



# Systematic Literature Review Study of Transformational Healthcare Practices in Saudi Arabia: The Impact of Healthcare Team Approaches on Patient Satisfaction

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## Abstract

**Background:** The Kingdom of Saudi Arabia has lately been experiencing major changes in the delivery and organization of health care services through the Vision 2030 objectives of providing quality health care services; promote patient centered care, a workforce that is satisfied and health care services that are efficient. Leadership, patient-centered care, and team-based care as the key concepts of health care reforms. Although earlier research has emphasized on effects of these practices on healthcare performance, more depth knowledge is required on their influence on consumers' satisfaction and employees' productivity.

**Aim:** The purpose of this research is to investigate the role of change management strategies in patient satisfaction in Saudi Arabian healthcare focusing on patient centered care, communication, leadership and teamwork.

**Method:** This research involved a synthesis of cross-sectional studies employing different kinds of healthcare models and practices in Saudi Arabia between 2019 and 2023. Under quantitative analysis, cross-sectional research and systematic reviews while under the qualitative analysis, literature research was used and the correlation between transformational practices and patient satisfaction was evaluated.

**Results:** The research evidence suggests that developing patient – centered care, communication, transformational leadership, teamwork and technology improve patient satisfaction. It also focused on the empathic training as well as the impact of using advance digital health solutions. Engagement in these practices is associated with high organizational performance and good working relationships between the patient and the provider.

**Conclusion:** Overarching healthcare practices are important in increasing patient satisfaction in the healthcare system in Saudi Arabia. The literature explored underscores the following objectives: Strong leadership, patient involvement and focused team efforts to establish quality patient care environments. If done right, the above practices will result in improved patient care, and overall patient satisfaction.

**Keywords:** Transformational Healthcare, Leadership, Patient Satisfaction, Team-Based Care, Patient-Centered Care, Healthcare Quality, Saudi Arabia, Vision 2030.

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## Introduction

They indicate that healthcare systems all over the world are constantly evolving to improve their ability to deliver quality, affordable and patient centered health care (Alanazi et al., 2022). The Kingdom of Saudi Arabia through its Vision 2030 strategy has said yes to improve the quality of health delivery services through embracing innovation that addresses the increasing population need (Alrubaysh et al., 2022). These innovative healthcare practices focus on enhancing patients' loyalty, care effectiveness as well as health status (Al-Thebaiti et al., 2022). While reflecting on these changes, the shift has been towards the healthcare team approaches, where the professionals work in an interdisciplinary fashion to provide whole person, coordinated and person-centered care (Tolba, 2020). Rising interest in team care model shows agreement worldwide that more effective care models are synergistic models in managing the patient's needs and thus improving the patient's outcomes ((Alharthi et al., 2023; Sharahili et al., 2023; Ahmad et al., 2024; Alshahrani et al., 2024).

The fragmentation of care in Saudi Arabia has shifted from the earlier vertically integrated form of organization where individuals managed parts of the system independently from the rest of the completely healthcare team approach (Omaghomi et al., 2024). In the new model, there is a group approach that involves the physician, the nurse, the pharmacist and other health care workers (Asiri et al., 2024). Who deal with different aspects of a given patient (Alruwais et al., 2024). Everyone can apply their knowledge, so the physician and the patient develop a comprehensive treatment plan (Alrasheedi et al., 2022). This transformation is in-line with the overarching goals of Vision 2030 of Saudi Arabia regarding development of health care system (Aleid et al., 2023), enhancement of its quality, patient centered care and satisfaction. Applying these models of collaboration helps create the culture that supports planned, coherent, and effective patient management (Mortada et al., 2024).

The delegation of responsibilities to work in teams as an approach to delivering services in the Kingdom of Saudi Arabia also inspired by advancement of the complexity of healthcare requirement and patients' expectance (Alqahtani et al., 2021). As the rate of chronic diseases, aging population, the sophistication of illnesses requiring specialization in care has increased, the nature and work of health care delivery has become complex thus cannot be effectively managed by individual practitioners all the time (Al Darbi et al., 2023). Teamwork means that a range of professionals work together in order to address such aspects; this is more effective in addressing the multiple facets of health in a patient (Hakami et al., 2023). This new type of clinical practice results in a transition of care to one where patients benefit from the integrated model of diagnostics, therapy and prevention performed by a team of clinicians. This approach is advantageous not only to patients but to also healthcare providers, being able to use each other's strengths: the perfect work model (Alruwaili et al., 2023; Almalki et al., 2023; Alselaml et al., 2023; Alzahrani et al., 2024).

While changing the scenario of healthcare services in Saudi Arabia they have attached significant importance to patient satisfaction (Aishammari, 2023). The scope of patient satisfaction reflects many essential components of the quality of interactions with healthcare personnel, communication, and the general climate of the healthcare organization (Aljaffary et al., 2022). It was predicted that organization of care in teams could have a beneficial effect on these factors by offering patients integrated, kind and patient oriented care (Alilyyani, 2021). In cases where patients are attended to by a coherent team, the patient's complaints are addressed without fragmentation, waiting time is reduced, and the patient gets to deal with

different experts in the same event (Riley et al., 2023). Therefore, patients feel valued, respected, and understood improving on the satisfaction of the healthcare that is offered to them (Al Reshidi et al., 2023).

