

Clinical Services Plan: Case Study 16

Physician Leadership Development

Enhancing leadership capability to deliver a complex transformation

JHAH's five-year Clinical Services Plan
Transformation Project 2B

Champion
Dr. Peter Bibawy



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Project details



The objective

- To achieve a demonstrable improvement in physician leadership and management capability.

The priorities

- Finalize a leadership development framework
- Introduce a development program for Chairs and Chief Position Holders
- Ensure succession plans and individual development plans
- Publish a prospectus that describes JHAH's integrated development program.

The timeline

- Project kick-off: January 2023
- Project completion: December 2023

The project team

Sponsor:

- Dr. JJ de Gorter, Chief of Staff

Champion:

- Dr. Peter Bibawy

Team members:

- Rania Ghamdi
- Mustafa AlSadiq

For more information:

peter.bibawy@jhah.com

About the Clinical Services Plan



Johns Hopkins Aramco Healthcare (JHAH) serves more than 140,000 Aramco employees, their relatives and retirees with a comprehensive range of inpatient and outpatient services. JHAH has carried forward the legacy set by Saudi Aramco of healthcare for all, putting caring for its community at the heart of everything it does.

In 2023, JHAH launched its five-year Clinical Services Plan (CSP). The CSP was developed in response to changing patient expectations and the realization that JHAH must evolve if it is to survive and thrive. The Plan's vision is that JHAH will become the Kingdom's first choice for outstanding integrated healthcare.

The CSP contains 16 strategic objectives to deliver against five goals (service excellence, access, people, sustainability and reliability), and is supported by four delivery principles (accountability, pace, pragmatism and outcomes).

The Physician Leadership Development project was included as Objective #2B in the CSP.

Project background



In the modern era, professionals of all types need far more than outstanding technical knowledge. Accountants, lawyers, surveyors and engineers need to be able to communicate effectively with their clients, act with integrity, provide leadership for their teams, and exercise professional judgement in complex and fast-moving situations.

The same principle applies in the medical profession. JHAH expects all its physicians to be experts in their area of specialism. However, becoming a complete professional means that technical knowledge must be complemented by a range of other skills. Additionally, JHAH operates in a global recruitment market. To attract world-class physicians, it needs to demonstrate its commitment to continuing professional investment and development.

The ambitious five-year Clinical Services Plan is centered around people. No hospital will deliver for its patients if it prioritizes processes, technologies and finances – but pays no regard to its workforce. Hence, when the CSP was approved by the JHAH Board, it was widely recognized that the second objective – focused on Physicians – was possibly the most essential. For this reason, it was included in the first wave of projects that was launched, led by a multi-functional team whose expertise encompassed human resources, clinical and operations.

The project was also launched in the context of two decisions made in 2022 regarding the team's shared journey.

- Firstly, that professional development should be one of the five stated goals. The priorities within this goal were also agreed, and encompassed creating a senior leadership council, restructuring departments, reorganizing key committees, launching a leadership development program, and moving towards a performance mindset.
- Secondly, that it would be part of a shared commitment to transformation, requiring a sense of purpose and involving some uncertainty and interdependencies.

Figure One provides more details on both the goals and the journey.

In addition, since 2022, the Chief of Staff has embraced leadership development for the Senior Leadership Team to conduct quarterly workshops that cover developmental topics such as psychological safety, adaptive leadership, emotional intelligence, situational leadership, presentation skills, transactional analysis, decision making and many more.

Similarly, at the next level ('Chief Position Holders', of which there are around 45 individuals) a separate forum was established to bring the relevant people together for sessions focused on developing leaders with a clear purpose. These forums stimulated wider awareness of and engagement with strategic priorities, ultimately contributing to better results.

Project Delivery



For the first few weeks of project activity, the team focused on gaining a full understanding of the current situation.

The team engaged widely with physician colleagues to understand their career aspirations; data was assembled

and analyzed on the types of training already being funded; and benchmarks were obtained from a variety of sources including universities, professional institutes and globally renowned hospitals. This highlighted a number of opportunities. For example, many stakeholders advocated the benefits of enhancing physicians' skills in the areas of decision making, change management, chairing meetings, public speaking and preparing presentations.

