

# Client Satisfaction in Healthcare Environment in Saudi Arabia – A Qualitative Review

Lina Mohammed Al Anazi<sup>1\*</sup>

<sup>1</sup>Ministry of Health-Riyadh, Saudi Arabia

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\*Corresponding author: Lina Mohammed Al Anazi  
Ministry of Health-Riyadh, Saudi Arabia

## Abstract

Healthcare industry in Saudi Arabia has been progressing with the advancement in technology. Patients have been getting better healthcare facilities with the introduction of digital innovations. New facilities launched in the market are using digital platforms to reach the masses. The approach taken now days to handle the business has transformed for the better with the digital technology. This article would help in analyzing the client satisfaction in healthcare market in Saudi Arabia. The study would focus on the new advancements in healthcare industry using digital technology to launch new facilities in the market for better treatment of the patients. The feedback received and the pain points of the customer can be used further to develop the new facilities using digital platforms. The analysis would cover the healthcare market and the digital impact on the new facilities and client satisfaction in the healthcare environment.

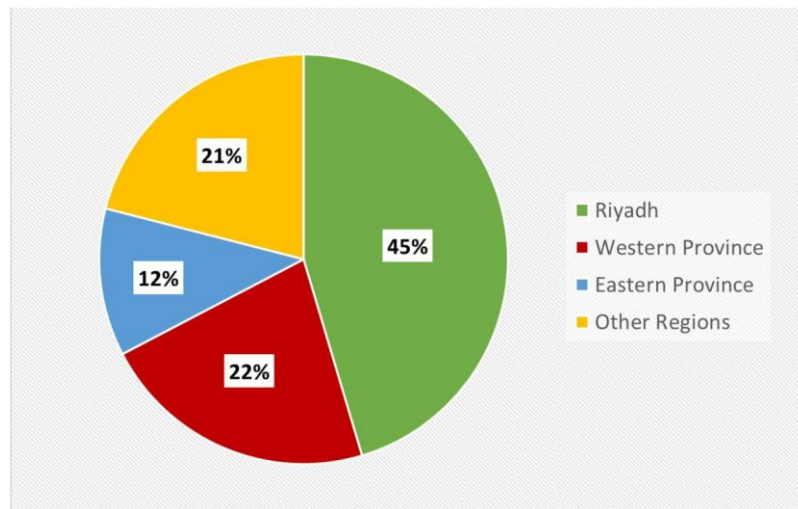
**Keywords:** Saudi Arabia, Healthcare Industry, Client Satisfaction, New Technology.

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## INTRODUCTION

Service quality in Healthcare industry is one of the most important metric in measuring client's satisfaction. It has been researched that the healthcare industry has faced a massive decrease in their client churn rate by improving the healthcare services based on the feedback of their clients. Healthcare industry is one of the leading service providers in Saudi Arabia. The healthcare industry has defined its aims and objectives to further establish its brand across the nations. The strategic planning of the healthcare industry is highly dependent on the defined aims and objectives of the organisation which further determines the approach adopted for creating those strategies. The organisation strategy is based on medium term and long term gain which helps in further strengthening the vision of the healthcare industry. The aims and objectives of the organisation have been aligned with the strategic planning and the approaches adopted for fulfilling the long term vision of the healthcare industry has been in sync the healthcare industry's expansion plan would work with this strategic planning and the aims and objectives would also be satisfied with this approach. The healthcare industry would continue to expand by acquiring new clients and limiting the churn rate for the existing clients (Aljubran A. 2010).