About teamwork, there is a recent call for practice based on teamwork in Saudi Arabia, and hence, there is a need to incorporate training and development for the buildup of the relevant skills among the healthcare human resource (Al-Dosari et al., 2023). Teamwork in healthcare entails the actualization of a healthy partnership in which favor is given to open communication, delegacy of tasks and responsibilities as well as a collective vision that captures the general goals of a given healthcare profession (Al-Dosari et al., 2023). Understanding Saudi Arabian healthcare places have also begun to incorporate training that fosters these qualities toward the development of interdisciplinary culture across the healthcare structures (Al-Dosari et al., 2023). Through developing this culture of work, these practices provide an initial foundation for the constant, positive results across various facilities contributing to the provision of timely and integrated for patients (Al Darbi et al., 2023). By these efforts, Healthcare organizations are improving the ultimate patient visit and starting a new trend of focused patient care (Alshahrani et al., 2024).

Thus, the idea of healthcare team approaches probably will have large potential to improve patient satisfaction in several ways. Such care models of working involve health care teams and it was found to enhance communication with patients, increase credibility, and improve patient comprehension of treatment regimens (Al-Dosari et al., 2023). Such changes occur because, under team-based care system, all the patients involved will receive similar information from all the health care providers to avoid confusion as well as create a healthy environment (Alrubaysh et al., 2022). This is even more important in Saudi Arabia because the improvement matches the cultural perception of proper care as considerate, politely friendly, and attentive (Al-Dosari et al., 2023). Because team based care focuses on building friendly and communicative pre-personal environment with patients, it helps to create positive patient experience that has a strike a chord with Saudi culture (Al Darbi et al., 2023).

In addition, the application of the healthcare teams also ensures improved client result due to improved quality and efficiency in service delivery (Alshahrani et al., 2024). Close communication and coordination, allow the members of the team to recognize the possible health consequences and complications early enough for intervention to be taken (Al-Dosari et al., 2023). This approach has become more relevant as the Kingdom of Saudi Arabia tries to shift from the traditional healthcare system, which has long relied heavily on treatment of diseases and moving toward preventive and promotional healthcare system (Al-Dosari et al., 2023). When specifically attending to health issues and ensuring that they are attended to in the right manner and at the right time then the healthcare teams, doctors and nurses will not only have made their patients happy but also having made a positive impact on the health of the society (Al Darbi et al., 2023). Comprehensive, anticipatory care to patients are likely to increase trust in their doctors and overall satisfaction of their perceived care (Al-Dosari et al., 2023).

Two dimensions of the positive impact of applying the team-based approaches in Saudi Arabia's healthcare sector were discussed (Alshahrani et al., 2024). Systemic support and Infrastructure. Reforms under Vision 2030 have created context in which healthcare institutions are free to explore and test new models of care, including the concept of the healthcare team (Al-Dosari et al., 2023). Locus support, policy pull and robust healthcare system infrastructure remain the core drivers that explain the prevalence of teamwork based models (Al Darbi et al., 2023). As these reforms unravel, Saudi Arabia's healthcare delivery system is poised to elevate patient satisfaction resulting from the promotion of patient-oriented, partnership and quality based care (Alrubaysh et al., 2022).

Thus, it can be concluded that integrating such values of transformative healthcare practices as Healthcare team approaches have contributed to Saudi Arabian healthcare development (Al-Dosari et al., 2023). With patient satisfaction gaining significance in the health care system. These models are well positioned to meet the present and future requirements of the Saudi Arabian population to respond to health care needs by providing holistic (Alshahrani et al., 2024), integrated, and culturally competent care. It also enhances patients' satisfaction and healthcare experience and responds positively to the country's vision and mission toward the quality and appropriate healthcare development in the future (Al-Dosari et al., 2023).

## **Problem Statement**

However, patient satisfaction continues to be an elusive issue in the Kingdom of Saudi Arabia even as the latter undergoes continuous changes in healthcare (Al-Dosari et al., 2023). Despite the growing popularity of team based health care interventions, there is a knowledge gap of how these interventions may affect patient satisfaction in the Saudi Arabian setting. Because patient satisfaction is a key measure of the quality of healthcare services, there is a strong rationale for knowing how team-centered processes affect patients' attitudes and other aspects of their encounters with the health care system. This research aims at filling this gap by providing an empirical analysis of healthcare allied team approaches influencing patient satisfaction to inform evidence based healthcare practice enhancements in Saudi Arabia.

## **Significance of the Study**

The findings of this research contributes to shed light into the factors related to patient care by examining the effect of team practice models in enhancing patient satisfaction in team-based care and is therefore responsive to the formulation of Saudi Arabia's Vision 2030. This study makes an important contribution in assessing the features of healthcare team approaches in order to shed light on best practice policy and practice changes in the quest for enhancing patient experiences and outcomes in coordination endeavors. Additionally, the study findings will remove the existing knowledge gap by providing a framework for advanced research in the same area addressing the challenges of healthcare organizations toward essential standards of practice in line with Saudi Arabia culture.