It was agreed the training programs should be designed to ensure that trainees succeed both in their exams and also in their professional development, as evidenced through:

- **Exam pass rates:** Trainees achieved a 94 percent average passing rate across written, clinical, first-part, and end-of-year exams. This metric highlights the trainees' preparation and persistence, including the number of attempts required for success.
- **Training success rates:** Beyond exams, 99 percent of postgraduate trainees successfully advanced through their programs - 100 percent for Fellowship Programs and 98 percent for Residency/Diploma programs.

The team identified three tiers of leadership development for which there was a compelling business need:

- **Emerging leaders:** Emerging leaders are those who have up to two years of experience as managers, team leaders, or in successor positions.
- **Experienced leaders:** Experienced leaders are those with 2-5 years of experience in roles such as senior directors, directors, managers and successors and will benefit from a program designed to enhance leadership competencies.
- **Executive leaders:** Executive leaders are those with 5+ years of experience, including chiefs, chairs, senior directors and successors, who will have access to a program focused on leading organizational strategy.

Once the diagnostic stage was completed, the team turned its attentions to some urgent fixes. This included:

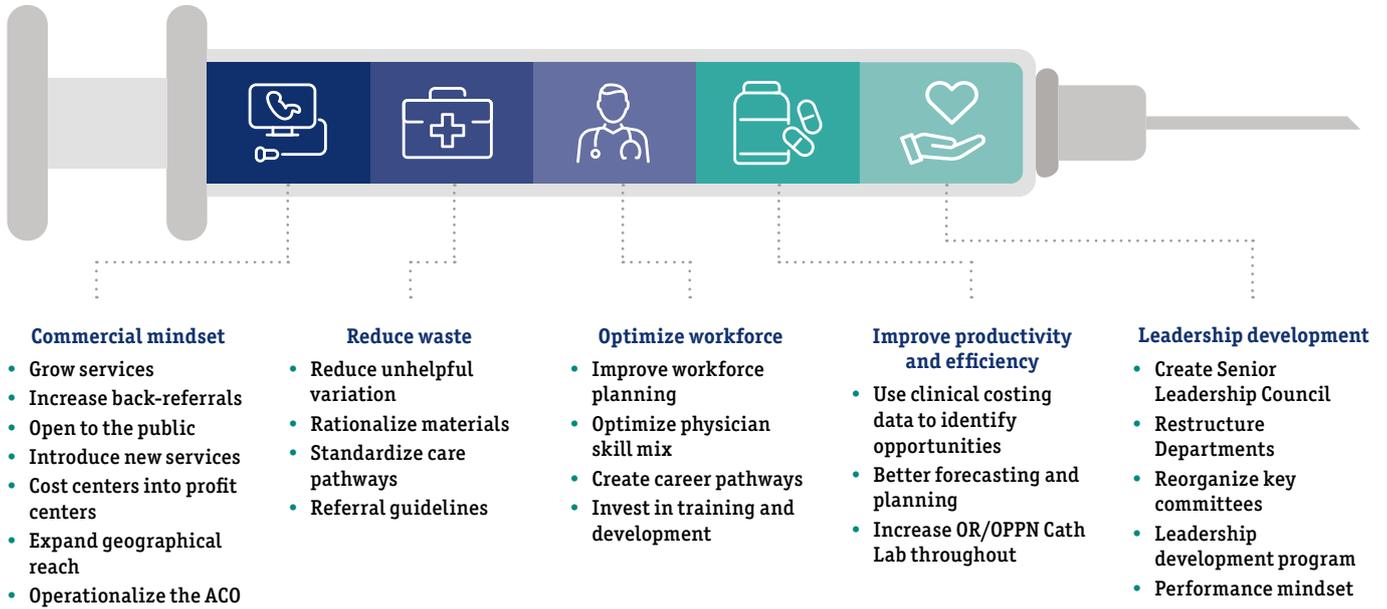
- Succession plans for all Chairs and Chief Position Holder roles
- Short-term development goals prepared for all Chief of Staff physicians
- A competency framework for roles of different leadership responsibility.

As soon as these changes had taken effect, the final – and most significant – task was to design and rollout a development program that was aligned with the vision of 'complete professionalism'.