Treatment of patients in Saudi Arabia has improved a lot with the technology and innovations. It has been revealed that the clients of Healthcare industry have perceived the service of Healthcare industry as one of the best ones in the country. The wider market in healthcare industry has been phenomenal in defining the healthcare industry's strategy. The competitor analysis has been done by the organisation to understand the available services offered by the market with respect to the clients' satisfaction. The healthcare industry has explored different strategic options to achieve competitive advantage in the market and has been successful in defining its strategy accordingly. The strategic options chose by the healthcare industry has been beneficial in defining the horizons of growth and establish a path of growth and expansion further down the line. The competitor impact has been negligible for Healthcare industry as the healthcare industry believes in creating a unique selling proposition for its clients and establishes a different image. The healthcare industry wants to set up its own area of expertise and offers to create a comprehensive yet unique platform for service in the healthcare industry compared to its competitors across the world. The spread of consumers' across Saudi Arabia has been shown in Figure 1.



**Figure 1: Telemedicine consumers in Saudi Arabia**

**Source:** <https://www.medrxiv.org/content/10.1101/2021.06.22.21259347v1.full>

The introduction of digital platforms to reduce the dependency on human interference has been proposed in all the possible areas across the industries. The changed structure of business system would be studied here to gain an in-depth insight on this area. This paper would help in analysing the impact of digital integration on the businesses in healthcare sector. The work has been conducted on different business platforms to gather data apart from the secondary research to conclude the situation existing in this industry. The work would help us in getting a detailed idea on the measures taken in this critical situation to maintain and manage the possible transformation of business when the industry is trying to grow at an exponential rate (Younge D, *et al.*, 1997).

Now considering the digital transformation in Saudi Arabia and integration of online platforms to digitise the business processes across the industries have been a beneficial scenario for the employees struggling to save their jobs in crisis situations. The attempt to digitise the manual systems and tasks has helped in saving millions of jobs for employees working on filed jobs. But, this change required a lot of training and facilities which is still taking time and are filled with challenges. The transformation will take time but in the long run it would be beneficial and would save the livelihoods.

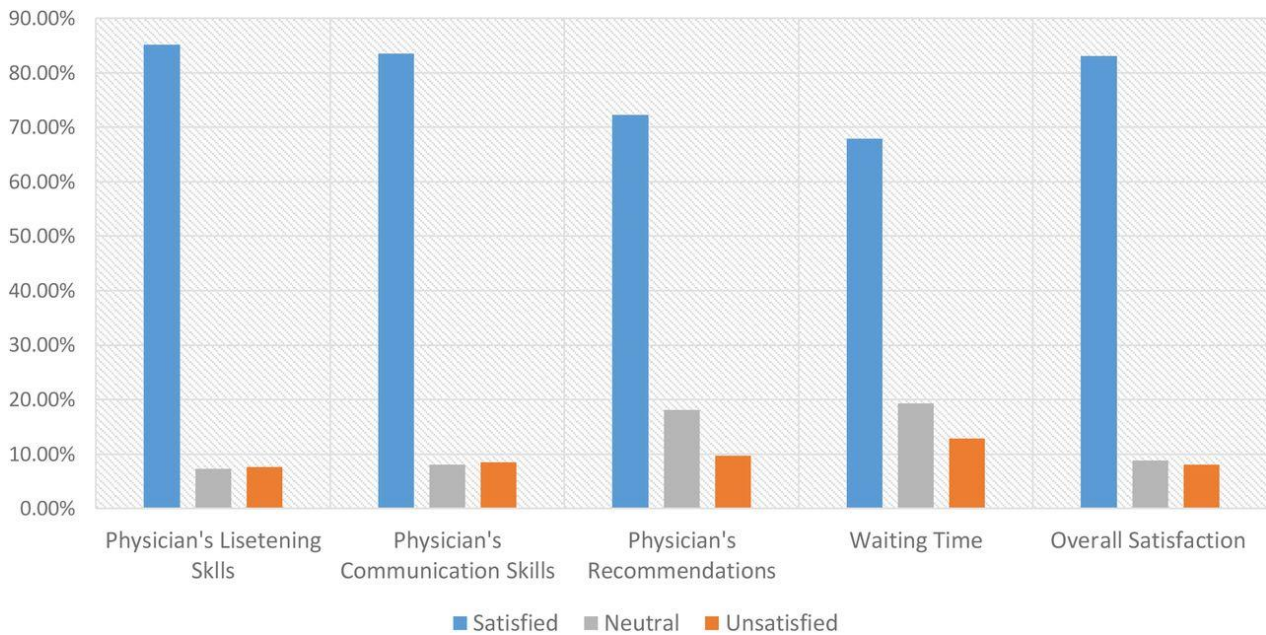
The researchers of the country has done a lot of research in the field of digital integration and the research says that during this whole time, when there was so much awareness about online business in remote locations, the awareness programs and initiatives to bring the businesses from all scales on digital platform has helped a lot. Technology takes its own time to develop and grow. The digital transformation and the platforms hosting it has been increased manifold in the last one year and the response towards it has been

