

NATIONAL HEALTH STRATEGY 2024-2030

“Health for All”



الاستراتيجية الوطنية للصحة
National Health Strategy
(2030 – 2024)

وزارة الصحة العامة
Ministry of Public Health
State of Qatar • دولة قطر





His Highness Emir Sheikh Tamim Bin Hamad Al Thani
Emir of the State of Qatar



His Highness The Father Amir Sheikh Hamad bin Khalifa Al Thani

Foreword



The National Health Strategy 2018-2022 was critical in Qatar's health journey and has had a profound impact on our people's health and our country's healthcare system in the last 5 years.

The achievements of National Health Strategy 2018-2022 in terms of patient outcomes are wide reaching, from improved dental health for children, better midwifery services for women, easier access to care for the elderly, to increased mental health services in our communities. Improvements at the health system level are evidenced with the development of the National Health Literacy Framework, the launch of the Qatar Chronic Disease National Profile and the establishment of multiple national guidelines, including for occupational health and workplace wellness.

There are many more National Health Strategy 2018-2022 achievements to be celebrated so I want to acknowledge the outstanding efforts of all involved and thank them for their contributions to the health and wellbeing of the population of Qatar.

National Health Strategy 2018-2022 sets both a high bar and a solid foundation for the continued development of the delivery of the very best healthcare to our nation.

With the guidance of His Highness the Amir, Sheikh Tamim Bin Hamad Al-Thani, the Qatar National Vision 2030 (QNV 2030) continues to transform Qatar into an advanced nation capable of sustaining its own development and providing a high standard of living for its population and future generations, aspiring to be the nation with the highest quality of life, particularly for families. In order to support QNV 2030, the Qatar National Development Strategy 2024-2030 (QNDS-3) looks to help the country achieve its objectives of improving and enhancing the overall health of its population, recognising the role of excellence in healthcare to do so. The National Health Strategy 2024-2030 will build on this work to deliver the aims of QNV 2030 and to help implement QNDS-3, through a number of outcomes and initiatives linked to the National Health Strategy 2024-2030 priority areas.

The three priority areas the National Health Strategy 2024-2030 is anchored to are: Population Health, with a focus on individual and population outcomes; Service Delivery, with a focus on providers, integrated care and patient experience; and Health System Efficiency, with a focus on health system enablers. These priority areas reflect our remaining challenges including reducing the incidence of non-communicable disease, standardizing integrated patient pathways, and fully digitizing our health system. The National Health Strategy 2024-2030 has a strong focus on implementation that will ensure participants across the system are well supported to deliver at project level. As such, I have great confidence in the success of this strategy.

Many stakeholders contributed to the design of the National Health Strategy 2024-2030 including from within the Qatar health system and other sectors, organizations, experts and patient representatives. I thank each individual contributor for their tremendous efforts.

Our vision for the National Health Strategy 2024-2030 is bold and clear: we aspire to deliver the population of Qatar a health-focused society that is supported by an integrated health system centered on clinical excellence, sustainability and innovation. I look forward to witnessing the realization of this vision in the coming years.

Her Excellency Dr Hanan Mohamed Al Kuwari

Minister of Public Health

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LAUNCHING NHS 2024-2030: the aspiration



NHS 2024-2030 the aspiration

Physically, mentally and socially healthy individuals across all population groups.

An 'all-of-society' culture of ownership of the health and wellbeing agenda.

Preventative and curative interventions delivered through an integrated health system to support improved wellbeing and health outcomes.

“A health-focused society supported by an integrated health system centered on clinical excellence, sustainability and innovation”

Highest clinical standards guided by best practice evidence.

Addressing the health needs of today's population without compromising future generations financially, environmentally and in terms of sustainability of the sector.

Increase in local Research and Development and adoption of innovative solutions across both clinical and non-clinical areas.

The National Health Strategy 2024-2030 has a clearly defined aspiration to deliver a health-focused society supported by an integrated health system that is centered on clinical excellence, sustainability and innovation.