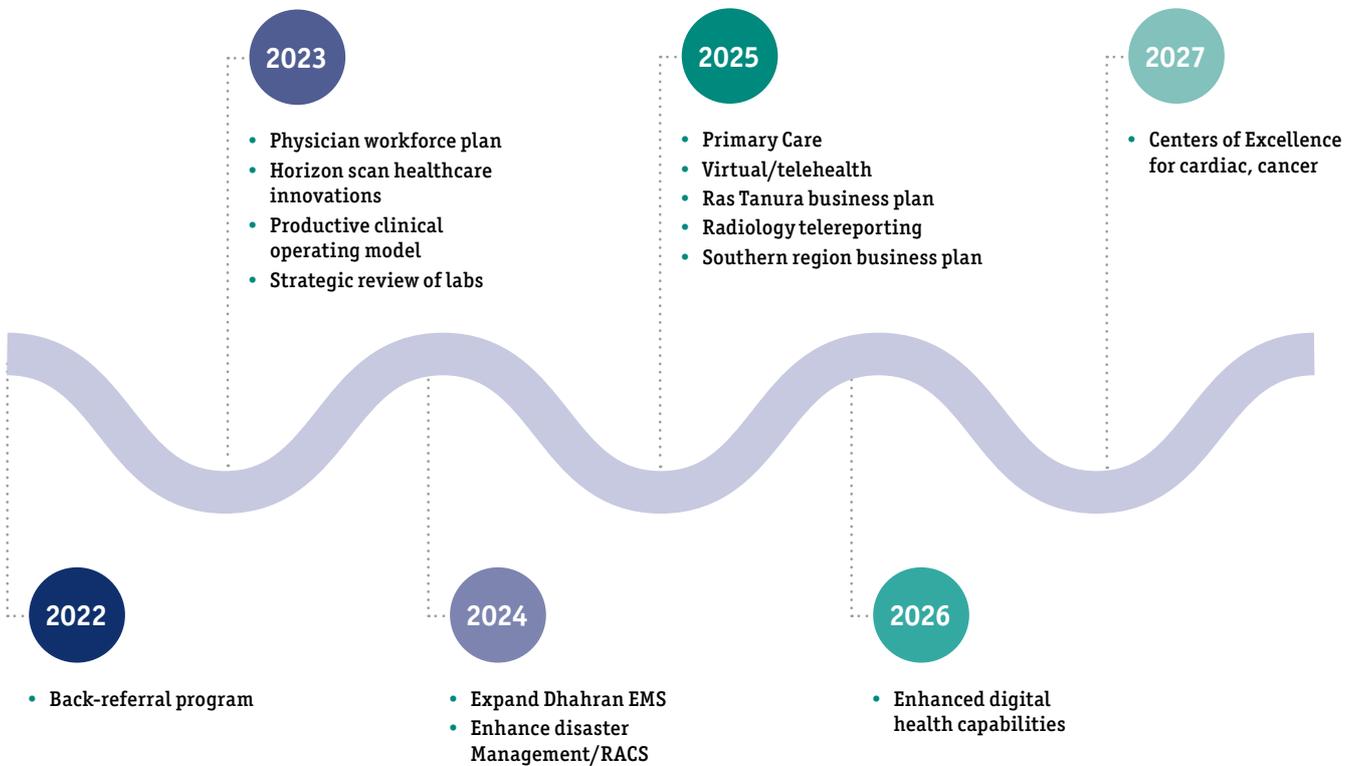


Figure One: A shared journey

Goals



Clinical transformation journey



After considering a range of options, it was decided that the program should be built around eight discrete elements:

Mandatory training

Mandatory training ensures that physicians achieve 100 per cent compliance with the requirements of the Saudi Central Board for Accreditation of healthcare Institutes (CBAHI) and the Joint Commission International (JCI). It includes 16 courses on topics ranging from cybersecurity, to fire awareness, to personal protection, to infection control.

Academic training

JHAH's Academic Training Program offers benefits to residents and fellows, a history of excellence, and impressive pass rates. It is designed to provide residents and fellows with a comprehensive and immersive learning experience, allowing them to develop essential skills, expand their medical knowledge, and excel in their respective specialties.