mixed. Small steps were taken to digitise the small tasks in the backend processes. Industries all over the world started operating in small scales with online presence. Social media helped a lot in getting clients and customers (Alkhenizan A and Shaw C. 2011).

In spite of all these efforts, the health of these employees took a big hit which was mainly due to the harassment with these uncertain times. Their sleep pattern got disrupted due to extra work pressure to meet the deadlines. The problem of sleep deprivation is now becoming common amongst the employees who is leading to fatigue and raising the concern for work impact and safety. This is directly impacting the efficiency at work and the future capability and impact of employees in the business sector. The digital transformation was slowly impacting the lives of people in a positive way but it needed more time and effort to establish the channel to have a sufficient revenue generation for the businesses to survive in Saudi Arabia.

### Healthcare Industry in Saudi Arabia

Saudi Arabia has seen a lot of development in multiple fields including medical and healthcare. The research methodology selected for this work is comprised of collecting secondary data through research papers and online articles with the business sector in context. The approach that has been selected for identifying and discovering the effective strategies for online learning development is interesting to work. In the qualitative analysis, the subjective feedback has been studied from the employees all over the world, and based on that an analysis has been done to understand their opinion about digital transformation and online integration of manual systems to make most of the business processes online. Client satisfaction level has been shown in Figure 2 (Al-Abri R and Al-Balushi A. 2014).



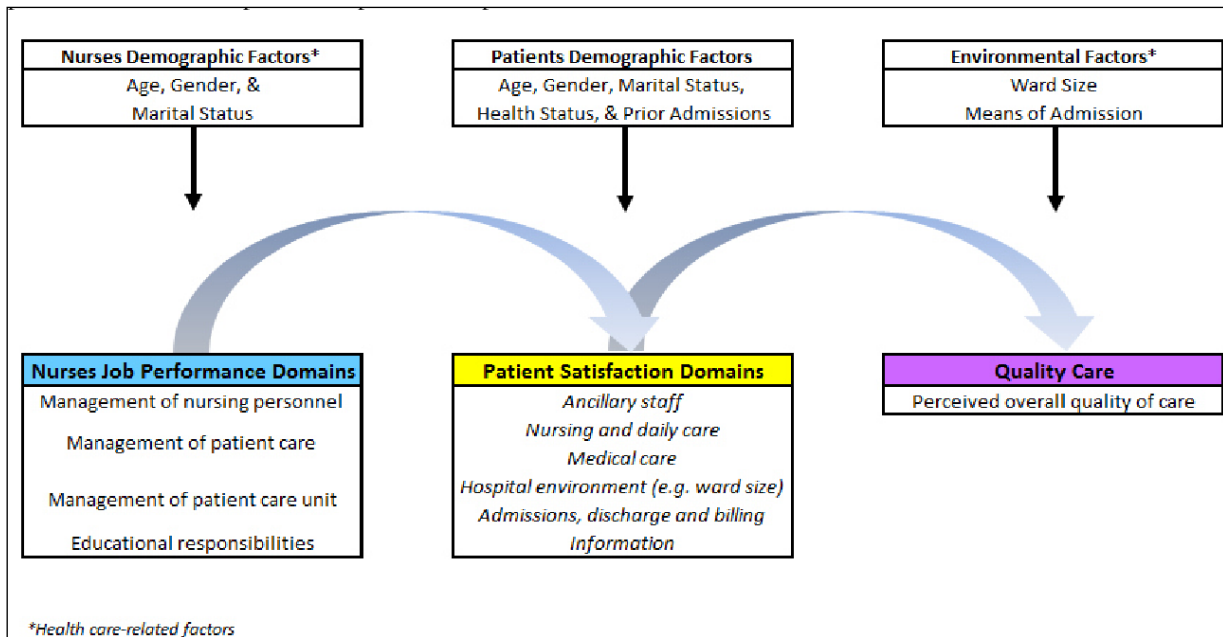
**Figure 2: Clients' satisfaction in Saudi Arabia healthcare environment**  
 Source: <https://www.medrxiv.org/content/10.1101/2021.06.22.21259347v1.full>