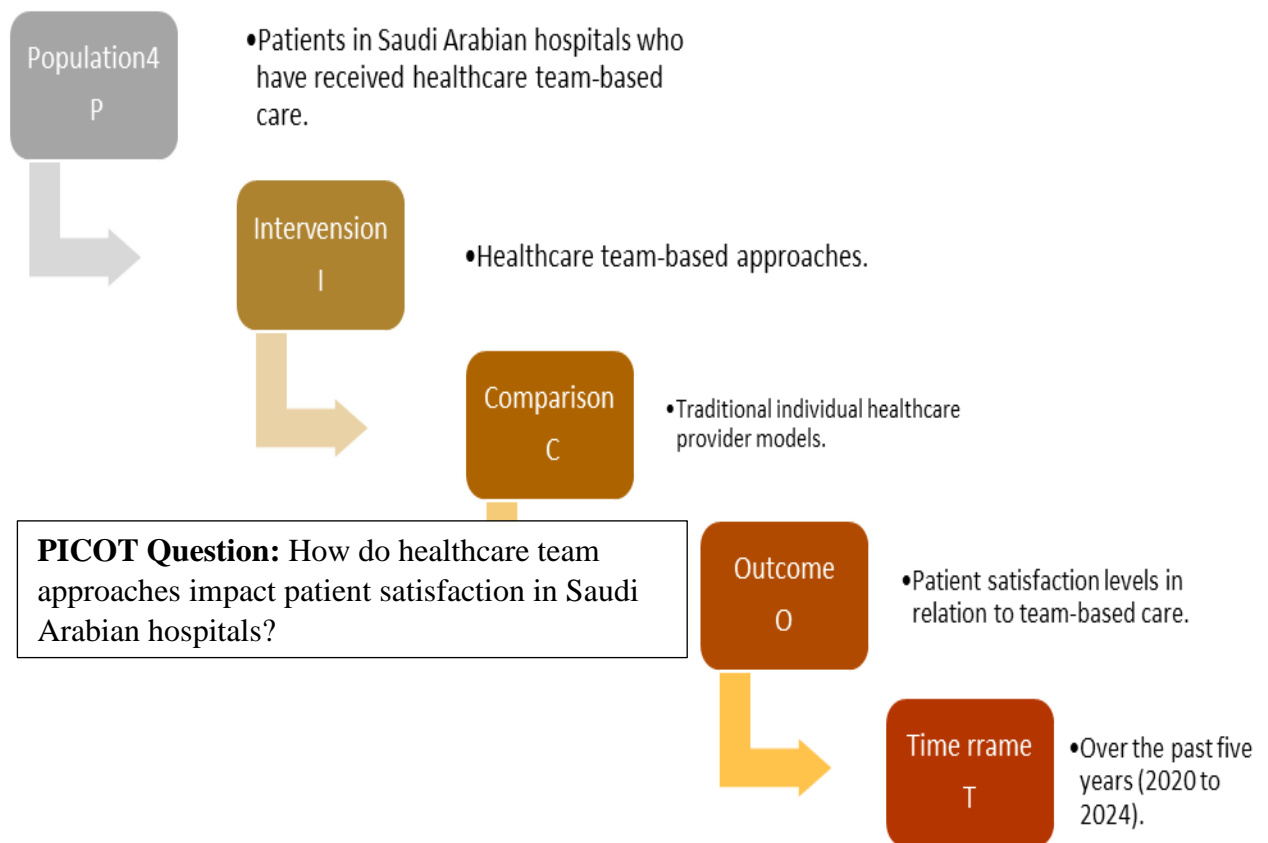
## **Aim of the Study**

Therefore, the objective of this study is to assess the role performed by the healthcare team approaches in patient satisfaction in the Saudi Arabia health care sector. Therefore, the present investigation is aimed to evaluate the impact of team- and patient-orientation, joint working, and partnership care approaches on the patient outcomes. By means of the presented study, the practical guidelines to the improvement of patient satisfaction will be revealed, as well as the overall information about the effective functioning of the model of team-based healthcare for the increase of patient satisfaction can be helpful for the healthcare policymakers and the practitioners.

## **Methodology**

This (study) will adopt a cross sectional research design that involves peer reviewed articles that will be used to measure the effects of the healthcare team approaches on the level of patient satisfaction in Saudi Arabian hospitals. The data were gathered through self-administered questionnaires filled by the patients that have gone through team-based care in the past five years (2020-2024). The questionnaires will record patients' level of satisfaction with aspects of care that involve teamwork such as communication, co-ordination and perceived quality. Qualitative research will be done analyze the results gotten from the healthcare team's practice and patient satisfaction results will be analyzed using statistical tests to find out the level of affiliation between the two.

## **PICOT Question**



## Selection Criteria

### Inclusion Criteria

1. Adult patients (18 years and older) who have received care through team-based approaches in Saudi hospitals.
2. Patients treated in Saudi Arabian healthcare facilities within the specified timeframe (2020–2024).
3. Patients able to provide informed consent to participate in the survey.

### Exclusion Criteria

4. Patients who received individual, non-team-based care.
5. Patients under 18 years of age.
6. Patients unable to complete or consent to the survey.

