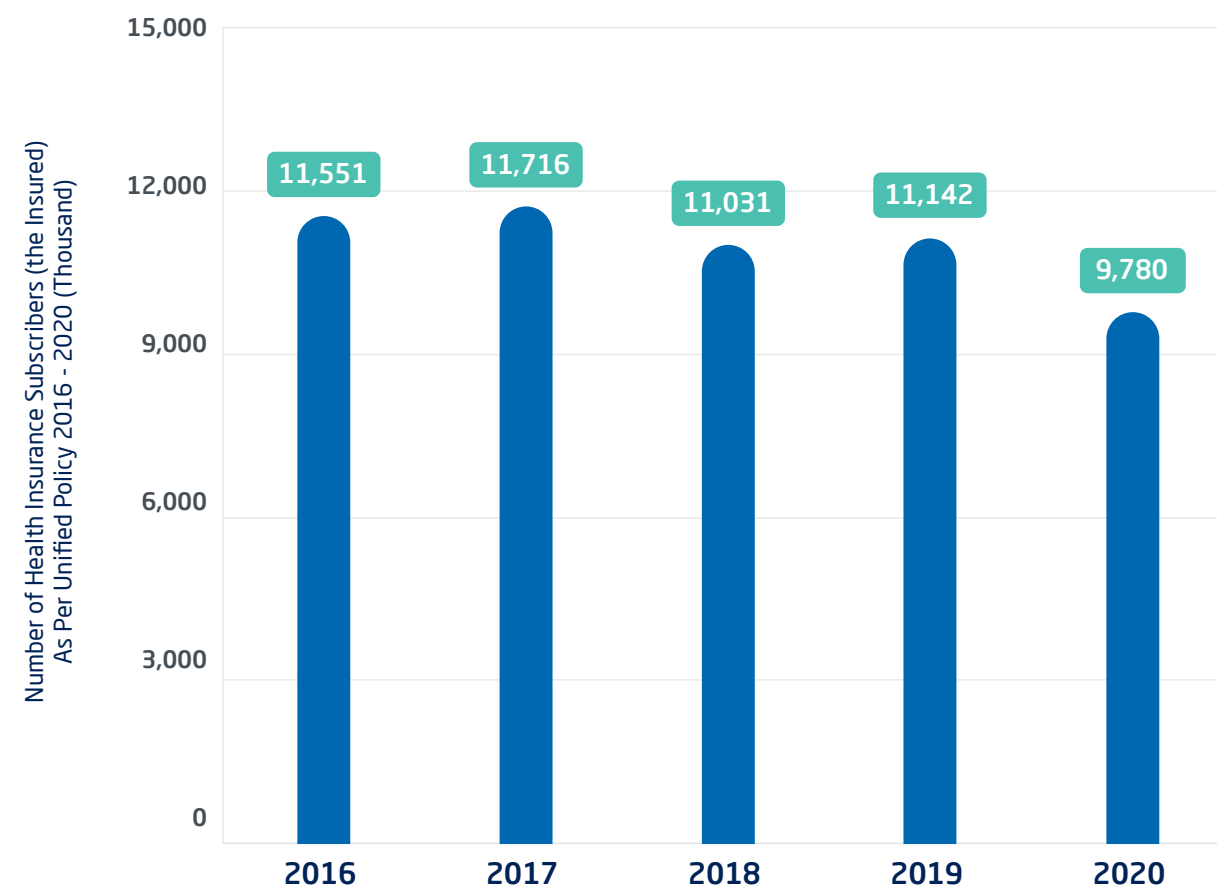
Health Insurance Sector: Technical Indicators

At the end of 2020, number of subscribers to health insurance reached about 9.8 million subscribers.

The number of Saudi subscribers is 3,48,480 subscribers, representing 33% of the total subscribers, while the number of resident subscribers covered by health insurance reached approximately 6,531,831 residents, representing 67% of the total subscribers.

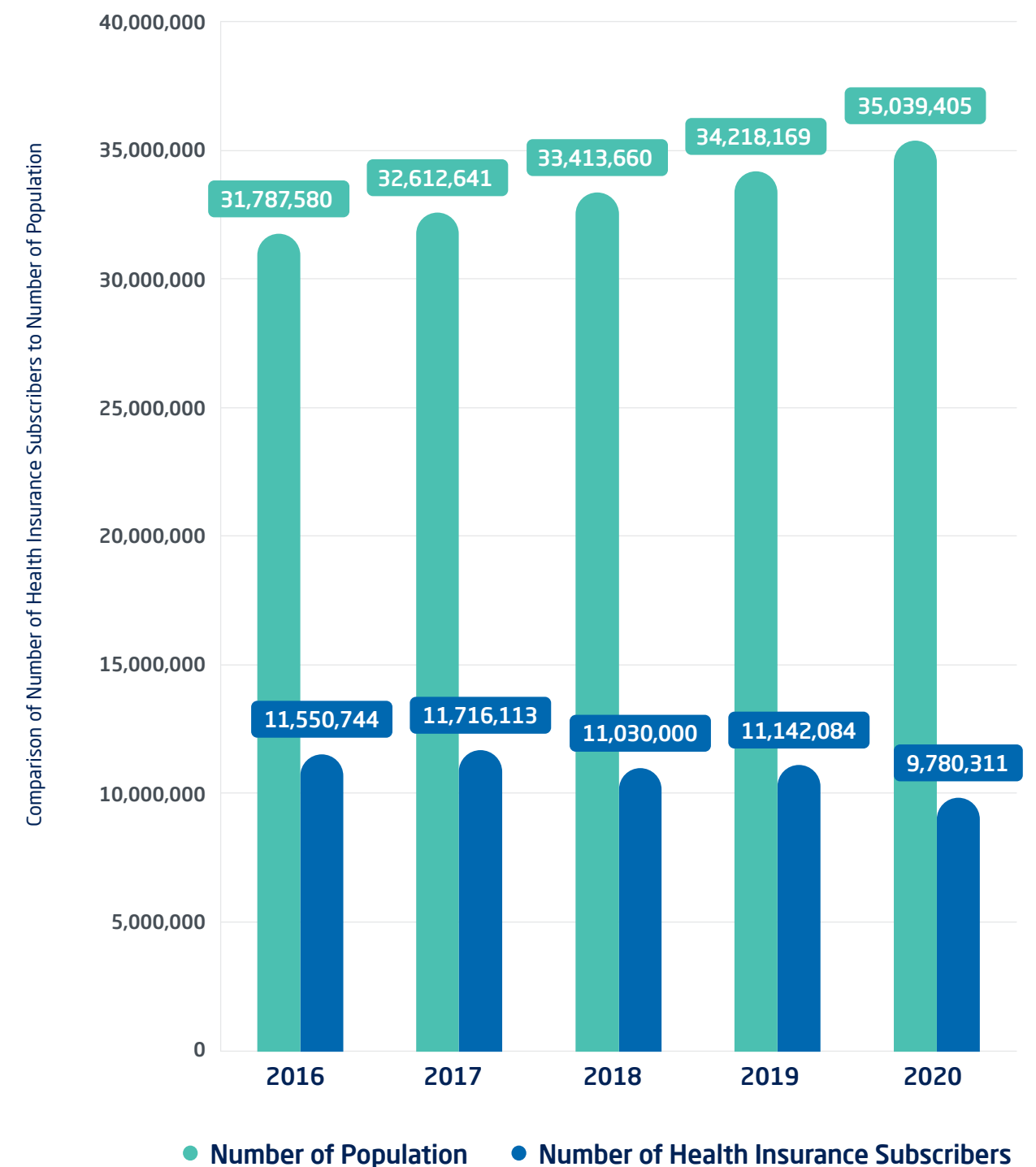
Therefore, 28% of the total population in KSA are covered by health insurance.

Number of Health Insurance Subscribers (the Insured) As Per Unified Policy 2016 - 2020 (Thousand)



The number of health insurance subscribers represents 28% of the total population in KSA (35,039,405 People).

Comparison of Number of Health Insurance Subscribers to Number of Population

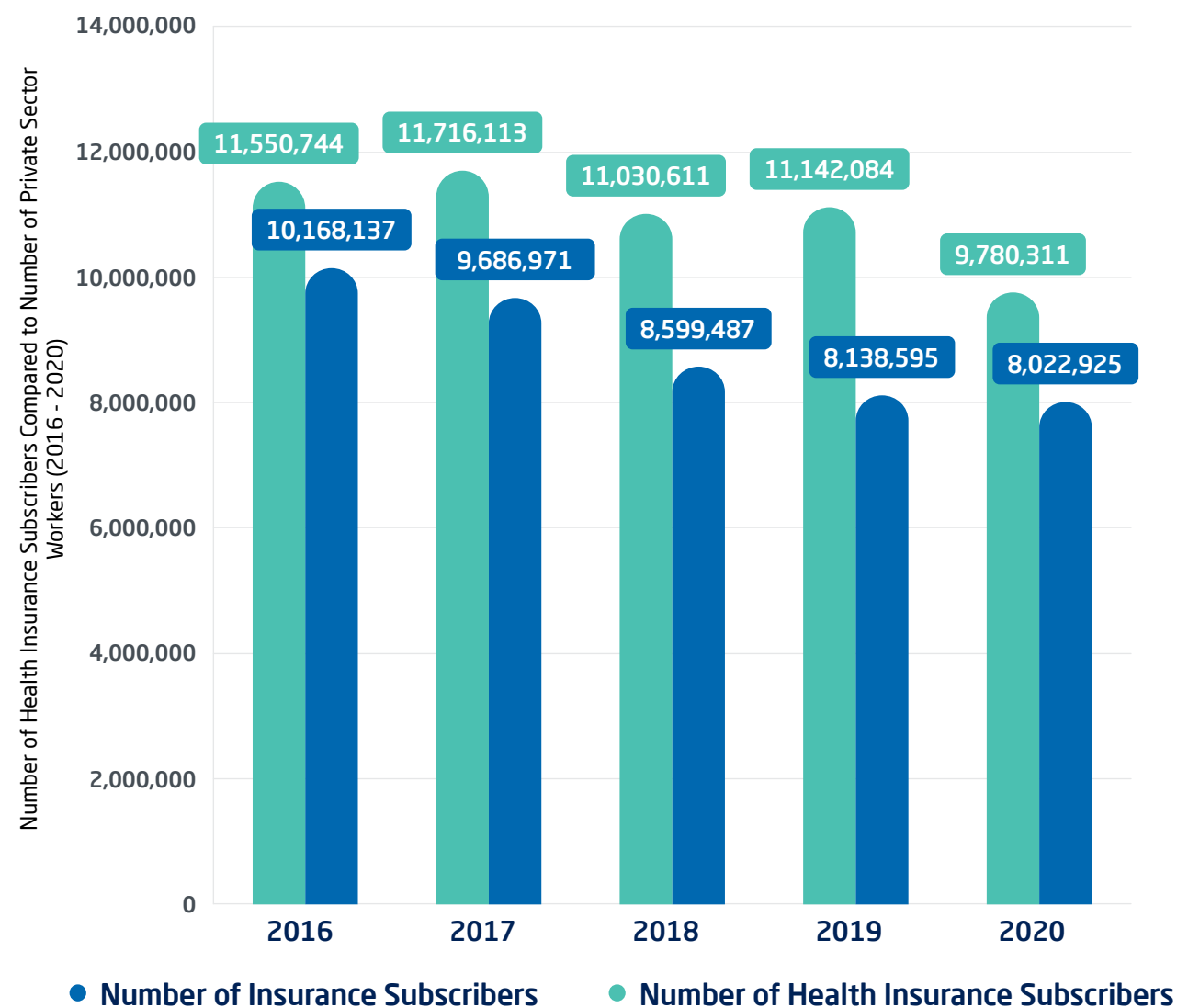


The number of health insurance subscribers reached about 9.8 million at the end of 2020, with a decrease of 12% compared to 11,142,084 subscribers in 2019.