The project information was captured along with the demographics information of the employees from the business sectors all over the world. A detailed work was conducted on the employees' satisfaction and their expectations from the online platforms. Digital transformation has been happening in small steps by finding the scope of transforming each and every business process currently happening manually. The work revealed the preparedness of the business industry for online integration. The employees were asked about their knowledge about using gadgets and digital platforms at their work place. They were also asked about the percentage of tasks done manually versus that automated recently. The overall analysis revealed that the process of online integration has started and it is going to take a lot of time for digital transformation which would be possible with the joint efforts of both the employees and the companies.

The strategic plans of Healthcare industry have been in line with the healthcare industry's aims and objectives in Saudi Arabia. The markets factors have been taken into account while defining the healthcare industry's long term vision and the healthcare industry aims at monitoring this to establish a long term gain scenario for the clients as well as the stakeholders. The tools used by the healthcare industry include the continuous performance monitor at all the levels starting from measuring the individual performance to team performance. The healthcare industry's aims and

objectives are also analyzed to check if the strategic options adopted by the healthcare industry are in line with its long term vision. The healthcare industry ensures that the monitoring exercise suggests the modifications in the strategy of required to maintain the interests of the healthcare industry overall along with its stakeholders (Elkum N, *et al.*, 2007).

It has been found that the client churn rate depends on the service quality and the service quality in turn depends on the team performance of the healthcare industry across the world including Saudi Arabia. The team performance plan is designed to meet the strategic objective. The performance plan is adhered by each team in order to achieve the strategic objectives defined by the healthcare industry's higher management. The performance plan is reviewed by the senior management to ensure that the team is set to perform and fulfil the goals and objectives of the healthcare industry to help them achieve the set target and profit. The shareholder's interest is also kept in mind while setting the goals and objectives and designing the performance plans. The decision is made at the top and the performance plan drills down at each level to support the higher level goals and objective. So it is based on the top to bottom approach and based on that team performance plans are designed to meet the strategic objectives. Factors behind client satisfaction in the healthcare industry have been captured in Figure 3.



**Figure 3: Factors behind client satisfaction in healthcare environment in Saudi Arabia**

Source: <https://www.semanticscholar.org/paper/Patient-Satisfaction-with-Quality-of-Nursing-Care-Aslaqri/918051b2b8f2d3a2d527dec1f65e1f09d9d764a1/figure/0>

Even before the word digital transformation could be used to the existing businesses, a very important step needs to be performed first. And that is the identification of all the manual links on which the systems operate, analyzing the scope of automation for each of those links and then automating all these links. Even after automation, a detailed training is required for the employees operating the new automated system. The research intends to use the work from the employees of all over the world, and its financial implications. It is studied on the businesses that are used as representative for the business all over the world. The qualitative research methodology used to gather the financial implications from the business as a way of using secondary data to evaluate the financial losses incurred across the world. The qualitative analysis aims to verify and assess the financial implications and draw valid conclusions about the financial impact. Work is provided to employees to learn about the financial losses incurred by them especially in the form of extra investment on online learning platforms during the pandemic (Ibrahim E, *et al.*, 2008).