The launch of the National Health Strategy 2024-2030 represents the next exciting phase of Qatar's health journey. The objective of the National Health Strategy 2024-2030 is to build on the progress of National Health Strategy 2018-2022, while ensuring the necessary strategic pivots are incorporated to address the current and future health sector challenges – to ultimately deliver the very best health outcomes for the people of Qatar.

The long-term vision for Qatar's health sector is defined at the state strategy level, as part of the human development pillar of Qatar's National Vision 2030 and within the Healthcare Chapter of National Development Strategy 2024-2030 (NDS-3).

National Health Strategy 2024-2030 outcomes and initiatives will be guided by and fully aligned with NDS-3 to realize Qatar's National Vision 2030. This includes delivery against the NDS-3 quality of life indicators, such as increasing life expectancy to 82.6 years, reducing deaths from non-communicable diseases by 36%, reducing the infant mortality rate to 2 per 1,000 live births and increasing the percentage of adults engaging in 150 minutes of physical activity per week.

BUILDING ON NHS 2018-2022: how we got here

National Health Strategy 2018-2022 has provided a successful framework over the past 5 years by fundamentally changing the thinking towards population groups and their evolving needs within the health system. National Health Strategy 2018-2022

focused on seven target population groups¹ and five system-wide priorities², and achieved an overall completion rate of 90.3 percent across output targets from 2018 to 2022.

1. Healthy Children & Adolescents, Healthy Women, Healthy & Safe Employees, Mental Health & Wellbeing, Improved health for people with multiple chronic conditions, Health & Wellbeing for people with special needs, Healthy ageing

2. Integrated model of high quality care and service delivery, Enhanced health promotions and disease prevention, Enhanced health protection, Health in all policies, Effective system of governance and leadership

Overview of National Health Strategy 2018-2022’s achievements

Seven Priority Populations

Healthy children and adolescents	<ul style="list-style-type: none">Reduction in the prevalence of dental caries in childrenIncrease in breastfeeding of infants
Healthy women leading to healthy pregnancies	<ul style="list-style-type: none">Implementation of midwifery led services in the public sectorIncrease in the share of women receiving midwifery care
Healthy and safe employees	<ul style="list-style-type: none">Development of national guidelines for occupational health assessmentImplementation of national workplace wellness guidelines
Mental health and wellbeing	<ul style="list-style-type: none">Implementation of a range of community-based mental health awareness campaignsLaunch of National Mental Health Helpline
Improved health for people with multiple chronic conditions	<ul style="list-style-type: none">Launch of Qatar Chronic Disease National ProfileStandardization of educational materials for patient education for multiple conditions
Health and wellbeing for people with special needs	<ul style="list-style-type: none">Increase in the capacity of existing workforce with a focus on autism and early intervention
Healthy ageing	<ul style="list-style-type: none">Easy access to care for elderly through elderly urgent care units and acute geriatric inpatient unitsEstablishment of a health literacy website and health literacy awareness programs for elderly

Across all population groups, key achievements included direct positive impact on patient outcomes as well as the development of multiple policies, national guidelines, training and public education initiatives. Similarly, the five system priorities led to significant achievements to sustain National Health Strategy 2018-2022's health outcomes over the long term.

The achievements across National Health Strategy 2018-2022's 12 priority areas have also provided a strong foundation on which National Health Strategy 2024-2030 will build (see: Designing National Health Strategy 2024-2030, page 14), with a rigorous focus on implementation that is supported by a set of critical enablers, including a robust governance approach.