On the other hand, the number of private sector workers decreased by (-1.4%) at the end of 2020 to reach (8,022,925), compared to (8,138,595) in 2019.

The reason for the continuing decline in number of private sector workers over the past five years is due to several factors and legislation related to regulating work of residents and Coronavirus pandemic, which prompted several residents to leave KSA, resulting in a decline in number of the insured persons during 2019 - 2020.

Number of Health Insurance Subscribers Compared to Number of Private Sector Workers (2016 - 2020)



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Health Insurance Sector: Health Indicators



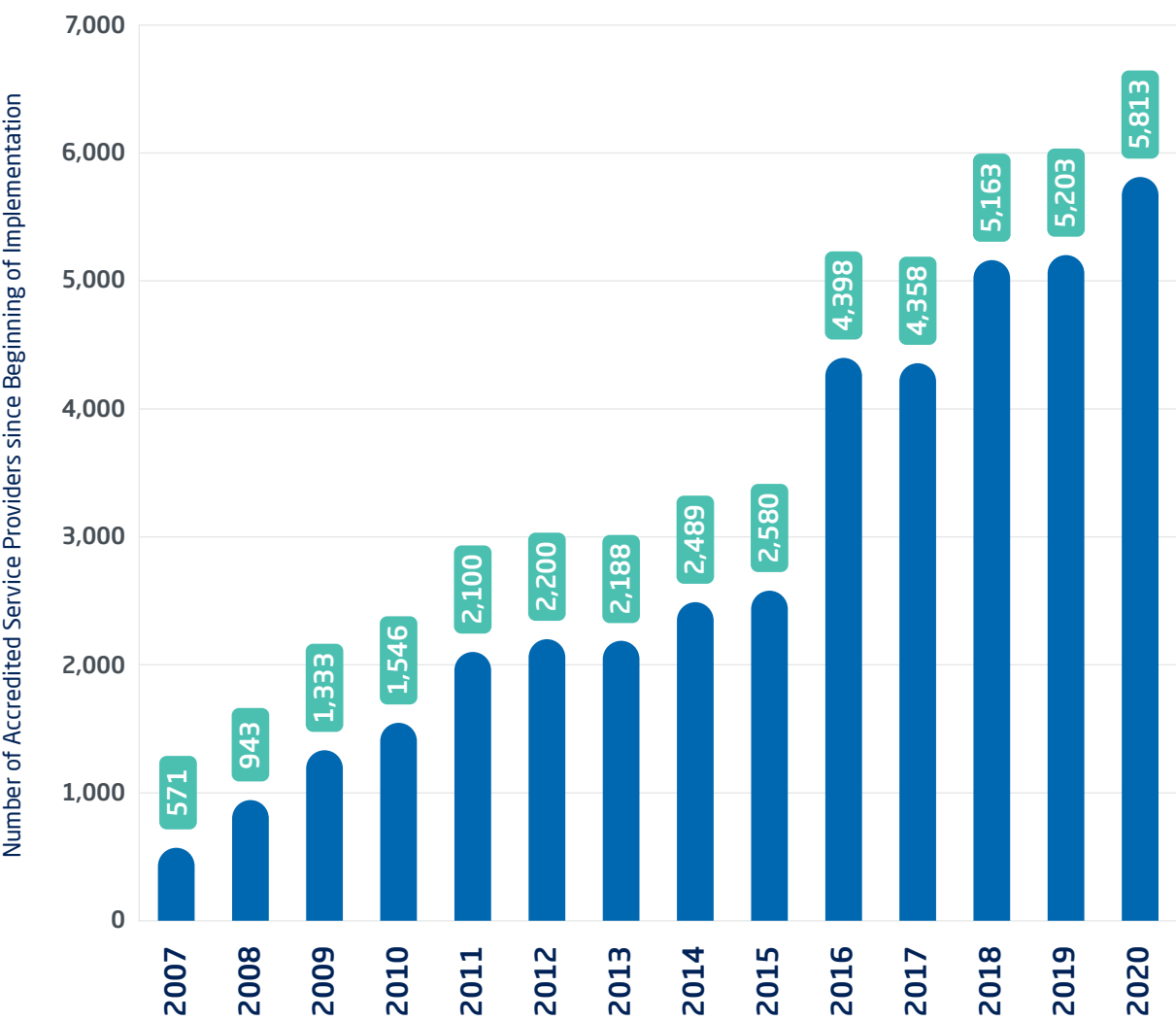


Health Insurance Sector: Technical and Health Indicators

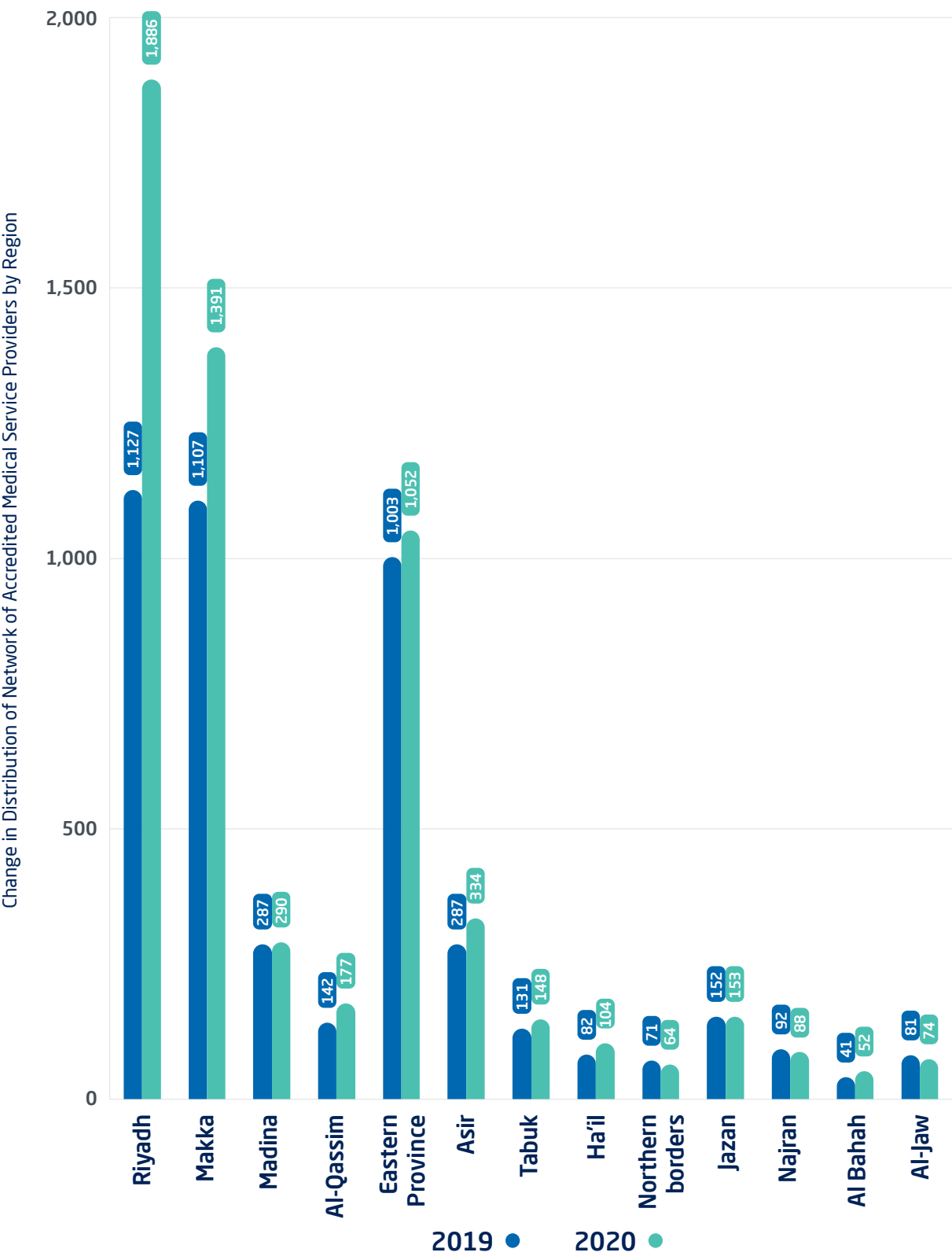
The number of service providers accredited by CHI increased by 12% to reach 5,813 service providers at the end of 2020G, Compared to 5,203 service providers in 2019G.

This increase is due to increase in accreditation and renewal requests from health service providers.

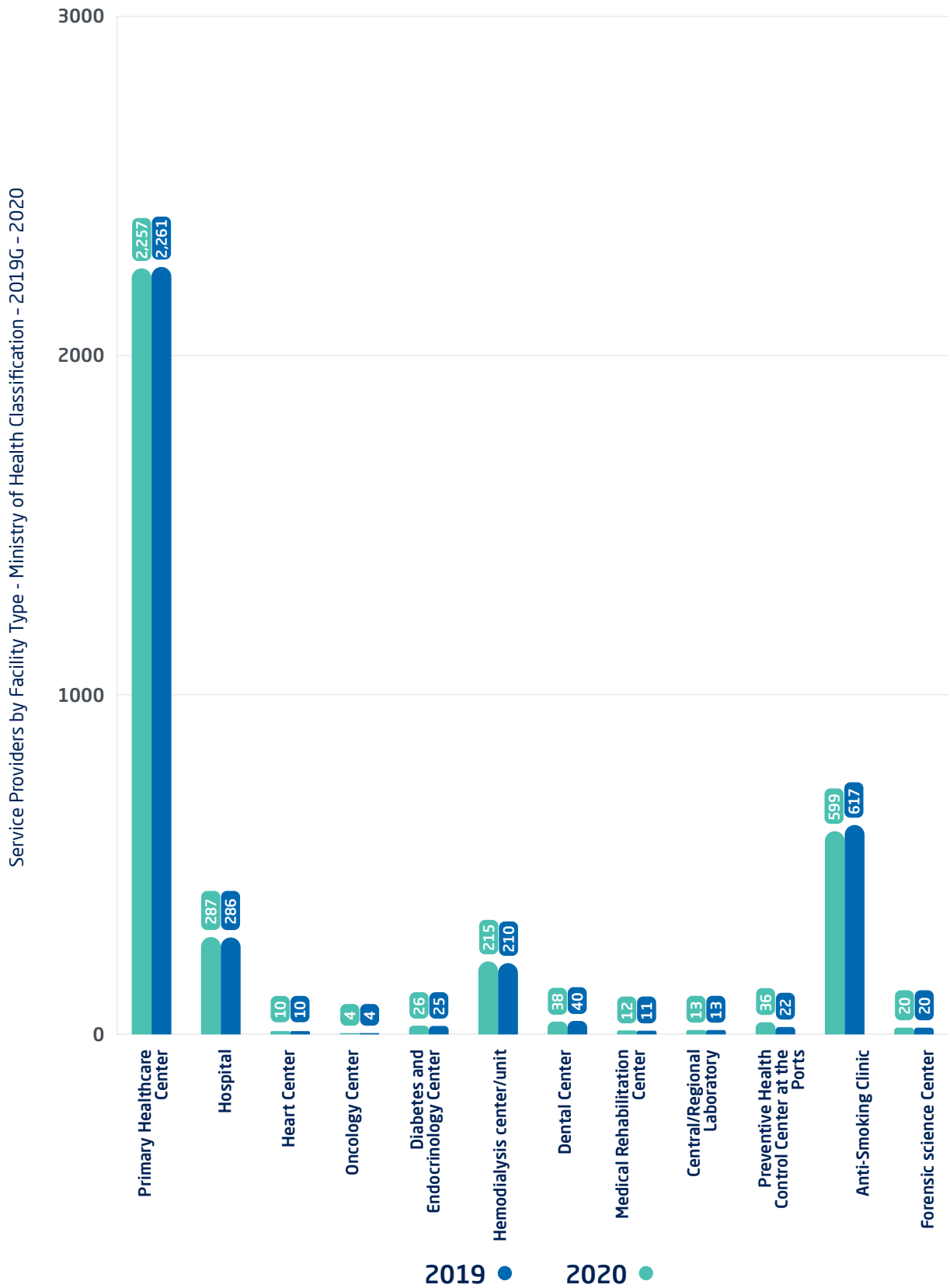
Number of Accredited Service Providers Since Beginning of Implementation