The program is built on four pillars:

- **Rigorous curriculum:** It combines theoretical knowledge with practical clinical experience. Residents and fellows are exposed to a diverse range of cases and procedures, enabling them to develop a deeper understanding of their specialty.
- **Expert faculty:** A team of highly qualified and experienced faculty members are responsible for the oversight of training and mentorship. They bring their knowledge and expertise to the program, ensuring a high-quality educational experience.
- **Research opportunities:** The program provides residents and fellows with opportunities to engage in research activities, fostering an environment of innovation and scholarly pursuits. Trainees have access to state-of-the-art facilities and resources to conduct meaningful research projects.
- **Interdisciplinary collaboration:** This is promoted to allow trainees to gain a broader perspective on patient care and contribute to comprehensive healthcare delivery.

In 2024, the program's progress was reflected in significant milestones:

364 Number of residents/ fellows enrolled

17 Number of different specialties/ subspecialties offered

144 Number of faculty members

99% Percentage of trainees who achieved board certification

Research training

JHAH's Research Office was established in 2022 to promote a culture of intellectual curiosity and support the development of world-class, innovative, and ethical research – contributing to scientific knowledge and improving the well-being of the community.

Researchers at JHAH focus on addressing key questions in disease treatment and enhancing patient care, and work with the local community to implement preventive interventions.

One priority is collaboration through partnerships with national and international institutions. These multi-institution, multi-disciplinary collaborations bring distinct expertise to a research project. Most critically, important scientific issues or

innovative technologies are identified from the synergy that results in multi-disciplinary teams working together. Current partnerships include Johns Hopkins Medicine in Baltimore, Saudi Aramco, Imam Abdulrahman bin Faisal University (IAU), King Faisal University in Al Hasa, and Al Moosa Health Group.

The Research Office also offers learning and development opportunities for staff and the local community, providing best practices in research methodology and data analysis to nurture the next generation of medical researchers.

Recent initiatives have included:

- **eProtocol software:** This tool automates the IRB application process. The eProtocol is intended to simplify the process of initiating a research study at JHAH. As a result, the volume of IRB applications has increased significantly.
- **Clinical Research Boot Camp – internal:** Two boot camps were held, attracting a total of 39 participants
- **Clinical Research Boot Camp – external:** This attracted over 80 students, researchers, academics, and healthcare professionals.
- **Publication Incentives Program:** This was launched to recognize researchers' efforts and motivate more publications.
- **Research internship program:** This is designed to improve the researcher's skills. It includes pre-interviews to identify weak points and enhance them through comprehensive hands-on training. Research interns are expected to comprehend the clinical research process and initiate future research studies.



- **JHAH’s Annual Research Symposium:** In 2024, this focused on AI in healthcare, a topic at the forefront of medical innovation. The event hosted eight esteemed speakers from across the Kingdom, Qatar, and the USA, with 25 scientific posters and over 175 attendees from diverse backgrounds.
- **Editage Service:** In October 2024, the Research Office announced its collaboration with Editage, an online platform that empowers authors across the globe with knowledge of good publication practices through Editage Insights, a comprehensive author education portal, and workshops and webinars. Editage advocates ethical publication practices and is a member of several industry organizations, including the Committee on Publication Ethics (COPE).

Looking ahead, JHAH aims to further establish itself as a dedicated research center with a clinical trial unit, creating a dynamic hub for innovation and scientific progress that tackles pressing healthcare challenges and further enhances patient care and treatment outcomes.

Continuing medical education

Continuing medical education (CME) involves the completion by all physicians of 30 CME hours each year.

JHAH supports physicians hosting weekly Grand Rounds, monthly educational lectures delivered by different specialty services and an annual multi-disciplinary conference – which are all eligible for CME points. Other

eligible activities can include attending conferences, participating in seminars and workshops, continuing to books, writing research papers and research arbitration. Where applicable, JHAH is open to offering financial support to physicians as they pursue these endeavours.

Leadership development

Leadership development takes a number of forms. The Human Resources department runs a program called ‘Lead Right’, with different modules for emerging leaders (with up to two years experience as managers or team leaders), experienced leaders (between two and five years experience), and executive leaders (five or more years).