Five system-wide priorities

Integrated model of high quality care and service delivery	<ul style="list-style-type: none"> • Launch of Community Call Center in 2020 • Establishment of General Pediatric Clinics across seven PHCC Regional Specialist Centers
Enhanced health promotion and disease prevention	<ul style="list-style-type: none"> • Development of National Health Literacy Framework and Action Plan • Opening of ten integrated clinics focusing on tobacco dependence
Enhanced health protection	<ul style="list-style-type: none"> • Launch of Antimicrobial Stewardship Program across all hospitals in Qatar • Implementation of National Electronic Communicable Diseases surveillance and vaccination registration system
Health in all policies	<ul style="list-style-type: none"> • Development of a HiAP Policy Framework to address child obesity in urban centers • Promotion of physical activity in the society with a cross-entity collaboration model including local and global partner entities
Effective system of governance and leadership	<ul style="list-style-type: none"> • Launch of digital health solutions (e.g. virtual consultation and symptom checker were implemented) • Development of Qatar's new Health Insurance Scheme



Designing NHS 2024-2030

To inform the design of National Health Strategy 2024-2030 and ensure all work currently in the ecosystem was effectively assessed and duly incorporated, over 300 existing projects across the ecosystem were analyzed. In addition, interviews and topic-specific workshops were conducted with participation across key stakeholder groups including patient representatives from across populations, health system stakeholders and leaders, topic experts, local organizations and National Health Strategy 2018-2022 Committee executives. The inputs from these interactions complemented findings from the baselining diagnostic conducted across key system themes including care delivery, population health, workforce

and funding. National health strategy benchmarks and insights from current trends shaping health system across the globe were also incorporated.

With these valuable inputs and the insights derived from the successes of National Health Strategy 2018-2022, National Health Strategy 2024-2030 builds on the progress made to date by closely following three design principles:

- Ensuring continuity of National Health Strategy 2018-2022
- Prioritizing patient experience at every stage of the sector's evolution over the next 7 years
- Supporting Qatar's economic diversity agenda.

120+

ecosystem stakeholders engaged with 1:1 interviews and topic-specific workshops

Experts and stakeholders engaged across 1-on-1 interviews and topic-specific workshops with participation across Qatari organizations (e.g. Ministry of Public Health, Hamad Medical Corporation, Primary Health Care Corporation, Qatar Petroleum, Qatar Red Crescent Society) and patient representatives

300+

projects and initiatives reviewed across ecosystem

Projects, initiatives and strategies analyzed across ecosystem (Qatar National Vision 2030, NDS-2, National Health Strategy 2018-2022 as well as National Health Plans and Programs)

200+

metrics analyzed in baselining diagnostic

Metrics analyzed across key system components (e.g. national disease burden, care delivery and workforce, funding, research outputs etc.) to detail future state implications

13+

international system strategies benchmarked

National health strategies benchmarked and global healthcare trends analyzed and insights drawn in the context of National Health Strategy 2024-2030

CONTINUING THE GOOD WORK: remaining challenges

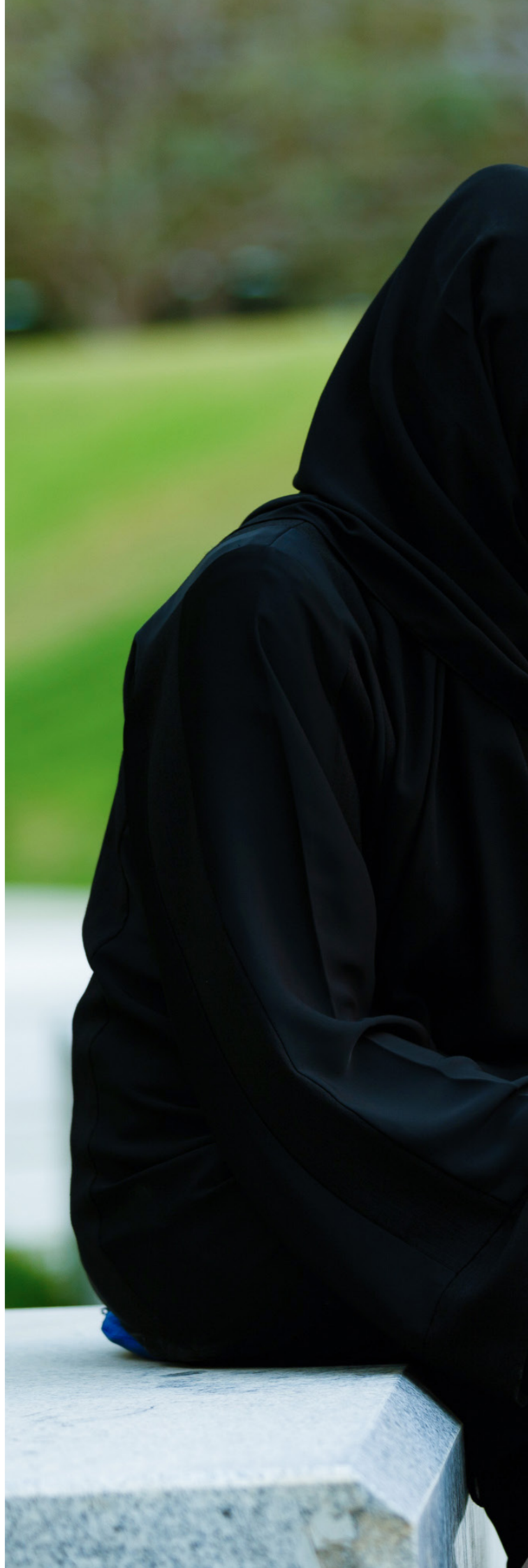
These principles serve as a checklist for National Health Strategy 2024-2030's articulation at every level.