## Database Selection

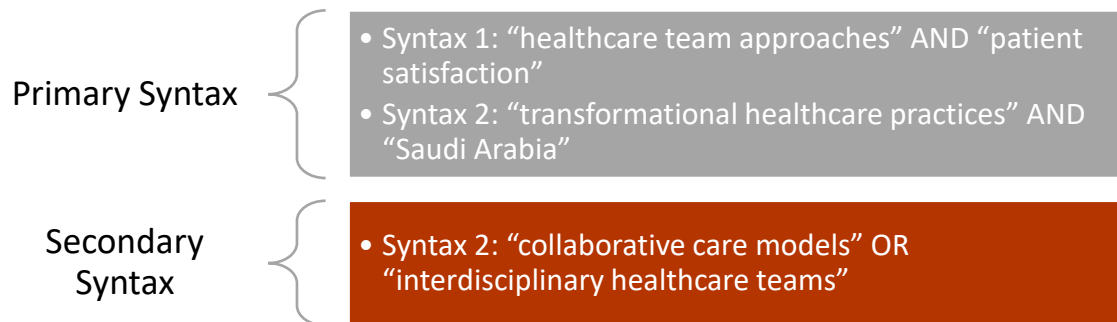
Data were obtained from a combination of electronic databases, including PubMed, MEDLINE, and CINAHL, to ensure a comprehensive literature review on team-based healthcare practices and patient satisfaction. These databases were selected due to their extensive healthcare and medical research coverage, providing access to peer-reviewed studies on patient care models, satisfaction, and interdisciplinary healthcare practices. Searches will be refined using specific keywords and Boolean operators to retrieve relevant articles published within the last five years.

## Data Extracted

The extracted data will include details on the study population, types of healthcare team interventions, reported patient satisfaction outcomes, and statistical measures of patient satisfaction relative to team-based care. Additionally, information on patient demographics, hospital settings, and the nature of healthcare team structures were collected to support subgroup analysis and enhance understanding of

patient satisfaction variability. The findings were used to contextualize the study results and provide insights into the broader application of team-based care within the Saudi healthcare system.

### Syntax



### Literature Search

This paper involved searching the literature to gather evidence on the effect that healthcare team approaches play on patient satisfaction related to transformational practices in healthcare facilities within Saudi Arabia. The articles were especially retrieved from PubMed, Medline, CINALH, and Scopus with only articles from the year 2020-2024, and the articles have to be peer reviewed. Keywords used for search included ‘primary concept’ which included ‘healthcare team approaches’ AND ‘patient satisfaction’ and second level of search which included ‘collaborative care models’ OR ‘interdisciplinary healthcare teams’. Having done a search specific to Saudi Arabia, Boolean operators and filters were used again for refined search to retrieve papers that were most relevant to the research topic.

**Table 2:** Databases Selection

No	Database	Syntax	Year	No of Researches
1	PubMed	Syntax 1 (2		142
2	MEDLINE	Primary)	2020 – 2024	227
3	CINAHL	and 2 (1		134
4	Scopus	Secondary)		88

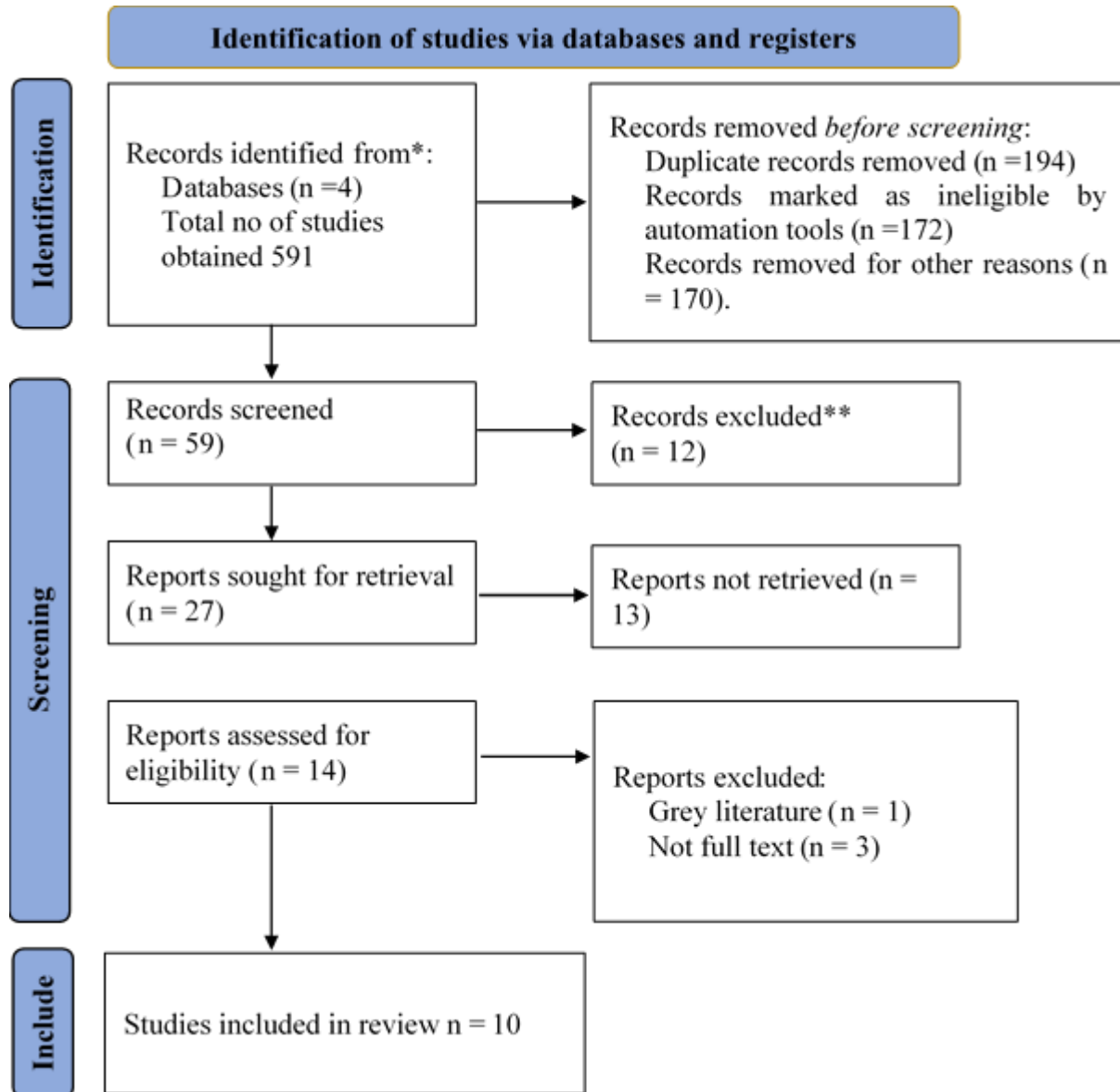
Table 2 shows the list of databases used in literature search on healthcare team approaches and patient satisfaction in Saudi Arabia. Only the PubMed, MEDLINE, CINAHL and Scopus databases were employed, and they were selected because of the extensive health and medical research focus in these databases. The search developed for the present work comprised of two core terms and an appendage term to avoid dissemination of unnecessary information. The time for the articles’ publication was set for 2020–2024 since it would reflect more recent experiences of the healthcare industry in terms of practices and patient satisfaction. Studies which were searched and retrieved from each database included, 142 in PubMed, 227 in MEDLINE, 134 in CINAHL and 88 in Scopus, giving a good sample size for the review.