The scope extends to topics such as finance and budget accountability, the art of chairing, digital skills, conflict resolution, influencing and negotiating, running strategic initiatives and executive coaching. In 2023, Lead Right delivered 18 in-house workshops and 42 LinkedIn online courses. In addition, in 2022 the Chief Of Staff department launched a Talent Leadership Program, focusing on practical steps which translate these enhanced leadership skills into tangible project deliverables.

As part of the continuous improvement of development programs and training offerings, JHAH asked participants for their feedback to better understand their experiences. The survey results highlighted how participants have engaged with the programs.

Figure Two: FMLM program expectations

	Discover your own leadership styles	Learn how to identify your unique leadership style and adapt it to different team dynamics and organizational goals.
	Enhance your communication skills	Master the art of clear, empathetic, and persuasive communication – key to inspiring and uniting teams.
	Strengthen your decision making	Develop frameworks for making effective, ethical and timely decisions, even under pressure.
	Build your emotional intelligence	Understand and manage emotions – yours and others’ – to create a positive and inclusive work environment.
	Lead through change	Acquire strategies to guide your team and organization through transitions with resilience and foresight.
	Foster team collaboration	Cultivate a culture of trust, innovation and mutual respect to drive exceptional team performance

Figure Three: Chief of Staff Training and Development Prospectus 2025



Looking ahead, priorities include:

- **Adjunct titles:** Academic recognition is a cornerstone of professional growth, and achieving an adjunct title is a prestigious milestone for educators. These titles not only acknowledge contributions to teaching and research but also enhances professional profiles, fostering deeper engagement with academic communities. To support this, a structured nomination process is now in place, making this prestigious title more accessible to eligible staff.
- **Enhancing professional growth through external training opportunities:** To complement in-house training, a streamlined process has been finalized for staff pursuing external courses, workshops or postgraduate qualifications. This initiative ensures clarity and accessibility for those looking to expand their expertise beyond JHAH's offerings.

Listening sessions conducted in 2024 highlighted a key area for enhancing employee engagement: Professional Training and Development. Employees expressed a strong desire to feel valued by the organization through investments in their professional growth. This focus not only supports career advancement but also contributes to personal fulfillment and the pursuit of success.

Partnership with the Faculty of Medical Leadership and Management (Applied)

The project team had been encouraged to push its ambitious beyond incremental changes. With this in mind, it entered into a partnership with the Faculty of Medical Leadership and Management (Applied) to build

the competence and confidence necessary to achieve FMLM Fellowship. The initiative, launched to benefit JHAH Clinical directors, Unit Heads and Departmental Chiefs, involves a number of modules and masterclasses, which together comprise a co-designed nine-day spiral learning leadership development program.

Many aspects of the program were originally developed in partnership with psychologists and are founded on the behaviours associated with effective leadership and management.

The program's tools help individuals to understand how others see them, to identify their strengths and areas for development, and assists them to become more effective leaders. It uses confidential feedback from line managers, peers, external stakeholders and other colleagues to provide insight into perceptions of behaviours.

Feedback is discussed with individuals privately, and advice is given about incorporating this feedback into learning development and daily work.

The reason JHAH was placing such importance on a program of this scope and scale was that, in the fast-paced modern business environment, it was recognized that leadership can no longer be limited to 'managing tasks'. It involves motivating people, fostering collaboration, and navigating challenges with vision and clarity. JHAH increasingly values leaders who can communicate effectively, think strategically and drive positive change.



Figure Four: Meeting identified business needs

Leadership tier	Scope	Solutions (in place or under development)
Emerging leaders	Emerging leaders are those who have up to two years of experience as managers, team leaders, or in successor positions.	<ul style="list-style-type: none"> • They will join the Lead Right leadership program, facilitated by our human resources (HR) department, to learn fundamental leadership principles. • Participants will also access 10 specialized courses to enhance technical and soft skills. Through a project management initiative, they will gain practical experience and mentoring to support their professional growth.
Experienced leaders	Experienced leaders are those with 2-5 years of experience in roles such as senior directors, directors, managers and successors, and will benefit from a program designed to enhance leadership competencies.	<ul style="list-style-type: none"> • We are exploring a partnership with a world-class provider to create a program featuring three managerial courses focused on enhancing technical and soft skills. • Participants will also engage in an external leadership program to gain exposure to industry best practices and diverse perspectives. Internal secondments may be offered, providing a broader organizational understanding and valuable experience in different departments or divisions.
Executive leaders	Executive leaders are those with 5+ years of experience, including chiefs, chairs, senior directors and successors, who will have access to a program focused on leading organizational strategy.	<ul style="list-style-type: none"> • The program equips participants to drive vision and strategy through tailored executive coaching. • Opportunities for internal and external secondments may provide immersive experiences in strategic decision-making and high-level management.