To ensure continuity to build on the work of National Health Strategy 2018-2022, it is important to understand the challenges that currently remain for Qatar's health sector. These can be categorized across three areas: Population Health, Service Delivery and Patient Experience, and Health System Efficiency and Resilience. These areas of challenge inform the set of strategic priorities for National Health Strategy 2024-2030.

Population Health

National Health Strategy 2018-2022 has made substantial progress in the safeguarding of physical, mental and social health and wellbeing across Qatar's unique population. However, a remaining challenge is the burden of non-communicable disease (NCD), attributing to 650 deaths in every 100,000 population³. As a comparison, leading global healthcare systems are around 240 deaths per 100,000. There are high incidence rates of obesity and diabetes, with unhealthy lifestyle choices across population groups acting as a key contributor, for example, 44 percent of adults in Qatar are overweight and 22 percent are smokers. Approximately 19 percent of NCD deaths are related to complications from diabetes, which is relatively high compared to leading health systems, given Qatar's young population.

3. All figures derived from analysis detailed in: Designing National Health Strategy 2024-2030







Prevention efforts and population health initiatives can further reduce incidence rates through a continued focus on health literacy, and an integrated approach across private and public sector entities.

Service Delivery and Patient Experience

Building on the success of National Health Strategy 2018-2022 in improving accessibility to health services across all population groups, National Health Strategy 2024-2030 must continue to address the variance in quality and ease of access across secondary and tertiary care settings. Progressing the development of more integrated and standardized care pathways will further enable patients and caregivers to navigate the health

system, empowering them to take ownership of their own health journeys.

In particular, there is a disproportionate focus on non-standardized curative care in hospitalized settings, versus preventable care in community and primary care settings – 69 percent of visits that could be dealt with in the primary care setting occur in specialty hospitals. Evidence-based approaches to modernizing care delivery and the design of patient pathways will address this.

There are also efforts to be made towards increasing patient trust in the quality of care. Non-standard patient journeys and high levels of repeat visits are key factors. Additionally, some residents choose to seek treatment abroad over local options.



Health System Efficiency and Resilience

National Health Strategy 2018-2022 delivered significant system resilience and sustainability improvements in the most challenging of circumstances, including COVID-19 and FIFA World Cup 2022. Continued efforts should focus on system efficiency, digitization and data availability, Research and Development (R&D), workforce upskilling, and coordinated system planning across the public and private sectors.

A key barrier to efficient system integration is limited digitization across the system, with providers now working towards meeting national e-health requirements. The majority of providers have yet to fully transform their data collection and availability, which will enable national level health analytics solutions and inform planning and decision

making across the whole of the system.

Ensuring a resilient health system requires a rebalance of sector workforce skills (including clinical and non-clinical staff) to reflect sector needs; talent acquisition and retention also remain relevant challenges. The R&D and innovation ecosystem could also be bolstered to strengthen resiliency in the health system. Further support for R&D could attract talent, while advancing healthcare innovation for positive patient outcomes.