Change in Distribution of Network of Accredited Medical Service Providers by Region 2019 - 2020

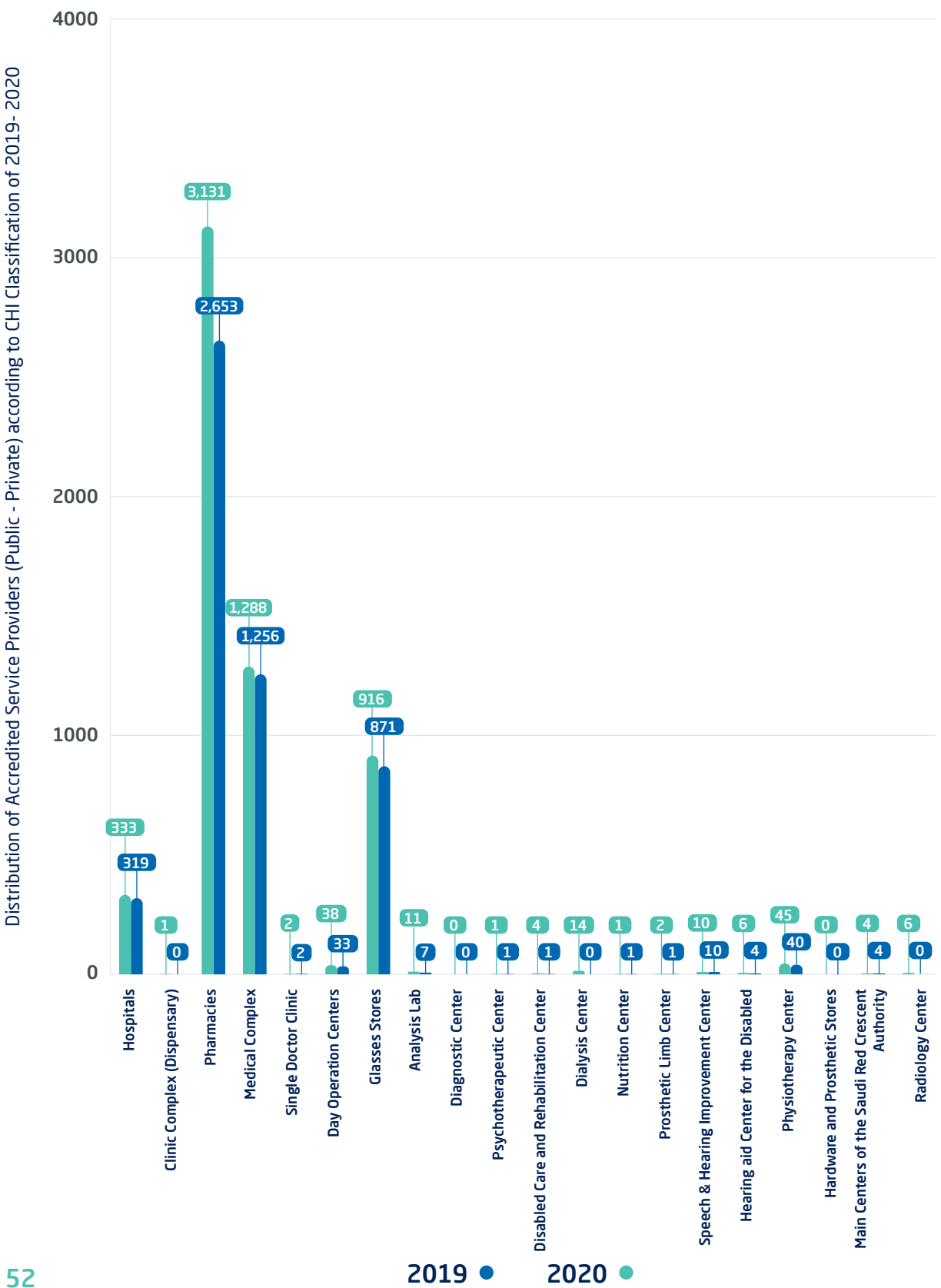


Service Providers by Facility Type - Ministry of Health Classification - 2019G - 2020



Source: Ministry of Health

Distribution of Accredited Service Providers (Public - Private) according to CHI Classification of 2019- 2020

