Dr. Stephen Brookes | Safa Alakhdhair

# Developing Synergy through Collective Leadership in the Kingdom of Saudi Arabia





2030 vision
Healthcare
Transformation
Agenda

HLM model will form the basis of

transformation program

**Public** 

Legitimacy

driving and evaluating the large-scale

Large scale Healthcare reform aiming to offer a fulfilling and healthy life for the population in the kingdom

**Assessing** 

Actions

Performance

led by the Ministry of Health to reform







Healthcare leadership
Academy was established
by Ministry of Health to
support the transformation

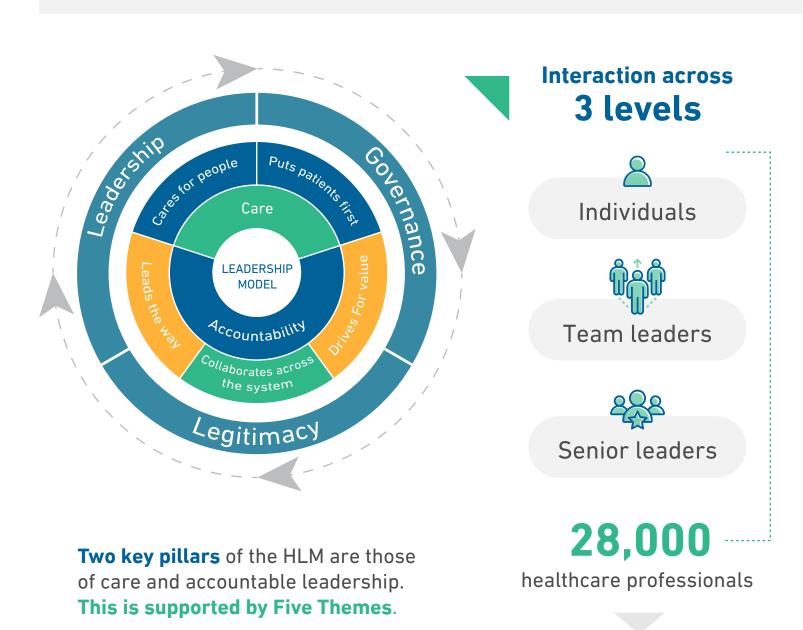
Healthcare leadership

10-year

transformational program

There is a unique opportunity to evaluate the long-term impact of transformational change in improving healthcare leadership and governance on a longitudinal basis.

# HEALTHCARE LEADERSHIP MODEL(HLM) achieving the vision through behavioral change



**Public Acceptance** 

of leadership Style

# INITIAL FINDINGS Regional Literature Review (KSA examples)

### The Impact of Values-based Leadership on Ethical Loyalty in Health Organizations [1]

Ethical Loyalty
- Important

Perception and application of values-based leadership is high.

Alignment between values-based leadership practice and application and ethical loyalty were also high

## Nurses' overall perception of the leadership style of managers [2]

Used Multifactor
Leadership
Questionnaire
(MLQ)

Linked leadership and empowerment Focus on
Transactional rather
than Transformational
Leadership

#### **Accountability Initiatives 13**

Focus on the "patient first" principle

Process included the promotion of knowledge sharing to strengthen the skill set

early results were encouraging but sustainability was poor.

[1] Yamin, M. a. Y. & Mahasneh, M. S. (2018) The Impact of Values-based Leadership on Ethical Loyalty in Saudi Arabian Health Organizations. International Review of Management and Marketing, 8(3), 6-13.

[2] Asiri, S. A., Rohrer, W. W., Al-Surimi, Khaled , Da'ar, O. O. & Ahmed, A. (2016) The association of leadership styles and empowerment with nurses' organizational commitment in an acute health care setting: a cross-sectional study. BMC Nursing, 1-10
[3] Hassanain, M. (2017) An Overview of the Performance Improvement Initiatives by the Ministry of Health in the Kingdom of Saudi Arabia. The

[3] Hassanain, M. (2017) An Overview of the Performance Improvement Initiatives by the Ministry of Health in the Kingdom of Saudi Arabia. The Journal of Health Care Organization, Provision, and Financing, 54(1-6).

#### Loadorchin values, Ethics, Sty

Leadership values, Ethics, Style, Performance

**Literature Review** 

#### **Regional Literature Review**

#### **SAPPHIRE Project**

Saudi Arabia Public and Private Healthcare Impact Realisation Evaluation

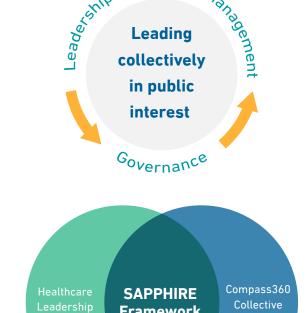
A ten year longitudinal project aims to evaluate the impact of collective leadership during the transformation using the principles of realist evaluation

# Systems & Structures Systems & Structures Application Officentes Region Officentes Participation Officentes Participa

#### The Compass360 Collective Leadership Model

relies on the Relist Evaluation mechanisms

The outer circle contains the seven collective leadership values with each value supported by either four or five collective leadership behavioral standard.



Further research will consider the synergy between accountable and collective leadership as an innovative approach to improve governance through transformation mechanisms aligned to a 360 collective leadership model

# Discussion

Method