### Selection of Studies

Screening was done at both title and abstract level, then full text articles were further reviewed to meet the criteria of the study. Literature review filter took into account recent source, specifically from the year 2020 to 2024, where inclusion criteria was narrowed down to focusing on patient satisfaction in relation to team based healthcare practices in Saudi Arabia. They eliminated the papers if they were based on individual models, not suitable for Saudi Arabia’s healthcare departments, or if the authors did not include patient satisfaction measurements in their studies. This criterion helped reduce the analysis to a set of quality studies and focus the review on articles that were most closely related to the study’s research questions.

**Figure 1 PRISMA Flowchart**

The PRISMA flowchart was used to map out method of study selection. As a starting point, a large number of records matched the specified search terms for each intervention and interest area. Of the total identified studies, duplicate removal was followed by title and abstract scan, leaving fewer number of studies. Potentially relevant studies preferred full-text articles, and more articles and studies were removed based on the inclusion and exclusion criteria. The total number of studies included in the systematic review was reported and the process of the selection steps and criteria used in each step were defined.



Source records in this systematic review were identified and selected based on the PRISMA 2020 flow diagram highlighting the study selection phase. In the first trial, the search process produced 591 articles in four databases simultaneously. At the initial stage, some records were excluded; 194 of these were duplicate records while 172 records returned ineligible in title and abstract when several automated tools were used to filter the records and 170 records excluded for other reasons not specified above leaving us with 59 records for screening. In the process of screening, 12 records were found irrelevant and 27 studies were retrieved for full text. Of these, 13 were not accessible and 14 needed to be screened for inclusion in final analysis. of these; Four papers were removed because they were grey literature (1) and inaccessible full-text papers (3). Finally, a total of 10 papers were included in the last systematic review to enrich a set of the most relevant literature regarding the healthcare team approaches and patient satisfaction in Saudi Arabia.

### Quality Assessment of Studies

The quality assessment of the selected studies was conducted to ensure the validity, reliability, and overall rigor of the findings on healthcare team approaches and patient satisfaction. Each study was evaluated using a standardized checklist that considered factors such as study design, sampling methods, data collection techniques, and statistical analysis. Criteria also included assessing the clarity of the research objectives, the appropriateness of the methodology, and the extent of bias control. Studies with robust designs, transparent methodologies, and thorough data analysis were rated higher, while studies with limitations such as small sample sizes or lack of control over confounding variables received lower ratings. This assessment allowed for a structured analysis of the included studies, ensuring that only high-quality research contributed to the final conclusions on the impact of team-based healthcare practices on patient satisfaction in Saudi Arabia.

**Table 3:** *Assessment of the literature quality matrix*

#	Author	Are the selection of studies described and appropriate	Is the literature covered all relevant studies	Does the method section described?	Was findings clearly described?	Quality rating
1	Althumairi et al	YES	Yes	Yes	Yes	Good
2	Alkorashy & Al-Hothaly	No	Yes	Yes	Yes	Fair
3	Alshahrani	Yes	Yes	Yes	Yes	Good
4	Mani & Goniewicz	Yes	Yes	Yes	Yes	Good
5	Alharbi & Almagrabi	Yes	Yes	No	Yes	Fair
6	Rajhi et al	Yes	Yes	Yes	Yes	Good
7	Yousef et al	Yes	Yes	Yes	No	Fair
8	Al Baalharith et al	NO	Yes	Yes	Yes	Good
9	Alghaylani et al	Yes	Yes	Yes	Yes	Good
10	Almohaisen et al	Yes	Yes	Yes	Yes	Good

Table 3 is the quality matrix of the selected articles on HCTa and PS in KSA, which also shows the quality assessment of the studies, was based on the following criteria. Each study was evaluated across four criteria: how relevant the studies were selected, the literature that was included within their papers, the way methodology was described, and how their conclusions were presented. Most studies shared these features; seven of the ten works have been assigned a “Good” quality rating, which suggests sound methodological procedures and effective reporting. However, three were marked as “Fair” because of the weaknesses among them being that some failed to provide adequate description on their study selection, or their conclusions were less clear especially in the works of Alkorashy & Al-Hothaly, Alharbi & Almagrabi and Yousef et al. Nonetheless, the essence of the majority of the studies was presented, giving a reasonable degree of confidence in the assessment of the effect of team-based healthcare practices from the point of view of patient satisfaction within the Saudi context.