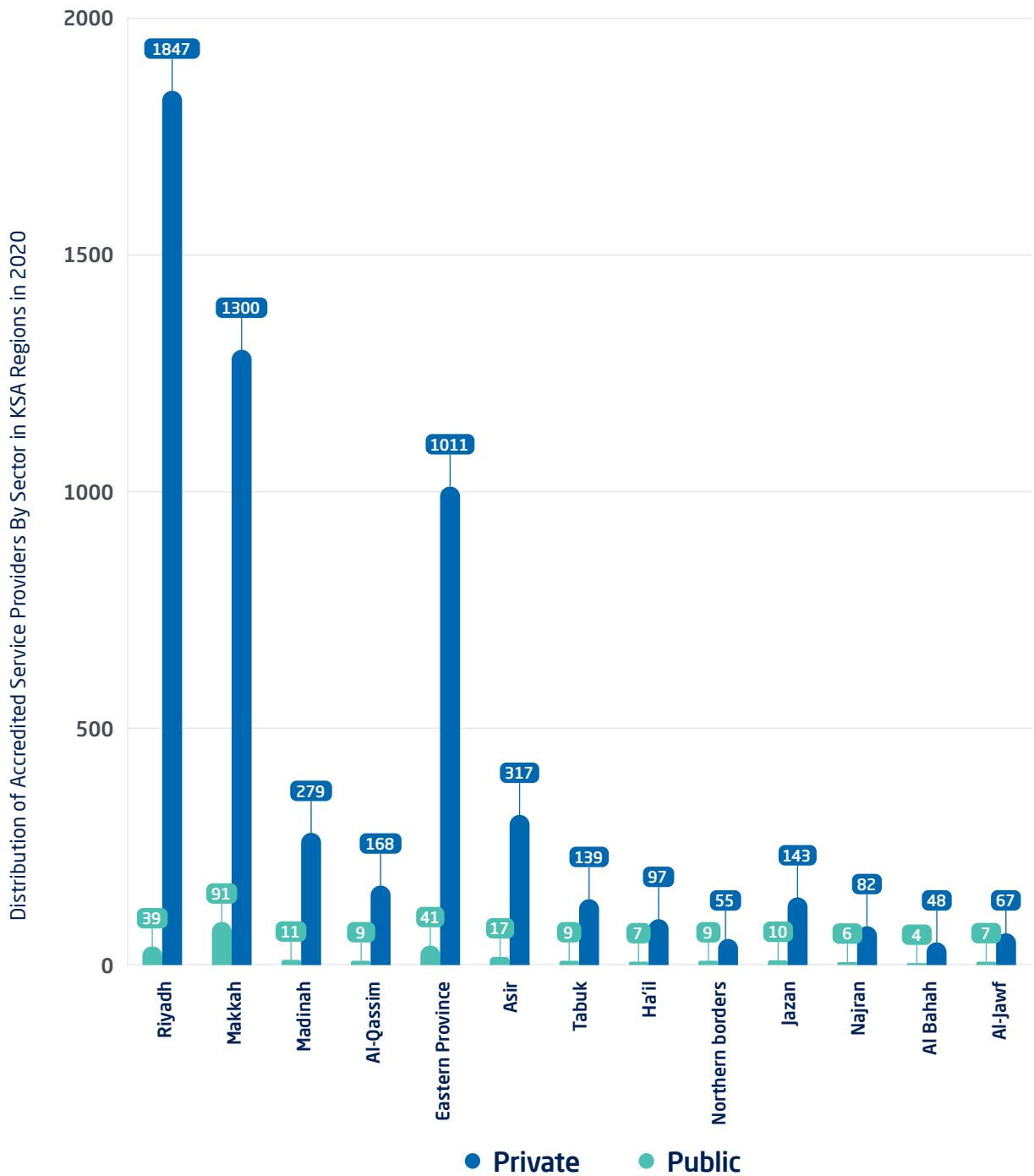


Source: CHI

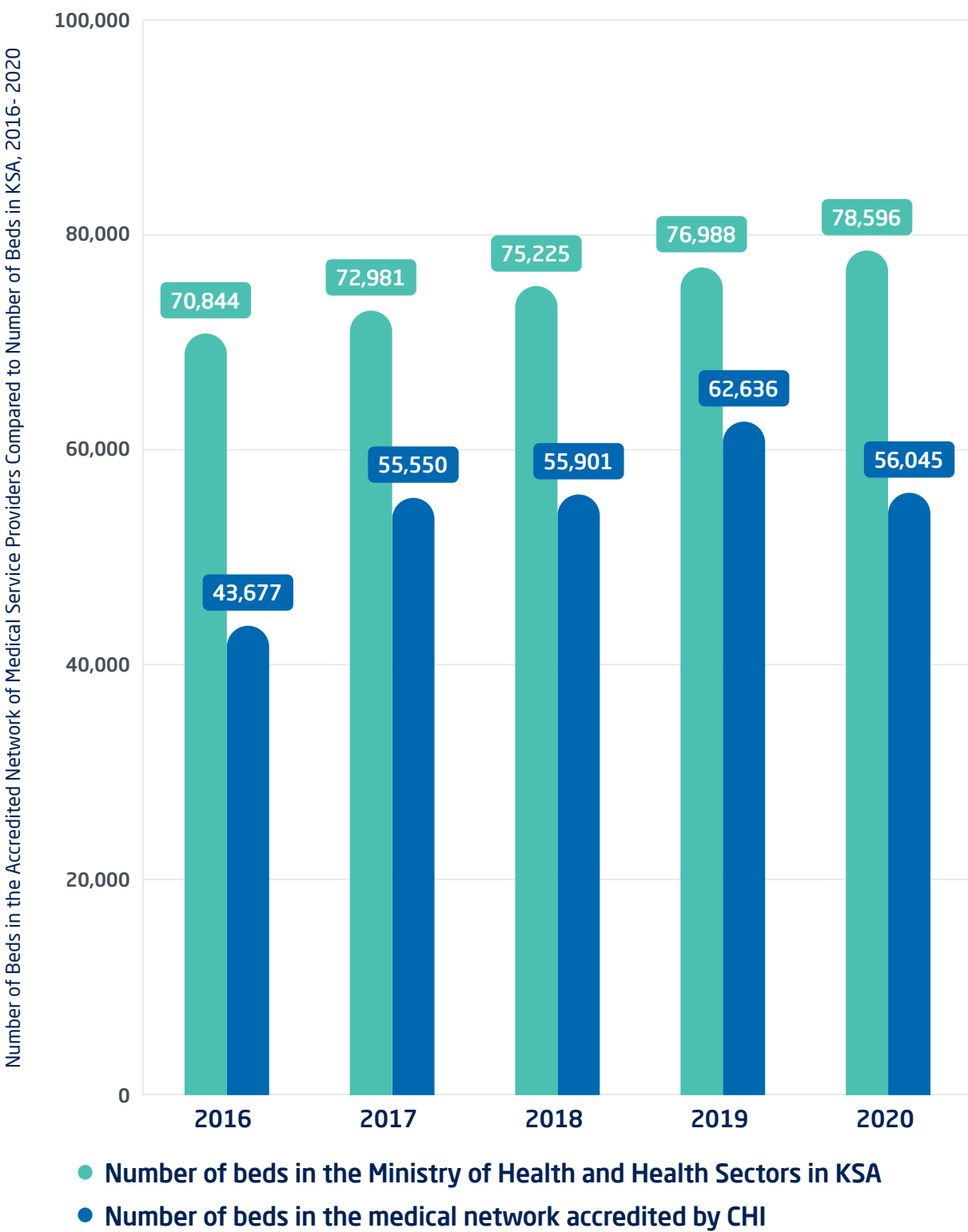
The number of service providers reached 5,813 service providers in the private sector, representing (95%) of the total service providers for 2020.

While the number of accredited health service providers in the public sector reached 260, representing (5%) of the total service providers for 2020.

Distribution of Accredited Service Providers By Sector in KSA Regions in 2020

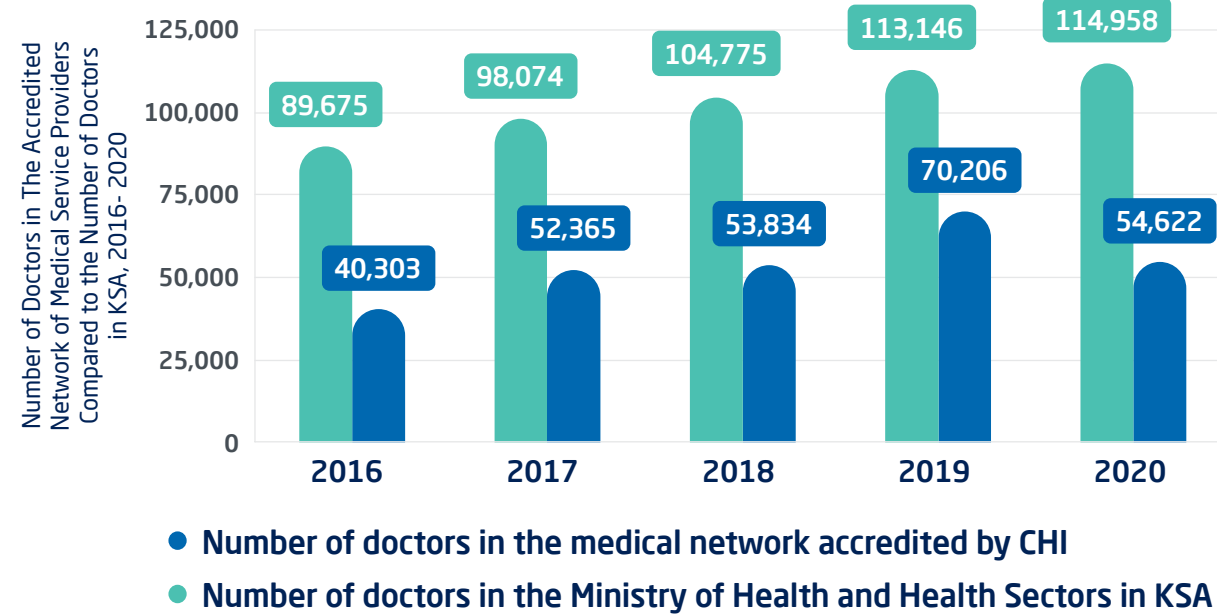


Number of Beds in the Accredited Network of Medical Service Providers Compared to Number of Beds in KSA, 2016- 2020



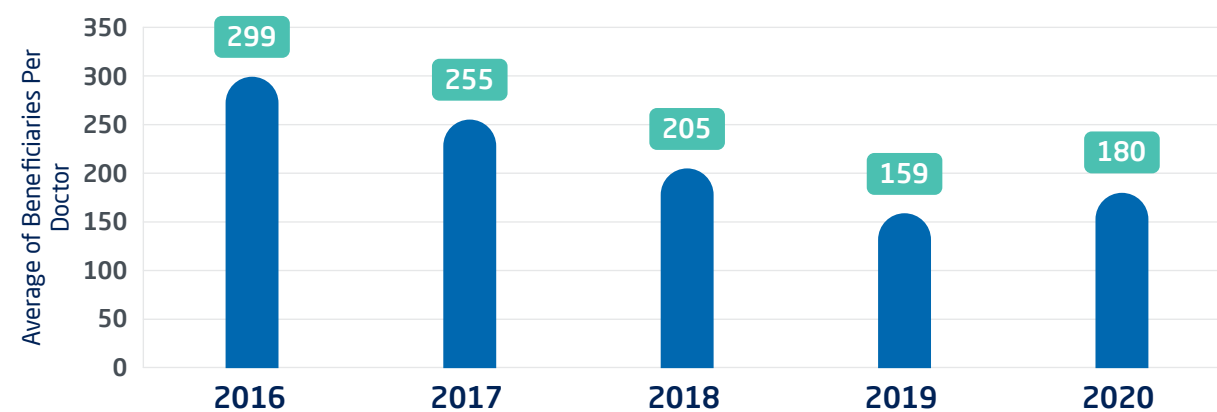
The number of doctors in accredited facilities reached 54,622 doctors in 2020G, as their number decreased by 22%, compared to (70,206 doctors) in 2019G, due to the difference in the number of accreditation renewals, and the hospitals with expired accreditation and not renewed during 2019G and 2020.

Number of Doctors in The Accredited Network of Medical Service Providers Compared to the Number of Doctors in KSA, 2016- 2020

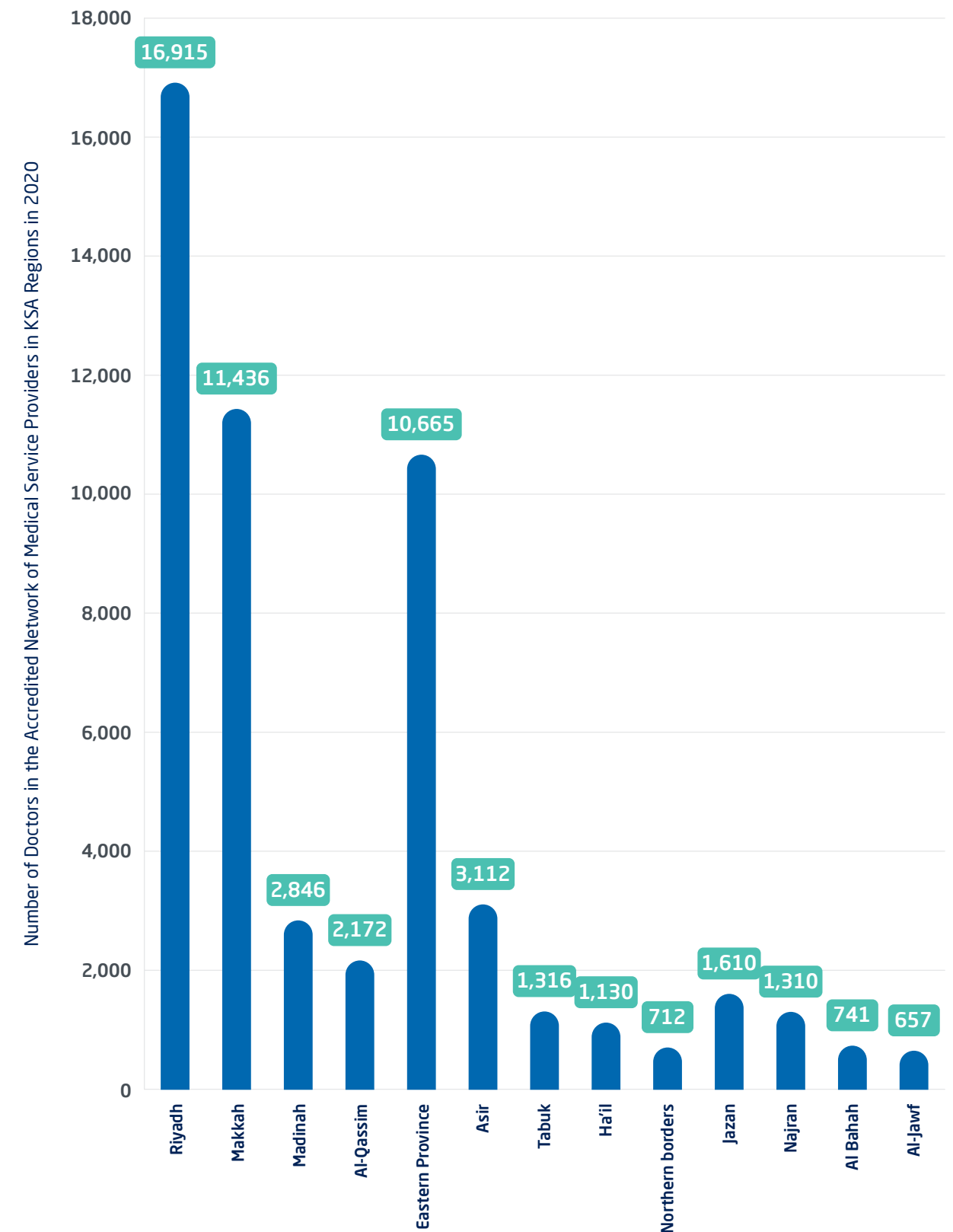


The number of beneficiaries for each doctor r to 180 insured persons at the end of 2020G, compared to 159 beneficiaries for each doctor at the end of 2019.