The detailed research was done to analyse the current situation of the industries including secondary analysis of the existing work done in this area. Sampling method used is cluster random sampling to select different clusters of employees from various sectors of society in the business industry all over the world. In this work sampling method, these respondents are grouped as different clusters from different sectors in the world business industry. Detailed work through online survey work analysed and studied in business industry of world. Ethical concerns of the work are

addressed by explaining about the work to all respondents before collecting the data. Their consent will be obtained for using the data in the research. The research focused on the training and automation of tasks in different businesses across the industries. The systems were studied for the changes in terms of online integration and the learning of employees to deal with the new systems was studied.

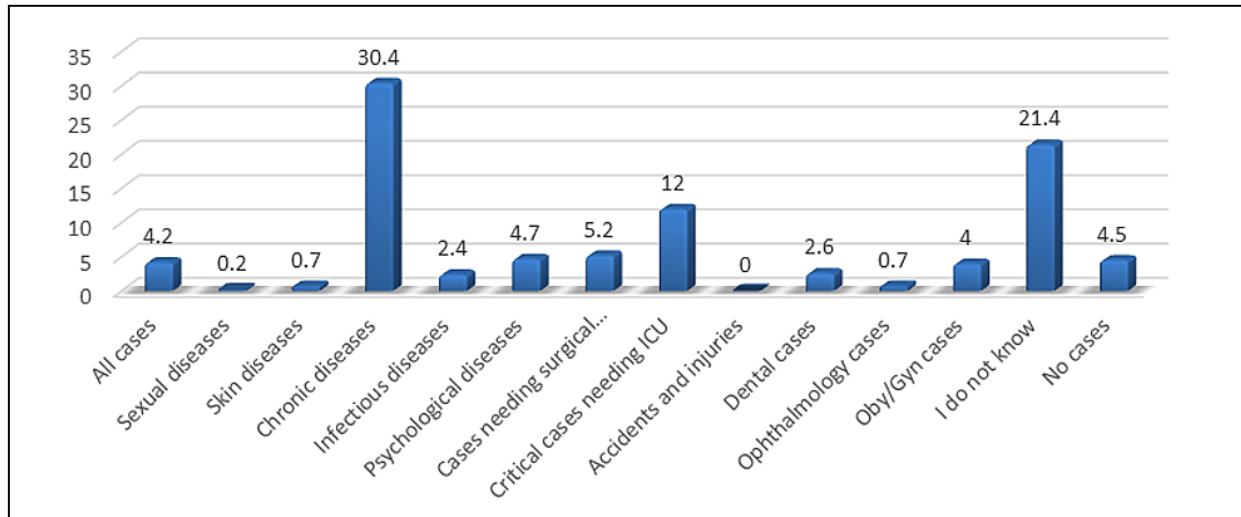
**A Critical Analysis of the Impact of New Technology in Healthcare Services**

Technology has changed the face of healthcare industry in Saudi Arabia. Researchers have found that the potential strategic problems of Healthcare industry would be to overcome the challenges faced by the clients in terms of their satisfaction. Giving the best services in the economical cost is one of the most challenging problems every organisation faces. Further, the competition in the market makes this problem even more difficult by increasing the churn rate of the clients. The healthcare industry could not simply give lucrative offers to the clients to retain them as the healthcare industry also have to look into the profit the organisation is expecting and the shareholders’ interest as well. So to maintain a balance, the healthcare industry would need to provide a solution to the clients’ problems instead of giving them monetary benefits. The root cause of the problem needs to be sorted instead of fixing the problem in the short run. As the problem of gaining clients’ trust and their satisfaction is a long term goal and cannot be catered in the short term by quick fixes (Akhtar SS and Nadrah HM 2005).

Now, the acceptance and satisfaction of employees towards the new system is equally

important. So, the secondary research was conducted on the data and literature available for the effectiveness of online platforms. The employees' feedback from all over the world was analysed. This was to determine the employees' satisfaction towards the online platforms. It underlines the situation in this sense and highlights

global problems as well as the financial effect on the business industry of this health crisis. The scale of the report includes the business sector globally and the financial effect of digitization on a wide variety of industries and the global economy.