On system governance, clarity is required on the roles, responsibilities, and delegation of authority for Ministry of Public Health (MoPH) and other health sector entities, to enable the implementation of sector solutions. Underpinning many of these remaining challenges for health at system level is an opportunity to reinforce the links between health expenditure, strategic goals, and patient outcomes.

QATAR'S

3 strategic priority areas

National Health Strategy 2024-2030 will need to deliver on three strategic dimensions to address Qatar's current health sector challenges across population health, service delivery and system efficiency. To realise its aspirations, National Health Strategy 2024-2030 will deliver defining system shifts across these three priority areas over the next 7 years.

Delivering across the 3 priority areas

Within the three National Health Strategy 2024-2030 priority areas a set of 15 system-level challenges were identified. These will be addressed by the delivery of 15 strategic outcomes, supported by a comprehensive set of initiatives, that will support the required shifts and help realize the future state, over the next 7 years.



Improved population health and wellbeing

Focus on individuals and population outcomes

Defining system shifts

Priority 1:

Improved population health and wellbeing

A shift in behaviors is required towards a population that is more health conscious and empowered to be proactive in their own health management, with a specific focus on the reduction of the high burden of NCDs



Excellence in service delivery and patient experience

Focus on providers, integrated care and patient experience



Health system efficiency and resilience

Focus on health system enablers

Priority 2:

Excellence in service delivery and patient experience

Raising public trust in the quality and consistency of care across the system is imperative, supported by the modernization and integration of care delivery

Priority 3:

Health system efficiency and resilience

System sustainability is dependent on the development of critical enablers across governance, financing, digitization, workforce upskilling, innovation and operational efficiency

QATAR HEALTH SYSTEM:

Realizing the future state

Priority 1: Improved population health and wellbeing



Current challenges

Promotion of healthy behaviors: Health is not a top priority on everyone's agenda, leading to sustained challenges in shifting behaviors towards healthier lifestyles

High burden of NCDs: There is a high prevalence of non-communicable diseases, with comparatively high incidence rates of obesity and diabetes



Future state outcomes

- 1 **Health-conscious population:** Shift population behaviors towards healthier lifestyle choices by citizens through the elevation of health literacy, motivating and empowering the population to adopt healthy living
- 2 **Empowered patients and carers:** Support informed and empowered patients in managing their own health conditions. Maintain the physical, mental and social health of carers
- 3 **Proactive disease prevention and detection:** Further the impact of early disease prevention (e.g. national vaccination campaigns) and detection (e.g. screening high risk population groups for early intervention) to minimize growth in Qatar's disease burden
- 4 **Integrated holistic health and wellbeing across all sectors:** Embed the health and wellbeing of the population as a core component of all non-health sector strategies, ensuring integration and coordination between stakeholders

Priority 2: Excellence in service delivery and patient experience



Current challenges

Trust in the quality of care: High levels of repeat visits and differing standards of patient care.

Modernization of care delivery: Inconsistent use of evidence-based approaches to modernizing care delivery and design of patient pathways

Integrated care: Limited integration between primary care (e.g., family doctors and community doctors), hospital-based care and alternative care settings resulting in non-standardized patient journeys and poor experiences



Future state outcomes

- 5 **Modernized and holistic care models, pathways and standards:** Strategically design integrated care models, pathways, standards and referral guidelines for specific population groups as well as specific clinical areas along the entire patient journey (from preventative and curative care through to recovery and rehabilitation). Includes system integration, starting in community and primary care settings, coordinated by family physicians and informed by best practice evidence
- 6 **Excellence in community and primary care:** Deliver high quality care across community and primary care settings, with a focus on implementation and integration across all care settings, improving patient experience and access
- 7 **Excellence in secondary and tertiary care:** Deliver high quality care across secondary and tertiary care settings, with a focus on implementation, patient experience and access

