

Table 1. Quotes from the interviews.

Analysis section	Participant background	Quotes from interviews
VBHC enablers	Payer	<p>"As an insurer, our organisations can be instrumental in developing and promoting payment models that reward healthcare providers based on the quality and outcomes of care rather than the quantity of services provided. This shifts the focus from volume to value, encouraging more efficient care delivery."</p>
	Regulator	<p>"Dubai's government has supported healthcare innovation and created an enabling environment for VBHC. The regulatory frameworks encouraging data-sharing, transparency, and innovative reimbursement models will help drive VBHC implementation."</p>
	Regulator	<p>"The EJADAH system is described as a tool for managing various activities, such as prevention, diagnosis, and treatment, to ensure a holistic approach to patient care."</p>

	Consultant	"Finding the right justification for the transformation into the value-based, by far, is the most essential enabler needed. If it's well justified for all players, there is no doubt implementation will be smoother than expected."
	Provider	"Still the way long to apply the VBHC across different sectors of the healthcare system of Dubai."
VBHC challenges	Consultant	"The most critical challenge for implementing VBHC in Dubai is the difficulty of looking past immediate business concerns such as profitability—both from payers and providers."
	Provider	"The payment scheme, for example, for the long-term care services, that is bonded only for payment per diem, not as per the quality outcomes, implies a risky transition road."
	Administrator	"In my previous organisation, the most challenging part was to engage physicians in the implementation process. Secondly, getting patient feedback on outcomes remained another challenge."

	Provider	"Hospital management and decision makers misunderstand VBHC as a non-revenue-generating approach and showed huge resistance to implementation."
	Regulator	"While the initiative focuses more on successes, there's an implication that collaboration and comprehensive data integration may still present challenges."
	Payer	"The biggest challenge is the need for standardised data across the healthcare system. While we are working to introduce uniform metrics, there still need to be more in how outcomes are measured and reported, particularly between public and private healthcare providers. Data-sharing issues and interoperability also hinder the ability to collect comprehensive outcome data."