**Figure 4: Clients' opinion on different medical problems in Saudi Arabia**

**Source:** <https://www.cureus.com/articles/51870-measuring-the-patients-satisfaction-about-telemedicine-used-in-saudi-arabia-during-covid-19-pandemic>

Further, the data collected also systematically analyses the financial impacts of the business sector in the world and its adaptive approach to the numerous external and internal challenges. In Figure 4, the clients' opinion and satisfaction level has been captured for different medical problems. This includes interest of employees in online versus on filed jobs, availability and access of online learning platforms to the employees across the globe and the effectiveness and learning outcome of the new way of learnings. It also makes several short-term proposals, including introducing initiatives in the business sector to cope with the recession and to reduce detrimental financial effects and new market disruptions in the medium-term (Jackson J and Kroenke K 1997).

Once the scope of automation was identified in each manual system, it was easier to integrate the entire business channel. The huge task of digital transformation depends on the small pockets automated. The identified efficient resources from the literature are evaluated in the current work and factual knowledge is observed by evaluating the impact of urban distribution strategies in improving the business infrastructure. The research approach that has been selected for the work is a deductive approach in which the general theory is tested to bring specific results or outcomes. The research strategy selected for this paper is a secondary research because of the nature of the work. In a secondary research, research data is gathered through research papers and journals known as the survey work and the responses are then analyzed through a

qualitative work approach. In this work, the survey work is based on relevant questions that help in exploring the efficiency of infrastructure strategies with effective business management. Through testing and analysis, the efficiency of online integration of businesses will be identified. The survey strategy is also used because it involves the element of human knowledge integrated with practical knowledge in the field (Crow R, *et al.*, 2002).

#### Client Satisfaction in Healthcare Environment

Healthcare sector in Saudi Arabia is indeed driven by the satisfaction of the clients taking the services. Service quality being the most important factor for client satisfaction has been the major topic of discussion in the healthcare sector. As a consequence of compliance reviews by clients, the standard of the healthcare service may be specified. If the healthcare service meets its goals it must be mindful that, due to potential client interactions, it will be adjusted in new purchases. This is referred to as a service attitude appraisal. Consequently, the client decides the efficiency of the operation. The client decides whether or not the healthcare service is quality based on its standards and the degree to which it conforms. The perception of the quality of service is thus another factor that affects client satisfaction. The service level is based on service dimensions. On the other hand, satisfaction is a wider term that is influenced not only by awards but also by personal and situation-related causes outside the reach of the service provider. The difficulty of factor defining and relating quality of

service and client satisfaction was the basis for developing multidimensional models that allow this relationship to be measured.

It has been found that the team performance in healthcare industry is measured allround the year with the available performance index against the set objectives and targets. The agreed objectives are measured against the problematic performance and the difference is analyzed to suggest the improvements. Any problem in the performance goes under the scrutiny and is modified to suit the targets and objectives defined for the financial year. The problems are identified in the regular assessments and is taken as a feedback to correct the strategy to align to the agreed objectives. This step is very important to cater to the agreed plans for the financial year and help the achievement of overall target for the healthcare industry (Atallah M, *et al.*, 2013).

Management information system has been controlled by the advanced quality management tools and techniques in the modern healthcare industry. Service quality is one of the most important parameters for any client to make a decision on which service to choose. Amongst the multiple healthcares offering various offers, healthcare industry need to establish a unique business proposition to lure the clients. Making the clients choose your service from a list of multiple service providers available in market is a tough job and to gain the clients in the long run, service quality need to be maintained. This is the only way to retain the clients. This project will conduct an in-depth study on the service quality of healthcare, compared with the other healthcare service providers in the market. A detailed analysis would establish a relationship between the client churn rate and the service quality of the healthcare (Al-Ahmadi H and Roland M 2005).