Average of Beneficiaries Per Doctor



Number of Doctors in the Accredited Network of Medical Service Providers in KSA Regions in 2020



5

Demographic Analysis of Subscribers





Demographic Analysis of Subscribers

Demographic Analysis of Subscribers

Total	Non-Saudi		Saudi		Nationality
	Dependent	Employee	Dependent	Employee	Type
9,780,311	1,456,547	5,075,284	1,943,273	1,305,207	Number
%100	%14.9	%51.9	%19.9	%19.9	%
	%66.8		%33.2		

Subscribers by Age Class 2020G

%	Subscribers	Class	%	Subscribers	Class
%13.52	1,321,880	36 to 40	%6.95	679,535	0 to 5
%9.74	952,378	41 to 45	%6.18	604,793	6 to 10
%6.67	652,610	46 to 50	%4.77	466,482	11 to 15
%4.86	474,875	51 to 55	%3.60	351,640	16 to 20
%2.98	291,397	56 to 60	%7.09	693,452	21 to 25
%1.64	160,183	61 to 65	%14.47	1,414,807	26 to 30
%1.29	126,222	age > 65	%16.26	1,590,057	31 to 35
9,780,311			Total		
31			Average Age of Subscribers		

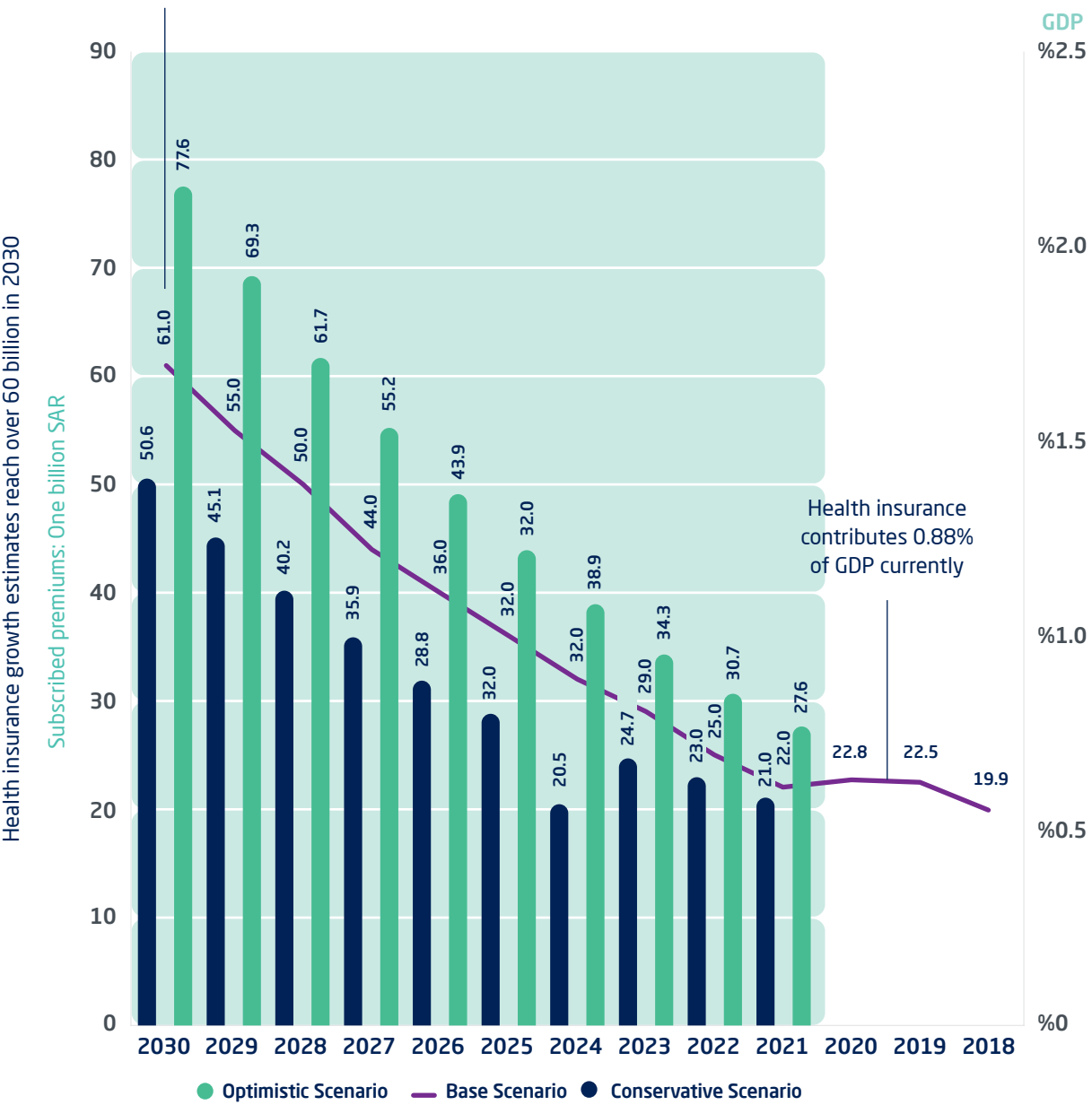




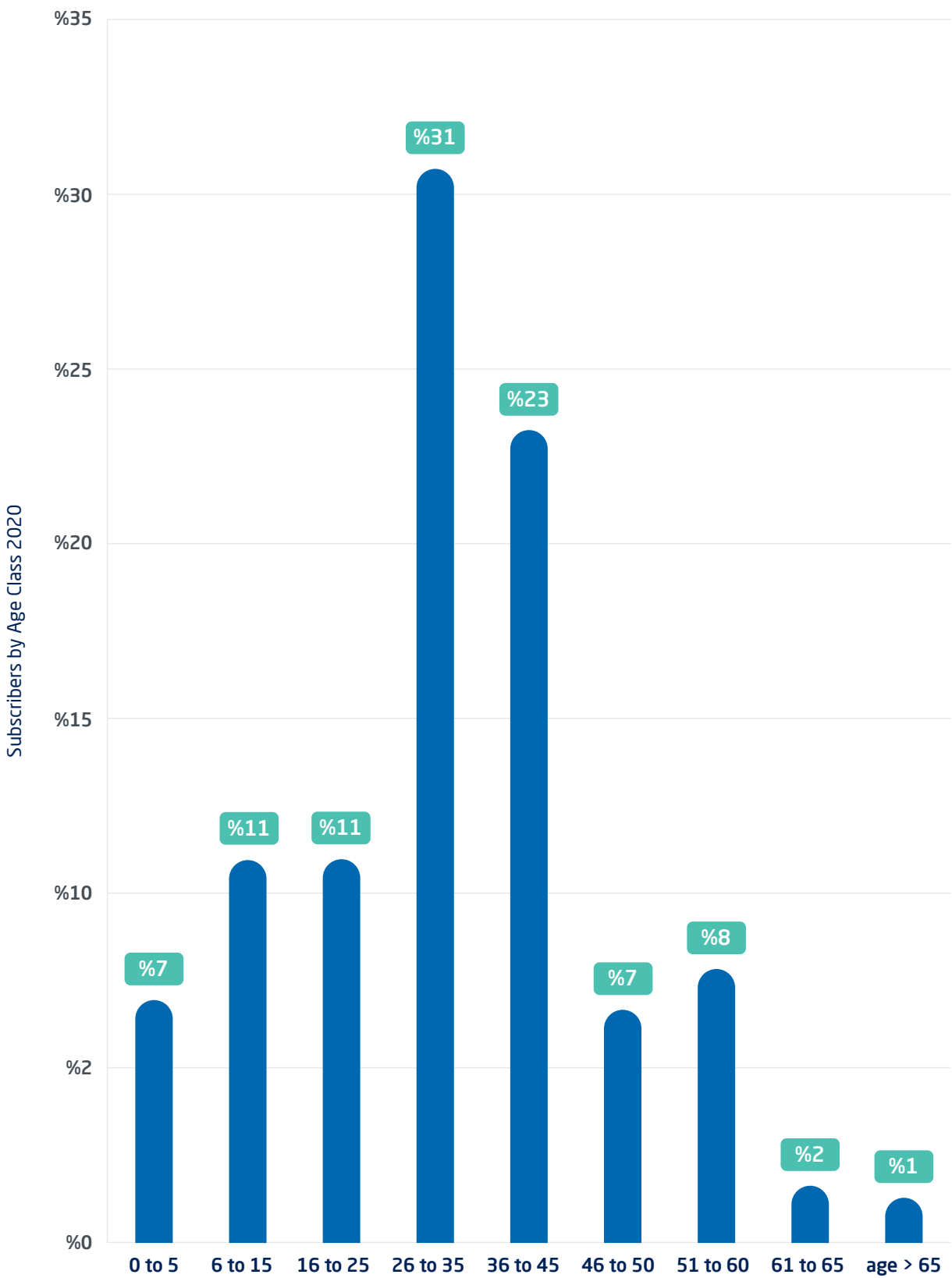
Health Insurance Market Growth Forecast 2030

Health Insurance Market Growth Forecast 2030

Contribution of health insurance to GDP is expected to increase to 2.0% by the end of 2030



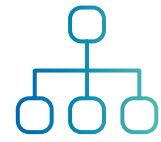
Subscribers by Age Class 2020



6

Empowerment of Health Insurance Sector





Regulatory Environment of Health Insurance Sector



Other Concerned Authorities

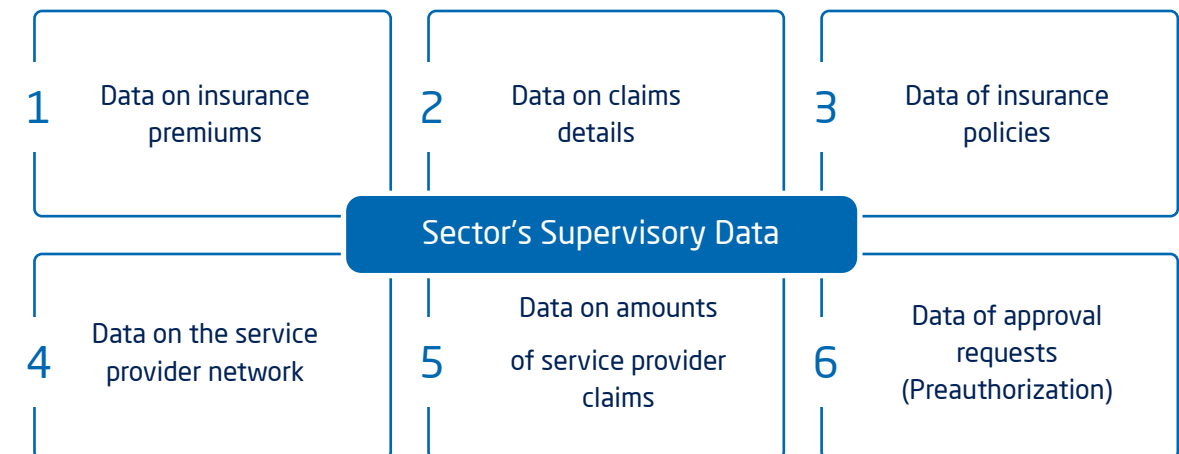
Entities related to the insurance sector