Priority 3: Health system efficiency and resilience



Current challenges

System governance: Lack of clarity around roles, responsibilities and authority for MoPH and health sector entities to implement sector solutions and reform for national priorities

System sustainability: Increasing share of the government budget attributed to health, for a relatively young population, and a disconnect between money spent and health outcomes

Digitization and data enablement: Unavailability of consistent data, low user satisfaction with existing digital platforms, no unified data lake and low adoption rates, with limited data-driven decision making and low capitalization on the AI revolution

R&D and health innovation: Limited development despite national higher education focus compared to GCC peers



Future state outcomes

- 8 **Robust and effective health system governance:** Ensure effective and transparent governance, leadership and management of the health system, with clearly documented authority, responsibility and accountability, to ensure an aligned vision and strategy with the appropriate oversight and regulatory functions
- 9 **Digitally enabled health system:** Implement digital solutions to deliver new models of care, enhance patient experience and maximize process efficiency
- 10 **Sustainable healthcare financing model:** Ensure healthcare can be delivered sustainably and efficiently, with sector financing in complete alignment with strategic objectives
- 11 **Data-driven decision making:** Consolidate sources of data, data governance and analytics capabilities to enable data driven decision making
- 12 **Excellence in R&D and health innovation:** Foster a thriving R&D ecosystem including supportive policies, funding, talent and infrastructure to drive innovation

Skilled workforce: System requires a rebalancing of sector workforce skills (including clinical and non-clinical staff) to meet sector needs, with current regulations limiting capability development

Coordinated system planning: Limited coordination across public entities and public-private partnerships resulting in supply-demand mismatches

System efficiency: Low levels of productivity and efficiency across providers leading to sub-optimal patient journeys and poor experiences for patients and health workers



- 13 **Skilled, motivated and efficient health workforce:** Ensure appropriate incentives and processes are in place to attract and retain talent while maintaining optimal workforce allocation
- 14 **Dynamic health system planning:** Apply coordinated holistic planning across all stakeholders in the healthcare ecosystem (public and private) to improve overall efficiency and quality
- 15 **Effective emergency preparedness and response:** Develop healthcare knowledge, capacity capabilities and organizational systems to anticipate, respond to and recover from emergencies

NHS 2024-2030

outcomes and corresponding initiatives

The National Health Strategy 2024-2030 efforts will be determined by a set of initiatives designed towards achieving the Strategy's 15 defined outcomes.

Priority

1
Improved population health and wellbeing

2
Excellence in service delivery and patient experience

3
Health system efficiency and resilience

Outcomes

- 1 Health-conscious population
- 2 Empowered patients and carers
- 3 Proactive disease prevention and detection
- 4 Integrated holistic health and wellbeing across all sectors
- 5 Modernized and holistic care models, pathways and standards
- 6 Excellence in community and primary care
- 7 Excellence in secondary and tertiary care
- 8 Robust and effective health system governance
- 9 Sustainable healthcare financing model
- 10 Digitally enabled health system
- 11 Data-driven decision making
- 12 Excellence in R&D and health innovation
- 13 Skilled, motivated and efficient health workforce
- 14 Dynamic health system planning
- 15 Effective emergency preparedness and response