Saudi Arabia healthcare industry has analyzed their client churn rate by improvising their service and has seen the impact on their client churn rate. The strategic objective of healthcare industry has been defined by the healthcare industry's aims and objectives. The position of organisation has been a benchmark in designing the healthcare industry's strategy and defines its long term goal and objective. The accomplishment of the healthcare industry's objectives highly depends on the position held by the organisation and its brand name in the market. If the healthcare industry is in the middle of establishing its brand name and is on the path of expansion, it would be not so easy to accomplish the objectives in that case compared to the situation when the healthcare industry has a well-established brand name in the market.

The different strategic options chosen by the healthcare industry focuses on reducing the churn rate. The aim is to provide the best telecom services to win clients' trust and satisfaction and try to acquire new

clients based on the best services records. The healthcare industry has been fundamentally strengthening its base and has been excelling in accomplishing its strategic objectives with these strategic options. The current position has helped the healthcare industry a bit in achieving those objectives. The healthcare industry's strategic objective of growth and expansion is supported by the strategic options chosen by the healthcare industry with its medium and long term perspectives. The organisation has been doing phenomenal with these strategies and would continue to do better by accomplishing its defined goals and objectives (Brown S, *et al.*, 2009).

The research has revealed that the aim of Healthcare industry is to minimize the churn rate of its clients. Current strategy in Healthcare industry aims to retain its clients In the long run by reducing the churn rate. The alternative strategic option for Healthcare industry has been on focusing the medium term gain and that mainly involves the churn rate of the clients. The medium term strategy aims on analysing the competition in the market and provide competitive offers to the clients by understanding their requirements and pain points to retain the clients on the long term basis. The healthcare industry has been phenomenal in gaining the competitive advantage and retention of its clients. Part from this medium term strategy, the healthcare industry has also been excellent in planning its long term strategy by acquiring more clients with the aim of expansion across the world. The implication of these strategies has brought a positive return for the healthcare industry, thus ensuring its profit and shareholder's interest in the long. The healthcare industry's stakeholders have been motivated throughout the term of the healthcare industry and have been working together to achieve the organisational goals and objectives. The strategy making has been beneficial for Healthcare industry with respect to long term planning and vision (Diab R. 2010).

The existing strategy of Healthcare industry in Saudi Arabia has shaped the organisational goals and objectives by defining the healthcare industry's vision of long term growth and development along with the establishment of brand name. The client satisfaction has brought further stability to the healthcare industry, thus defining a clear goal of long term development of the healthcare industry. The existing strategy of the healthcare industry has also focused on reducing the churn rate of the clients and hence helping in the achievement of the organisational goal and objective of achieving expansion across the world by further acquiring the new clients. The organisational goals and objectives would further be modified based on the healthcare industry's performance and long term vision which would in turn be changed as per the healthcare industry's growth plan and performance.

The researchers say that the healthcare industry has aided the team performance of its employees which is monitored through the performance index set at the start of the financial year which is then reviewed at regular intervals round the year. The methodology used here is the continuous improvement instead of the year end improvement plans. The regular checks and improvements in the team performance help in modifying the strategy as per the requirements in order to achieve the set goal. Performance index tool designed to measure the team performance at regular intervals help the healthcare industry in initiating the change when and where necessary and helps in improving the overall performance of the team (Almutairi KM and Moussa M 2014).

## CONCLUSION AND FUTURE SCOPE

Saudi Arabia has a very advanced healthcare structure and the patients are getting all the advance treatments. The research revealed that the digital transformation has changed the pace of growth of the businesses. The revenue is slowly but steadily increasing towards the curve of stability. The situation all across the world was studied and then business industry was analysed. Employees' opinions all over the world were studied, which revealed that those who had access to the online channels were happy to work online. Those who did not have internet access or the required gadgets struggled to keep up the pace with the other employees. The small sample is selected due to accessibility issues because of the current pandemic and the survey is to be conducted using online research used for large scale data collection and secondary analysis. The effectiveness of the employees' opinions from the business industry across the world helped in identifying efficient strategies and their impact on business management (Aljuaid MG, *et al.*, 2016).