Patients and Employers



Supervisory Role of CHI over Health Insurance Sector

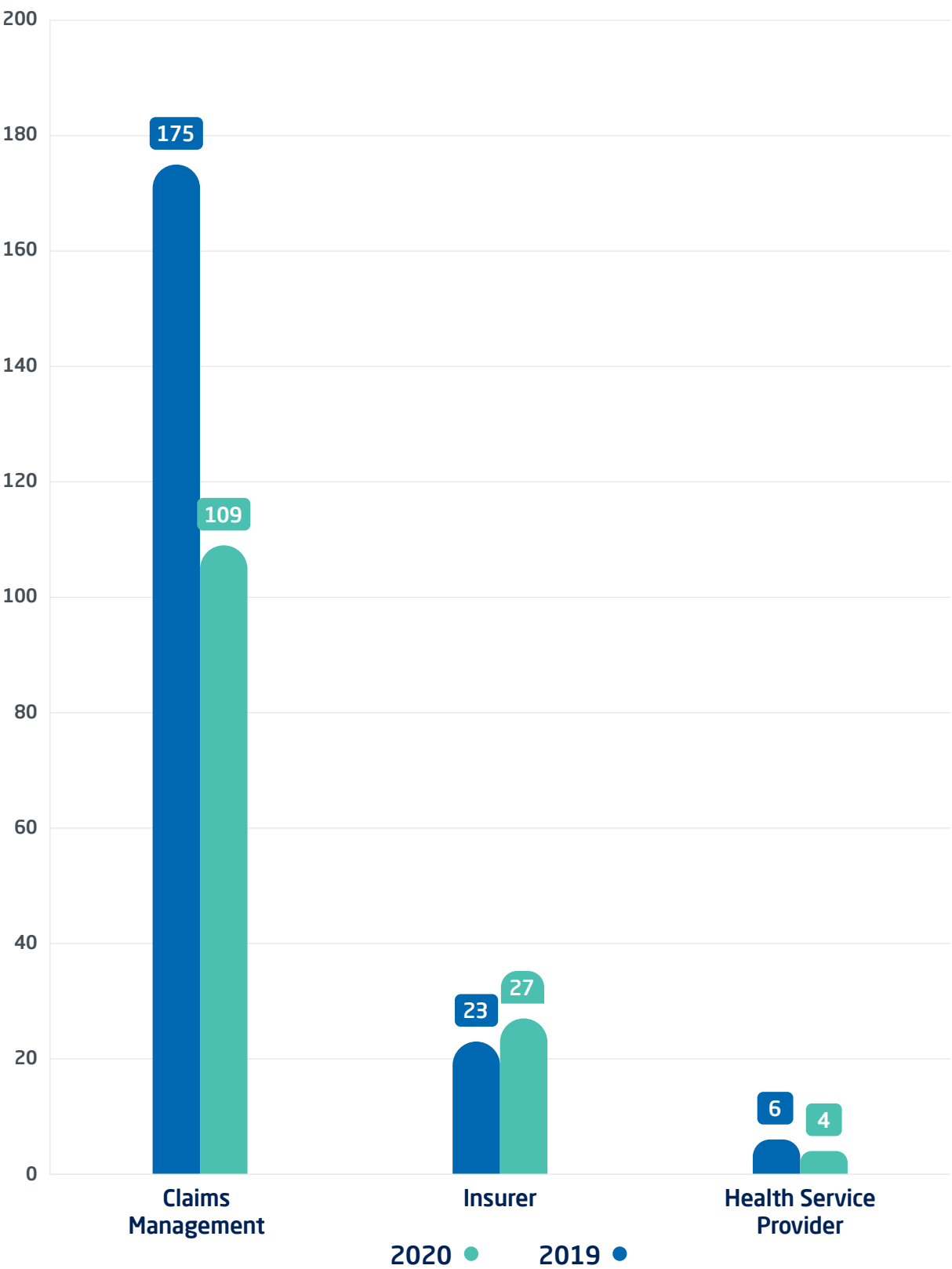
Type of Supervisory Data



Objectives of Supervisory Data



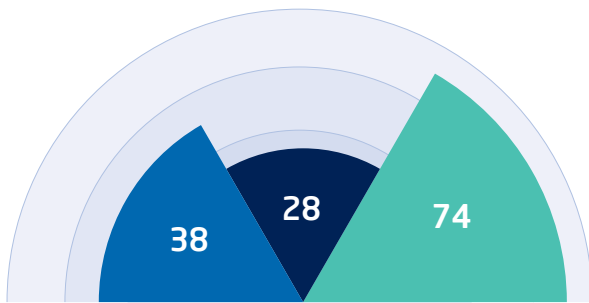
The field visits of the insurance-related parties decreased in 2020 to 140 visits compared to 204 visits in 2019, with a decrease of 31% due to the Coronavirus pandemic



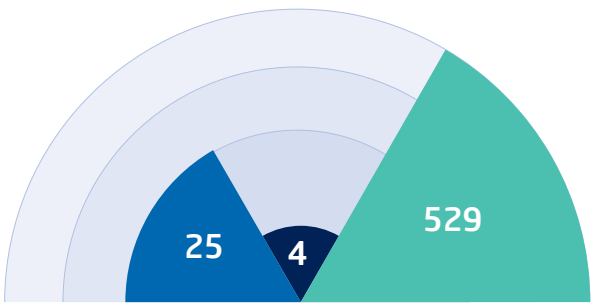
332
Mystery Shopping



17
Report



Riyadh Jeddah Eastern Province



Claims Management Insurer Health Service Provider

Geographical Distribution

Through supervisory data and fraud reports; the enterprises targeted for field visits were identified in various cities of KSA, which reached 140 visits

Fraud Reports

17 fraud reports were received and processed from the insurance-related parties and the mystery shopping for remote health service providers; number of mystery shopping reached 332.

Sector Adherence to Coronavirus- Related Circulars

Empowering the sector regarding their adherence to the circulars issued by CHI, and the initiatives related to facing repercussions of coronavirus in the private sector (Carried out remotely during the pandemic).



Types of Violations

1

Violation of the circular issued by CHI using UCAF1:0 & DCAF1:00 models

3

Lack of health insurance for Saudi employees at the enterprise.

5

Obtaining medical approvals for less than SAR 500.

7

Delay in responding to insurer inquiries

9

Lack of verifying identity of the beneficiary

11

Delay in collecting valid and expired insurance premiums.

13

Payment of costs of treatment services in cash by the beneficiary in some cases and recovering costs after the insurer approval.

2

The service provider does not have notice board for means of communication with CHI.

4

Delay in sending the approval request within 15 minutes to the insurer.

6

Financial dues to service providers of more than 45 working days.

8

Poor electronic system of the service provider.

10

Dealing with an unaccredited pharmacy.

12

Presence of doctors' seals in the financial claims department.



Excellence and Institutional Transformation Programs

During 2020, CHI followed the best model in order to support the concept of excellence through adoption of the best international practices and standards, and prepare CHI to participate and win local and international excellence awards, which would contribute to raising and improving operational efficiency and business continuity in order to raise the quality level of health services and customer excellence.

Timeline of Excellence in 2020

10/2020



Development of Policies & Procedures

12/2020



EFQM Committed to Excellence" Certificate



Social Responsibility

For empowerment of beneficiaries through social initiatives, CHI in cooperation with a number of agencies has undertaken four initiatives:



Health Volunteering Program

The Health Volunteering Center was established in the Ministry of Health as an initiative by the Community Contribution Program within the National Transformation Program of the Ministry of Health. The center aims to manage and organize health volunteering, participate in development of legislation and regulations, as well as controls of monitoring health volunteering in the Ministry. CHI sponsors this program in order to support and increase the number of volunteers and health practitioners.



Traffic Safety Committee

The idea of the committee emerged out of the need for an initiative to address the aggravating traffic problems in KSA, which had high accidents and violations. CHI contributes by participating in promoting the traffic safety campaign entitled "Do Not End Their Lives" in order to raise awareness about responsibility of driving.



Waa Award

An initiative by the Saudi Ministry of Health in partnership with CHI, which aims to encourage citizens and residents in GCC States to produce creative content that contributes to enriching awareness content in the health field through four main tracks: short films, motion graphics, advertising photography, and infographics.

In addition to a special track for entities to participate in a health initiative to be implemented within the entity. This award is intended for promoting health awareness and healthy habits. All participations are filtered and evaluated by a competent committee to select winners from each track, and besides there are prizes awarded for winning participations by audience vote.



Shefaa Platform

One of Health Endowment Fund initiatives. It is a platform for collective financial support in the event that needy health cases undergo uncovered medical treatment inside KSA, and CHI is a partner for such initiative.

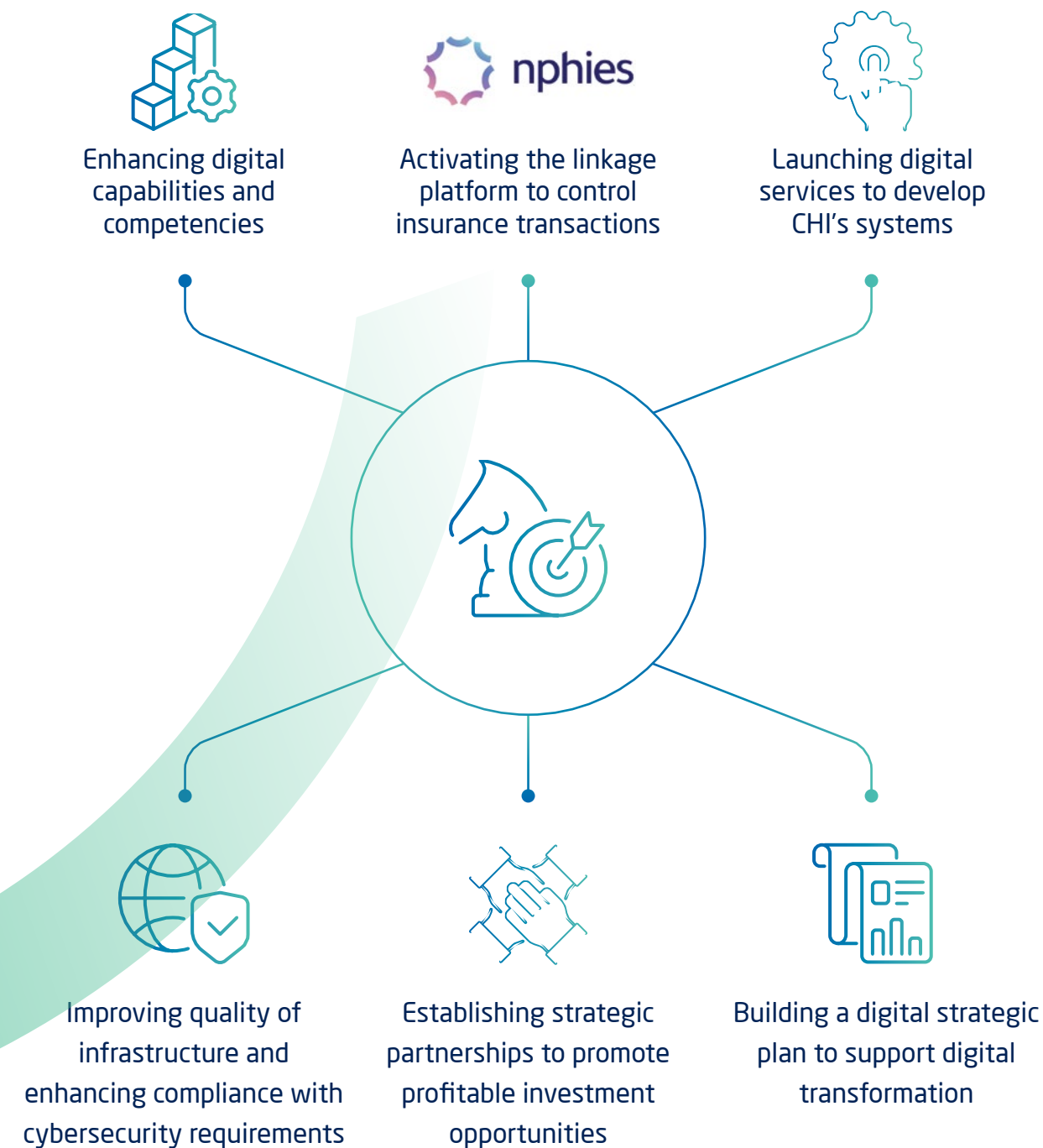
7

Technology & Digital Transformation





With the support of the CHI senior management, CHI decisions contributed to:

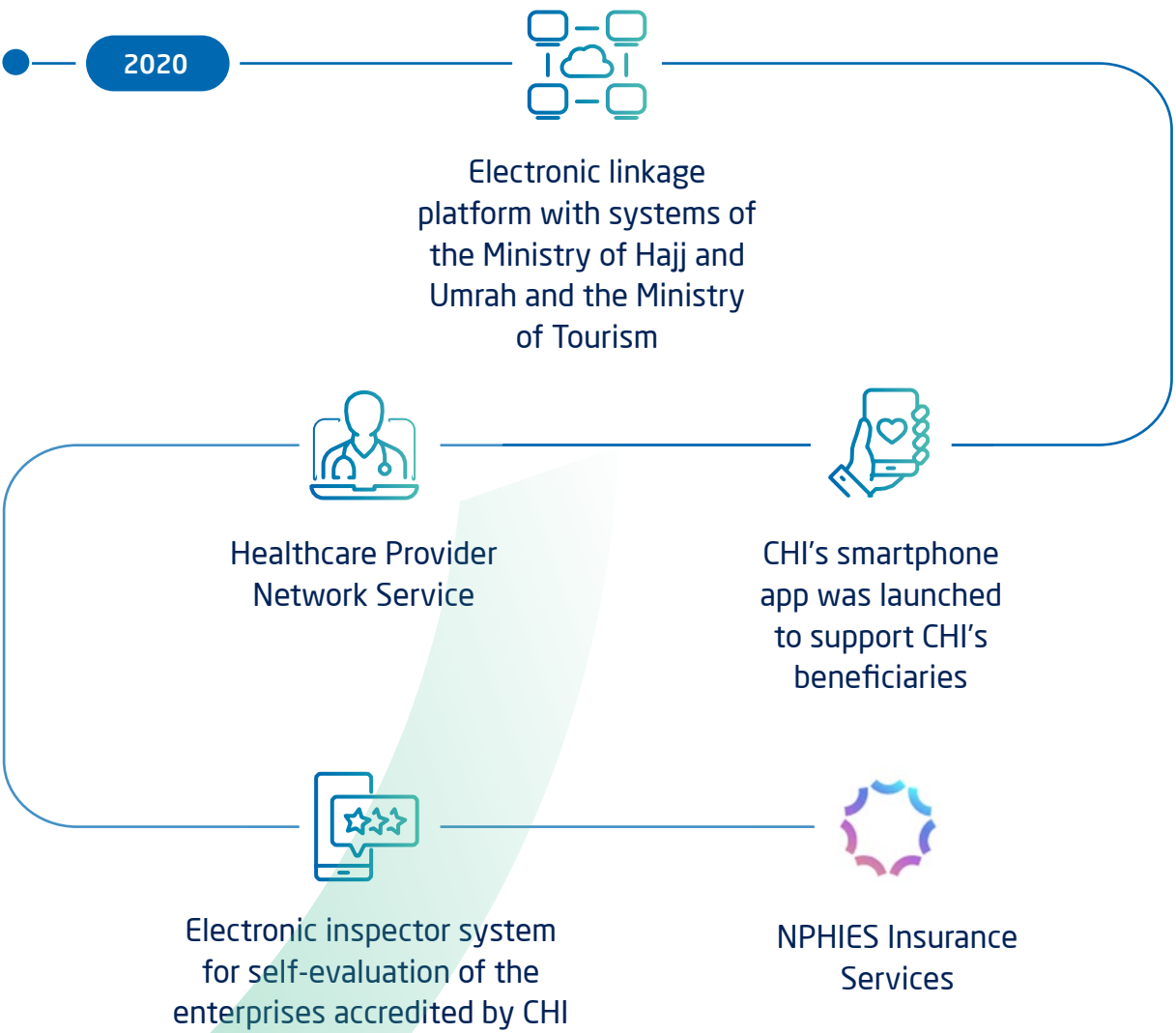


A year full of achievements and challenges, and the following achievements were achieved:





Digital Solutions Launched



Numbers of Digital Transformation Journey at end of 2020



10

NPHIES Insurance Services



30+

Suppliers



97

Current Projects



10

Memorandums of Understanding



15

Health Standards



7

Health Standards



1.5 Thousand

Sessions & Trainings Participants



90+

Training Courses



155

Awareness Sessions

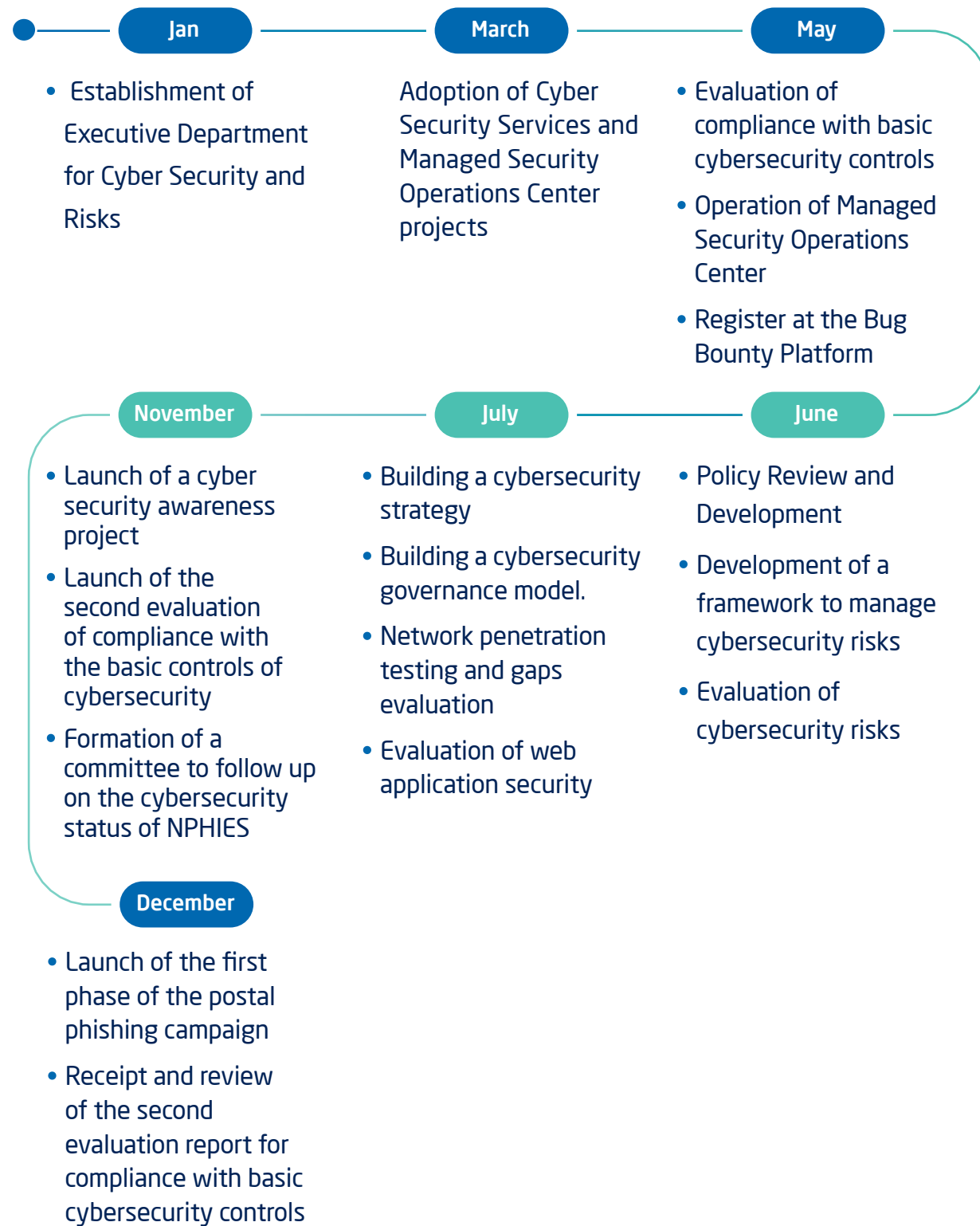
8

Cyber Security & Risks





Cyber Security Journey During 2020



Achievements Summary of 2020

Managed Cyber Security Operations Center

2

Data Centers



Developing cyber security policies and procedures

85

Central Servers



Ensuring the readiness of the cybersecurity of CHI's technical assets

200

User Devices



Establishing the Executive Management for Cyber Security and Risks and Building a Cyber Security Strategy 2020- 2023



APT Cybersecurity Incident Response



Raising level of maturity and commitment to the controls and requirements of the National Cybersecurity Authority (64% commitment rate - SITE Evaluation)



Launching the cybersecurity awareness system and the electronic phishing system



Forming a committee to follow up on the cybersecurity status of NPHIES

9

Developing Resource Development Strategy and Policies





Resource Development Project Documents



1

Resource Development Policy



Objectives

Setting the rules that guarantee an optimal investment of CHI's financial resources, growth, and the preservation of their integrity and proper operation



Time Horizon

Diversification of investments over the short, medium and long term.



Policy Frameworks

Determining the frameworks for investment policies in terms of asset allocation, portfolio rebalancing, and determining the target return, and the level of risk tolerance on CHI's portfolio.



Evaluation Criteria

Developing normative and monitoring indicators in order to measure success of the investment strategy adopted by CHI, as well as the performance of investment managers in achieving the targets.

2

Governance Policy Statement

This policy determines a clear division of roles, responsibilities and limits of powers among the three main entities responsible for decision-making, supervision and day-to-day management of the investment portfolio, and they are:

- Board of Directors
- Resource Development Committee
- General Secretariat

The Document included:



3

Resource Development Strategy



Study

- Study and evaluation of the financial position for the previous five years.
- The cash flows are estimated for the next five years.
- Study of several scenarios for local, regional and global investment in light of several levels of return against risk.



Recommendations

- The recommended strategic distribution is: Regional/global, medium risk, taking the following into account:
- Growth by investing in local and global stocks.
- Hedging against shrinkage by investing in bonds, cash and Murabaha.
- Hedging against inflation by investing in real estate investment opportunities.



Determinants

- The strategic distribution will be implemented by appointing specialized investment managers according to the investment manager's evaluation mechanism and methodology for each of the asset classes that will be selected.
- Considering diversification of investment managers at level of investment and securities.
- Not investing in shares of the Insurance Sector and the Health Sector as CHI is the regulator over such sectors.
- Appointing an investment custodian to ensure that the strategy is implemented according to the highest standards.