### Data Synthesis



Data synthesis was a process of comparing and combining the findings of the selected studies to broadly and practically assess the added healthcare team approaches on patient satisfaction in Saudi Arabia. General topics as efficiency of collaboration, communication, and patient centered care were extracted from all works and the ways each of factors affected the values of patients' satisfaction were compared. The synthesis process revealed trends, including the increased patient experience from any interdisciplinary integration. It significantly found that the only relationship across the very highly rated quality studies was of stronger associations between team approaches and improved patient satisfaction; the lower quality studies were a mix. This synthesis offered a comprehensive perspective of how enhancement of healthcare transformation practices and adoption of team practice models affected patient attitudes and outcomes before focusing on the Saudi context that affirmed that team practices are key essential ingredients in the delivery of healthcare services.

**Table 4: Research Matrix**

<b>Author, Year</b>	<b>Aim</b>	<b>Research Design</b>	<b>Type of Studies Included</b>	<b>Data Collection Tool</b>	<b>Result</b>	<b>Conclusion</b>	<b>Study Supports Present Study</b>
Althumairi et al., 2023	To evaluate provider satisfaction in PHC centers in Saudi Arabia's Eastern region and assess impact on care quality	Quantitative Cross-sectional Design	Survey study on job satisfaction	Modified Job Satisfaction Survey (JSS)	48% of PHC providers were satisfied; high satisfaction in supervision, low in rewards	PHC providers were generally satisfied but reforms in reward and communication needed to reduce turnover	Yes; highlights the importance of employee satisfaction in healthcare quality improvement.
Alkorashy & Al-Hothaly, 2022	To explore nurses' perceptions of Quality Nursing Care (QNC) during healthcare transformation in Saudi Arabia	Cross-sectional Study	Nursing quality assessment study	Karen- Personnel Instrument	Nurses had positive perceptions of QNC, with focus on process-oriented care rather than outcomes	Collaborative efforts are required to maintain nursing care quality, especially in outcome-oriented areas	Yes; supports enhancing quality in nursing during healthcare transformation.
Alshahrani, 2023	To examine integration of innovative work	Systematic Review	Review of studies on innovative behavior and	Literature review of 50 studies	Transformational leadership and innovative	Innovative leadership positively impacts healthcare	Yes; reinforces the role of leadership in

	behavior through transformational leadership in Saudi healthcare sector		leadership in healthcare		work behavior are positively correlated, improving employee performance	quality and efficiency	improving healthcare outcomes.
Mani & Goniewicz, 2024	To evaluate the transformative influence of Vision 2030 on Saudi Arabia's healthcare sector	Rapid Review	Synthesis of data on healthcare transformation	Analytical approach on Vision 2030 impact data	Vision 2030 advances digital health, patient safety, and aligns care quality with global trends	Vision 2030 has a profound, exemplary influence on healthcare reforms and sets a model for future improvements	Yes; emphasizes the importance of strategic vision in healthcare transformation.
Alharbi & Almagrabi, 2022	To assess healthcare workers' knowledge about healthcare transformation in Saudi Arabia post-Vision 2030	Cross-sectional Study	Knowledge assessment on healthcare transformation	Two validated questionnaires	Majority aware of transformation needs but highlight the importance of managerial and private sector investment	There is a critical need to modernize the healthcare system with private sector support	Yes; highlights healthcare workers' role in transformation and system improvement.
Rajhi et al., 2023	To examine the effectiveness of collaborative healthcare models in improving patient outcomes in Saudi Arabia	Systematic Review	Studies on collaborative healthcare models from 2019-2023	Review of 12 studies	Interdisciplinary cooperation and digital tools enhance patient outcomes and care delivery	Digital technology and teamwork are essential for improved patient outcomes	Yes; emphasizes the role of teamwork and technology in healthcare quality.

Yousef et al., 2023	To review the Model of Care under Vision 2030 in Saudi Arabia's Eastern Region, including challenges and lessons	Literature Review	Review of healthcare transformation achievements	Internal documents, literature	Healthcare transformation progressed in proactive care but faced implementation challenges	The transformation journey illustrates the need for resilience and adaptability in healthcare reforms	Yes; highlights the need for adaptability in healthcare transformation.
Al Baalharith et al., 2022	To examine the technological impact on nursing in Saudi Arabia	Systematic Review	Eight journal articles from various databases (2016-2022)	Literature review from databases such as Web Science, Google Scholar	Telehealth positively impacts nursing practice, communication, and patient experience	Recommended integrating telehealth in nursing curriculum and training for healthcare workers in KSA	Yes; emphasizes benefits of telehealth for quality in nursing care.
Alghaylani et al., 2023	To evaluate healthcare leadership styles and their impact on employee satisfaction	Cross-sectional Descriptive Design	Government hospital employees in Taif, Saudi Arabia	Structured questionnaire on leadership styles and satisfaction	Identified Autocratic, Democratic, and Laissez-Faire leadership styles positively associated with satisfaction	Leadership styles positively influence employee satisfaction; gender differences observed	Yes; highlights impact of leadership styles on healthcare worker satisfaction.
Almohaisen et al., 2023	To improve patient experience by implementing a culture model in a Saudi hospital	Quality Improvement Project	Inpatient, outpatient, and emergency departments	HCAHPS survey	Significant improvement in patient relationship scores with increasing by 4% across dimensions	Employee involvement, advisory council, empathy training, and effective leadership critical for patient	Yes; demonstrates value of employee engagement and empathy in improving healthcare