The journey of digital transformation has been phenomenal till now and its scope is even brighter in future with the new training initiatives to the employees. In research studies where human participants are involved, it is vital for the researcher to assure that all aspects of ethics have been met while carrying out the research. These factors include the anonymity of the participants, confidentiality of data, avoidance of academic misconduct and autonomy of the respondents to participate in the work. While collecting the data for the current work, the respondents have been informed about the purpose of research and also assured that there will be no harm to them. However, it is also informed that no financial or physical benefits are associated with the current work. Furthermore, the researcher has ensured that the personal information of respondents will not be revealed and their anonymity will be maintained throughout the research. Additionally, the participants had the autonomy to withdraw from the research at any point of time without prior notice. The employees' opinion were revealing a mixed response all over the world has been an eye

opening factor and has given the scope in the modification of the strategy to make this facility accessible for all the employees of the world. The online integration projects were a great success in the industries across the world (Rchaidia L, *et al.*, 2009).

The process of digital transformation cannot be achieved in a day and it is a long and an ongoing process. The small links need to be fixed first to finish the bigger project. The scope of automation needs to be understood first and the employees comfort needs to be taken care of. The bigger picture needs a closer analysis without which the aim of transforming the existing businesses would not happen. The need of the hour is a detailed analysis of all the businesses and then start planning for the online integration. The limitations of the work are that there is limited data used in secondary research analysis conducted because the business industry is vast.

Every team has a structure which includes employees working at an analyst or client support levels who are delegated certain set of task for their supervisors. Their supervisors mentor them based on the set targets for each individual. The supervisors act as a coach to their subordinates and train them to achieve their set objectives. The aim of this structure is to formalise the set of works in an organised manner to ensure every individual is working on track to achieve the target set for the team. Everybody has special skills which is utilised here to work as a team and perform as a team to achieve the strategic objectives set for the team (Shattell M. 2004).

The ecommerce platforms providing one stop solution of data management services takes care of the company's daily transactions and converts them into summarized views for internal reporting. This helps the management in day to day decision making with respect to the growth of their business. Apart from this daily organisation of cash flows, the online data management services would also provide an annual reporting which is shared to the shareholders, investors, government and to the public. This strengthens the company's brand image and deepens the shareholders' trust in the company path of progress. An organized data management practice would help the company both in short and long term to cater the needs of the market and also would gain clients' attention and trust to serve them better in future. The amount of energy and time which was focused earlier by the companies would now go in the better tasks and it will help the company grow further (Al-Shahri M, 2002).

Further, the different industries have been analysed provided variety of data management solutions as per the market requirements and that has given an understanding of the features provided in the data management solutions. Industry specific requirement gathering and design is certainly better to address the

exact needs of the businesses. The industry keeps on growing and market has been evolving faster in the past few decades. To understand the rapidly evolving demands of the industry it was very important to have a futuristic view and understand the future scope of requirements as well. The innovation is always awarded and the analysis was done keeping that in mind. The different scenarios of problems were studied to conduct a scenario based case study analysis to find the gaps in the existing solutions of the online data management services. That analysis helped in thorough requirement gathering for the project design and implementation.

In this fast paced world every day is bringing a challenge to the market as technology and way of doing business is changing at a rapid rate. In this world, change is the only constant. And keeping that point in mind, information technology has grown manifold in each sector supporting the companies and businesses to survive all kinds of turmoil in the volatile market. The online management information system has now become the integral part of the company's data management practice and has helped them in becoming bigger and scalable. The shareholders and investors have also become happy with the advent of this information technology integration in the company's data management as they do not have to worry about the manipulation of the cash flows in the company. Saudi Arabia has a lot to experience further with the changing technology in the healthcare environment (Al-Dossary A, *et al.*, 2008).

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