10

Human Resources & Support Services





Human Capital Services:



40

Human Capital Committee Meetings



%91

Retention Rate



55

Employments



%22

Woman Empowerment



Human Capital Planning & Development:



Manpower planning using workload measurement activity



More than 600 job descriptions in both languages



New operational model for the second and third grade



Analytical tests for employees including 360 and English PXT tests



Leadership Development Programs



Updated recruitment, training, competency, salary and benefits frameworks



Manpower planning, more than 57 meetings with various departments and sections



86%

Functional Interaction



Employment Evaluation



Employee Alignment Project



Employment Planning and Budgeting



Talent Management Department:



Talent Management
Department:



Creating a framework for CHI's competencies
and linking each competency to specific
characteristics and behaviors



Developing policies and
procedures for talent
management



Developing job succession framework,
job rotation, and link them to
performance outputs



Program of Raising the level of skills
of employees



Designing performance management
according to the global nine matrices
methodology, and linking it to competencies,
its automation and application



Program of Training Executive
Managers



120

Number of trained employees



60

Number of Tamhir and
Training Program Trainees



25

honors of employees holding
professional and university
certificates



%80

Level of satisfaction with
the training programs



Administrative Services:



98,197

Review of previously implemented electronic and paper works



11,594

Modifications made to saved documents



11

General outgoing transactions returned to departments for modification



57,088

Paper Documents Saved



1,133

General Incoming Transactions



11

Beneficiary Experience



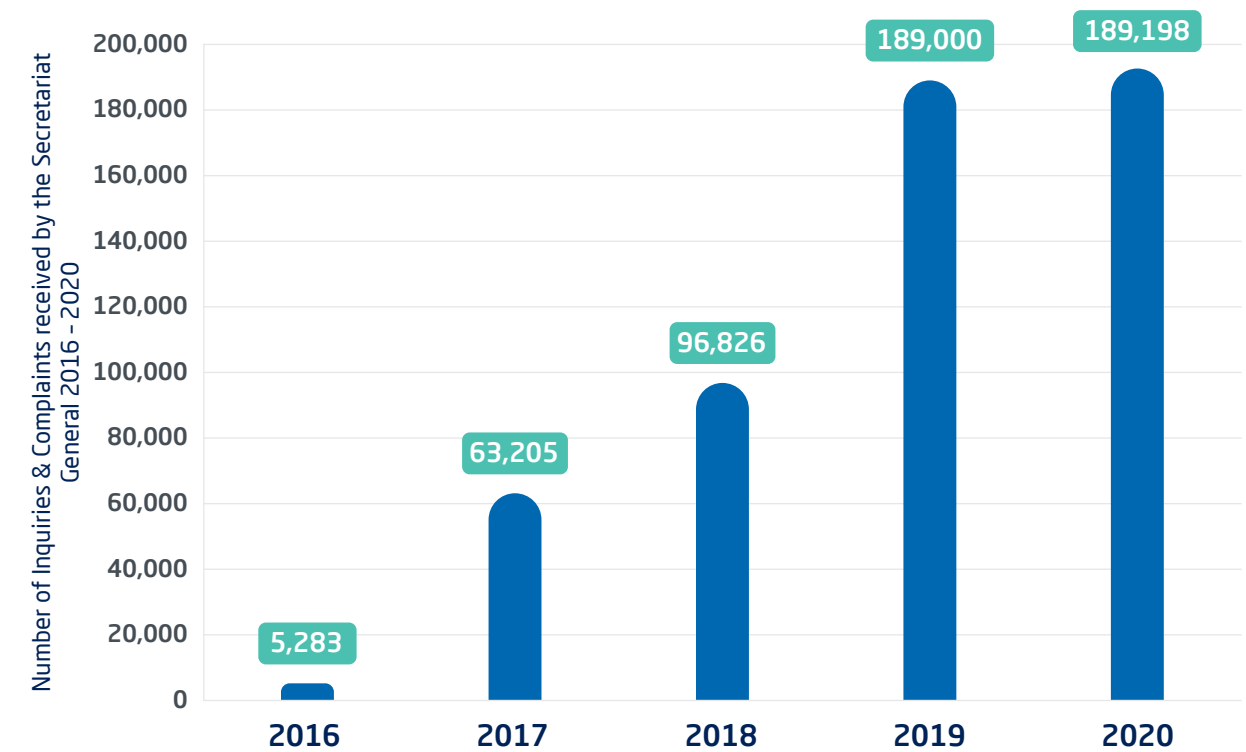
CHI has sought to expand communication channels in order to meet the needs of the 9.8 million beneficiaries during 2020, as well as the needs of all insurance-related parties, which makes the high number of complaints a positive indicator that reflected the ease of communication with CHI.

Complaints Received by the General Secretariat During 2020

The years 2018 & 2019 witnessed a noticeable increase in the number of complaints received by CHI's General Secretariat, and there was a decrease in 2020 due to the Coronavirus pandemic, and the reasons for these complaints are:

- Ease of complaint procedure with CHI, whereas a complaint does not require to be submitted in advance against the accused party.
- Multiple channels for receiving complaints through the unified number, CHI's website, CHI's application.
- Permanent marketing of receiving complaints service through CHI's social media platforms, as well as through notice boards of service providers.
- Entering new segments into the compulsory insurance (Tourist - Visitor).
- Success of the beneficiaries' experience of the complaint services, which led to its reuse when needed (Empowerment of the Beneficiaries).
- Introducing the rights of beneficiaries through CHI's channels.
- Increasing the insurance awareness of the insurance-related parties by knowing the rights and duties.
- Participating in multiple events related to the beneficiary, such as: Health Insurance Convoy that contributes to raising the beneficiary awareness.

Number of Inquiries & Complaints received by the Secretariat General 2016 - 2020



In order to achieve a mechanism of communication with the insurance-related parties, primarily the beneficiaries, CHI's contact center provided many services during 2020, as the number of calls issued and received was approximately 451,000 calls. The reasons for the inquiries received are as follows:

Reasons for Inquiries Received by the General Secretariat in 2020



Satisfaction Level during 2020



%94

Satisfaction Level



12

CHI and Media





Awareness Contributions

CHI seeks to strengthen its positive image by building a distinct relationship with all government and private sectors in general and with health insurance related parties in particular, as well as raise awareness of the health insurance market through introducing its system, its executive regulations, and its unified policy by preparing and implementing many institutional communication programs that target its internal and external audience, as well as participating in a number of social responsibility initiatives in order to contribute to the promotion of community development and promotion of volunteering in the sector

Media Coverage of CHI's Movements and Services

Covering CHI's activities and movements to activate its strategy 20202024-G, which aims to empower beneficiaries with high-quality and efficient health services.

Publication has been made through CHI's website, media newspapers and TV and radio interviews through preparing press news for each CHI event and movement, announcing it through text tweets and posts on social media, and internal publishing for CHI's employees, in addition to preparing infographics and explanatory designs that assist in delivering content of the news in a distinctive appropriate manner.



Local Newspapers



Social Media



E-Portal



Internal Communication Channels



TV and Radio Interviews

576+

Press releases were published through

Local newspapers and the Saudi Press Agency (SPA)

65

Press releases were published through

- CHI Website and were circulated to the media
- Social Media Channels
- Internal Communication Channels



CHI and Media

Updating CHI's External Website in Both Arabic and English

All circulars, policies, and manuals have been uploaded to the site so that the parties can have access to the required documents easily, in addition to working on creating sub-sites that have independent topics such as NPHIES platform, and CHI's initiatives and programs section to inform the relevant parties of CHI's movements with regard to all initiatives.

More than
223

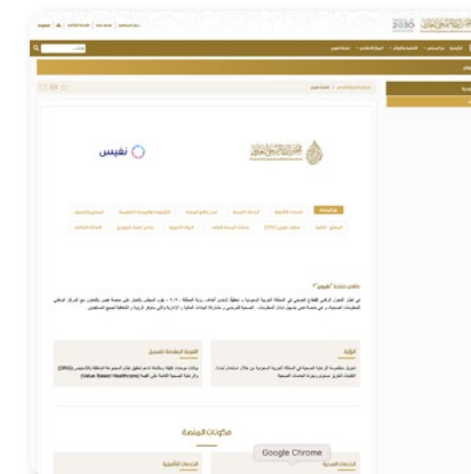
Materials have been updated and added to the external portal during the last quarter of 2020



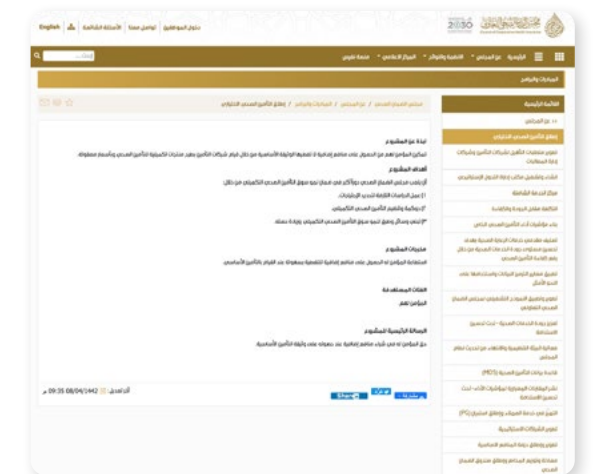
Updating Resolutions & Circulars

Updating CHI information, documents and regulations in both Arabic and English

Publishing News



Sub-website of NPHIES Platform



Initiatives & Programs Section



Participating in World Health and Social Events and Days During Public Awareness

In view of CHI's concern for the role of social responsibility towards stakeholders and the public, CHI started participating in most of the world health days adopted by the World Health Organization (WHO) and Saudi Ministry of Health and a number of world social days adopted by UN in order benefit the public, and raise its level of health, cultural and social awareness.

35

World Day (Health/Social)

CHI participated in

76

Messages and Designs

have been participated in



CHI's Awareness Campaign for the Public to Prevent COVID-19

In line with efforts of the Saudi Ministry of Health and in compliance with CHI's role represented in its vision to be a global leader in protection, CHI launched a campaign to raise awareness of the Saudi people of the pandemic in order to prevent the disease, and to return to routine with caution after recession of the pandemic, and to adapt to it in order to avoid spread and to eliminate the virus.

More than

84

Messages and designs published through social media in the following languages:

Urdu	English	Arabic
Indonesian	Filipino	Indian
Nepalese	Swahili	Bengali



Organizing meetings, conferences, exhibitions and participating in local and international events

Out of CHI keenness to participate in local and global events related to private health insurance and high-quality health care, public relations agenda had been organized in order to participate in a number of conferences, exhibitions and events at level of different sectors, and to issue necessary pamphlets and information materials.

5

Organized Awareness-Raising Conferences & Exhibitions

- Organizing Medical Coding and RCM Forum at Princess Nourah bint Abdulrahman University.
- 4 mobile exhibitions of health insurance convoy.

2

Multilingual Awareness Productions

- CHI's Manual.
- Strategy Manual.

11

Participation in Conferences & Exhibitions

- Dubai Arab Health Exhibition
- Saudi Health Care Exhibition.
- Digital Health World Congress
- Global Health Exhibition.
- 5th International Family Medicine Conference (Jeddah).
- GITEX Exhibition.
- Arab Health Exhibition.
- Annual Saudi Heart Association Conference
- 26th GCC Smart Government and Smart Cities Conference.
- AHIMA Conference.
- HIMSS Conference.



Conclusion

During the past fiscal year 2020, the health insurance sector witnessed many achievements that contributed to development of this sector in KSA according to well-thought-out work plans built on CHI initiatives of strategy 2020-2024. The Secretariat General on behalf of CHI emphasizes on continuing work with the parties to the insurance relationship in the sector, and all those concerned with the health insurance market in KSA on the basis of sustainable partnership, exerting all efforts, and harnessing all potentials for the success of health insurance sector.

This is what we aspire to achieve as a common goal for all in light of the future expansion of health insurance that would include many target segments according to CHI vision, sector performance indicators, and based on pillars of KSA Vision 2030 and aspirations of our honorable leaders.

May Allah grant success

Disclaimer

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