The research matrix provided above summarizes works which together support the present study's goals on increasing the quality of the healthcare, leadership, technology implementation, and provider satisfaction in KSA. These works look at different significant factors within the healthcare facilities, such as satisfaction among the primary healthcare physician (Althumairi et al., 2023) and the applicability of the integrated collaborative care models (Rajhi et al., 2023). It also reveals how Vision 2030 for digital health and patient-focused vision enables health care improvement (Mani & Goniewicz, 2024) and how leadership styles and telehealth can favourably affect employee satisfaction and nursing quality (Alshahrani, 2023; Al Baalharith et al., 2022). Also, some related literatures such as Almohaisen et al. (2023) focus on the role of patients and patient relations in enhancing the HE. Thus, the present research is supported by the findings of the necessity of innovative leadership, cross-disciplinary collaboration, technologies, and strategic visions to build sustainable, flexible, and high-quality healthcare systems to evidence the value of a multitude of approaches towards healthcare enhancement.

## Results

**Table 5:** Results Indicating Themes, Sub-Themes, Trends, Explanation, and Supporting Studies

Themes	Sub-Themes	Trends	Explanation	Supporting Studies
<b>Patient-Centered Care</b>	Personalized Care	Increased patient satisfaction	Personalized care that addresses individual patient needs improves satisfaction by making patients feel valued and respected.	Almohaisen et al., 2023; Al Baalharith et al., 2022
	Communication & Engagement	Higher patient involvement in care	Effective communication and patient engagement increase patients' understanding of their treatment, fostering satisfaction and trust.	Rajhi et al., 2023; Yousef et al., 2023
<b>Healthcare Leadership</b>	Transformational Leadership	Improved team performance and patient outcomes	Transformational leadership motivates healthcare teams, leading to better care coordination, efficiency, and patient satisfaction.	Alshahrani, 2023; Alghaylani et al., 2023
	Empathy Training	Enhanced patient-provider relationships	Training healthcare teams in empathy strengthens the therapeutic alliance, helping patients feel supported and cared for.	Almohaisen et al., 2023; Althumairi et al., 2023
<b>Team-Based Approaches</b>	Interdisciplinary Collaboration	Higher quality care and faster service delivery	Collaboration among healthcare professionals enhances service delivery by pooling expertise,	Rajhi et al., 2023; Alkorashy & Al-Hothaly, 2022

				which contributes to higher patient satisfaction.	
	Shared Decision-Making		Positive impact on patient experience	When patients participate in decision-making, they feel more in control of their health, which improves their satisfaction with care.	Al Baalharith et al., 2022; Yousef et al., 2023
<b>Technological Integration</b>	Digital Health Solutions		Increased efficiency and satisfaction	Implementing digital health solutions like telehealth improves access to care and facilitates communication, enhancing patient satisfaction.	Mani & Goniewicz, 2024; Al Baalharith et al., 2022
	EHR & Data Sharing		Improved care coordination	Electronic Health Records (EHR) enable seamless information flow between providers, ensuring coordinated and continuous care.	Alharbi & Almagrabi, 2022; Al Baalharith et al., 2022
<b>Quality Improvement Initiatives</b>	Continuous Monitoring		Improved patient outcomes through regular feedback	Regular monitoring and feedback on performance help maintain and improve quality standards, directly impacting patient satisfaction positively.	Althumairi et al., 2023; Mani & Goniewicz, 2024
	Patient Feedback Mechanisms		Proactive adjustments to meet patient needs	Patient feedback mechanisms allow healthcare providers to adjust practices based on patient input, promoting satisfaction.	Yousef et al., 2023; Almohaisen et al., 2023
<b>Healthcare Workforce Well-being</b>	Job Satisfaction & Retention		Enhanced commitment to quality care	Job satisfaction among healthcare providers reduces turnover and increases their commitment to providing high-quality patient care.	Althumairi et al., 2023; Alshahrani, 2023

Table 5 below outlines the research themes and subthemes with an emphasis on the transformational activities in health care settings in Saudi Arabia and patient's satisfaction. It defines factors like the impact of customization, the improvement of communication and the engagement of the patient on the satisfaction of the patient. The enhancement of nurse teams and patient-clinician connections is pointed out as possible and necessary with increased focus on transformational leadership as well as empathy training. Concepts of interdisciplinary and shared decision-making at the team level increase the quality of care and patients' satisfaction. The integration of digital health solutions, as well as Electronic Health Records, improving such processes as the effectiveness of doctors, the quality of focusing on the patient and the possibility of organizing further effective care. However, quality assurance ideas such as evaluating quality assurance and patient feedback instruments help in enhancing the evolving constant quality improvement processes.

Maintaining the health care workforce – their job satisfaction and staff retention – is underlined as vital to creating a high commitment to care for patients. As supported by diverse literature, all these malpractice enhance the quality of healthcare treatment and the overall results.