Initiatives

1.1 Population health literacy

1.2 Health promotion

1.3 Preventive health partner activation

2.1 Patient self ownership

2.2 Caregiver support infrastructure

3.1 Screening program expansion

3.2 Comprehensive vaccination coverage

4.1 Collaboration within and beyond the health sector

4.2 Occupational health and safety

4.3 Environmental health & food safety

5.1 System integration

5.2 Healthy children and adolescents

5.3 Healthy craft and manual workers

5.4 Special needs

5.5 Healthy ageing

6.1 Standardized quality

6.2 Community step down care and long term care implementation

7.1 Standardized quality

7.2 Non-clinical patient experience

7.3 Centers of Excellence

8.1 Sector governance and leadership

8.2 MoPH capacity and capabilities

8.3 Cross-sectoral collaboration

9.1 Value based payment models

9.2 Program based budgeting

10.1 Digitally-empowered patients

10.2 Digitally-enhanced clinical quality

11.1 Data integration

11.2 Foundational quality of data

12.1 National research and innovation agenda

12.2 Innovation ecosystem building

12.3 Innovation translation in the health system

13.1 Workforce planning and recruitment effectiveness

13.2 Workforce upskilling and career development

13.3 Workforce wellbeing and satisfaction

13.4 Workforce strategy and policy roadmap

14.1 System demand assessment & management

14.2 Integrated planning and private sector engagement

15.1 Operational readiness and governance

15.2 Surveillance and monitoring

5.6 Reproductive health

5.7 Mental health

5.8 Chronic care

5.9 Community step down care and long term care planning

6.3 Non-clinical patient experience

7.4 Health tourism program

9.3 Financial optimization

9.4 Strategic health system financial planning

10.3 Digitally-enabled productivity

11.3 Applied health intelligence

11.4 Data privacy, security and ethics

12.4 Medicine security & investment in biotechnology industry

12.5 Governance of new technologies in health

BRINGING NHS 2024-2030 to life



Implementation

Each initiative is supported by multiple projects. These projects are the practical set of actions that need to be taken to implement the healthcare strategy successfully.

National Health Strategy 2024-2030 will be implemented over a 7-year period with a defined implementation plan that addresses each priority. The implementation plan outlines actions, timelines and responsibilities, as well as the support required for stakeholders. Formulation of this plan included identification of cross-sectoral interdependencies, including existing initiatives and projects, to avoid any misalignment or work duplication, and to

determine the right sequence. Project timelines are defined based on the best practices, resource requirements and local contexts.

Communication

To support successful implementation a holistic communication plan has been developed with three core objectives:

Awareness creation:

Ensure stakeholders have a comprehensive understanding of National Health Strategy 2024-2030 including its goals, benefits and implications for healthcare delivery and access.

Implementation support:

Provide stakeholders with clear, actionable information and guidelines to address challenges, facilitate ownership and enable smooth execution.

Continuous engagement with patients:

Foster interactions with patients to educate and enhance their involvement in their own healthcare journey, and improve overall satisfaction of their experience.

The communication plan consists of multiple internal and external activities that will run on a permanent basis to ensure involvement and support of all stakeholders across the duration of implementation. (e.g. communication activities include public health seminars, roadshows, and official website and social media campaigns). Activities will be continuously measured for impact against the above objectives, with stakeholder groups engaged via regular pulse checks, and the plan adjusted accordingly.

Governance

Successful implementation of the National Health Strategy 2024-2030 is dependent on a robust Governance approach. This includes clear accountability and well-defined reporting lines across project owners, outcome owners, the NHS committee and the MoPH Executive board.

Additionally, a dedicated delivery unit will be set up to monitor the progress of outcomes and corresponding initiatives, and oversee codified processes including across budgets, change requests and performance management. Specific responsibilities of this unit include validation of the business cases for initiative and project budgeting, oversight of day-to-day implementation, the escalation and resolution of issues or roadblocks, and the coordination of cross-cutting initiatives across the ecosystem.

Performance management

To monitor the effectiveness of implementing the strategy a list of key performance Indicators (KPIs) have been developed that extend to the project level, with a focus on KPI ownership and performance management. A set of key principles of performance management have been defined to ensure:

- **Progress reviews are based on KPIs and facts**, minimizing narrative-based assessments or biases
- **Progress reviews inform strategic decision making**, to ensure outputs of reviews are integrated to support NHS Committee and executive board decisions
- **Feedback is tracked with accountable stakeholders**, to ensure stakeholders take ownership and are supported to make any necessary pivots towards implementation success.

Bringing the National Health Strategy 2024-2030 strategy to life will cement the next phase of Qatar's health system journey.

It will progress the successes of National Health Strategy 2018-2022, with a relentless focus on getting all aspects of implementation right to ensure an integrated health system that is centered on clinical excellence, sustainability, and innovation to realize the vision of a health-focused society for the people of Qatar.



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