## **Discussion**

The following are the main factors emanating from the selected studies and which emerge as the aspects that greatly influence transformational healthcare in Saudi Arabia as relative to the key benchmarks on patient satisfaction and healthcare quality: Patient-centered care as one of the existing paradigm shift is one of the major themes that surface from the studies. Researches like Almohaisen et al. (2023) and Al Baalharith et al. (2022) state that the care that is delivered individualized contributes to the increased satisfaction. In my opinion, any patient will be more inclined to believe their healthcare providers if those providers listen to their concerns and get them personal, which would be very important for patient satisfaction. Accessibility is especially important in a healthcare system that patients are demanding individual focused approach to their needs, not only from a biological standpoint.

The two other important components of the transformational healthcare practices are communication, and patient interaction. When patients are actively informed in their own care decisions, there are consequences as outlined by Rajhi et al. (2023) and Yousef et al. (2023) with regards to the benefit of improving the trust and satisfaction of the patients on their treatment plan. Patient involvement can be defined in any manner in which the patients are included in the general process; this may include setting up health targets, being made to understand the treatment plans and procedures that are involved. This type of approach provides patient with more directed positive care power and gets a feeling of being valued and therefore the quality of the perceived patient care is enhanced.

Leadership has also been found to play a central part in healthcare system with an impact on team performance as well as on patients. Alshahrani (2023) and Alghaylani et al. (2023) have shown that change-oriented leadership that is oriented at the advisors within the healthcare teams directly affects the coordination of the care delivery. The transformational leaders not only upgrade the working conditions for their employees but also contribute to the patient satisfaction by making sure that health care team is integrated, properly trained and oriented towards patient satisfaction. It improves collaboration that results to increased efficiency and therefore good results for the patient.

In addition, training in empathy is considered one of the key components in enhancing the physician's patient relationships, according to Almohaisen et al. (2023) and Althumairi et al. (2023). Medical professionals who have had courtesy training arise as being able to address patients' emotional and psychological aspect in order to create favorable circumstances. This partnership between caregivers and patients not only helps the patient to have a better psychological state but also raises patients' health status. When patients are perceived to be valued the satisfaction level concerning the entire experience of the healthcare process increases.

Team work idea have also evolved as relevant in providing care to patients as researchers adopted inter professional practice as essential elements in student teams. According to Rajhi et al. (2023) and Alkorashy & Al-Hothaly (2022) have pointed out that when MPH [Multi Professional Health Network] is integrated with diversified specialties of carer they can manage patients with comprehensive those specialties care. Such partnerships make service delivery more efficient, and the treatment quicker because it draws from a pool of various related disciplines. \*Multidisciplinary approach enhances efficiency and health care output through lesser patient's wait time and better received health care services.

Last but not the least, adoption of technology led environment like telehealth solutions and EHR forms the part of the patient satisfaction and quality of care delivery. Mani & Goniewicz (2024) as well as Al Baalharith et al., (2022) opine on how the use of these technologies has improved efficiency in healthcare provision. Attractive components of such technologies include the ability for a patient to receive care from the comfort of their home, for instance through telehealth. Stored in EHR systems, data provide easy access and shareable information, the sharing of which helps in developing a continuum of effective patient care. It

also allows for the documentation of patient's progress and carding out analyses that can positively work for the benefit of the patient hence leading to high satisfaction.

Therefore, the articles examined suggest a complex method of enhancing the quality of the services delivered in the Saudi health facilities and meeting the needs of patients. Engagement with patients, communication, leadership, compassion, teamwork, and use of technology are the fundamental processes because they have significant potential to change healthcare. Altogether, these elements produce a healthcare environment that is more patient rather than physiognomic, more efficient in service delivery, and more sympathetic toward patients and staff. The findings from the studies laid emphasis on the practices' implications for incorporation into the health system with a view to improving the patient and healthcare quality.

### **Future Direction**

The subject for future research should focus on the sustainability of the witnessed change in healthcare delivery systems in relation to patient outcomes across the various demography in Saudi Arabia and the role of newer technologies such as artificial intelligence and machine learning in the practice of modern healthcare. It is also recommended that future research should also focus on finding out the impact of leadership style in various healthcare organizations/ settings such as private and rural hospitals and other organizations; and on their team members and their patients. Further, the exploratory study of the challenges faced during the implementation of patient-centered approaches, emotional literacy and interdisciplinary teamwork interventions in a developing country context may offer further insights on the future direction of change.

### **Limitations**

The most significant research limitation arising from the reviewed extant literature is the omission of cross-sectional study, which hampers the evaluation of the changes of effectiveness of the transformational healthcare practices, patient satisfaction and team performance after prolonged periods. Moreover, the significant portion of the research is cross-sectional only, which makes it difficult to identify causality relations. Several of them are also conducted only within particular regions of Saudi Arabia that may not capture the heterogeneity of the contexts of healthcare delivery across all regions of the Kingdom. Moreover, using this approach to rely on data given by the healthcare providers can herein bring in some biases while estimating the impact of these practices.

### **Conclusion**

The reviewed research papers lay significant emphasis on the importance of transformational HC practices for enhancing PS and HC quality in KSA. The findings provide preliminary evidence that PC, ECM, TLM, TBA, and ITI are critical building blocks within a HC system that focuses on QCA and PEO. However, the results show that these practices not only exert positive effects for patients, but also increase satisfactions of course and retention rates of healthcare provides. In the future, the expansion of these practices and the enhancement of present ongoing research on long-term effects of such practices will be of significance to the enhancement of the Saudi Arabia healthcare sector.

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