By investing in leadership skills, it not only supports individuals to enhance their career prospects but also positions them as a change-makers.

A number of SMART (specific, measurable, ambitious, resourced, timebound) outcomes were identified from the program, and these are summarized in Figure Two.

Secretarial program

The IAAP Certified Administrative Professional (CAP) certification is a professional credential designed for

administrative professionals who want to demonstrate their expertise and commitment to the field. It represents a comprehensive understanding of the skills required in today's administrative roles, enhancing individual career prospects while contributing to the professionalism and recognition of the administrative profession as a whole.

The certification is offered by the International Association of Administrative Professionals (IAAP), a professional association dedicated to supporting administrative professionals worldwide. The CAP

certification aims to validate the skills and knowledge of administrative professionals, enhancing their credibility and career advancement opportunities.

The benefits of certification include career advancement (the CAP certification can improve job prospects and increase the potential for promotions), professional recognition (it provides a recognized credential that signifies a commitment to the profession), and network opportunities (Certified professionals gain access to IAAP's network, resources, and events, facilitating networking and professional growth).

Resident Leadership Development Program

The vision of this program is to equip residents with the skills to drive change and improve health outcomes for diverse populations, so they can excel as clinicians, educators, researchers, and administrators, focusing on communication, teamwork, decision-making, and advocacy in healthcare settings.

The goals include developing leadership skills, promoting professional growth, improving communication and patient advocacy, and enhancing teamwork.

The program structure involves:

- Foundational leadership workshops
- Clinical leadership rotations
- Advocacy and public health leadership
- Leadership in research and innovation
- Professional development and career planning
- Leadership in crisis management
- Program evaluation and feedback.

It is integrated into the residency program, with monthly sessions held on the third Tuesday of each month over a two to three year period.

Southern Area Leadership

The Southern Area Leadership Development Program ('Lead and Grow') is a transformative program for fast-track managers and leaders. It combines skill development, strategic insights, and personalized coaching to enhance leadership capabilities. The program includes a full-day workshop each quarter to foster ongoing leadership development within our organization.

These workshops cover various leadership topics, offering valuable insights and skills.

The curriculum is organized around the a number of interrelated topics, including Financial Analysis and Healthcare Policy, and is taught by experienced professionals in healthcare leadership and development.

In addition, the Education and Research Unit was established at Al-Hasa in 2024, as an extension of Academic Affairs to the southern region. This unit serves as a liaison with the Academic Affairs and Research Office in Dhahran to support academic activities and research in the southern area.

In the first year, achievements included:

- A Research Day in Al-Hasa involving the Research Office in Dhahran
- A monthly multi-disciplinary seminar
- A boost to staff engagement in research, leading to more active projects.

Figure Five: KPI impact of the program

Indicators	2023	2024
Employee engagement survey participation rate	73%	79%
Response rate to the question 'JHAH provides career development opportunities' (out of 5)	3.0	3.22
Chief of Staff engagement score (out of 5)	3.56	3.75



Lessons learned



Reflecting on how the project had proceeded, team members highlighted a number of learning points:

Early agreement of KPIs

Outcome measures are not always straightforward when it comes to developmental matters. Around half way through, the team selected a few that were applicable (such as the number of vacancies at a senior level filled with people on the succession plan). Earlier agreement on these would have helped align everyone involved around common goals.

Awareness raising

Prior to the project, JHAH was already offering many worthy training options. However, many physicians did not realize these existed. The lack of awareness was exacerbated when it came to external candidates. Consolidation of many fragmented activities into a single integrated program, and then communicating this widely through digital means as well as a printed prospectus, helped shift the dial on awareness. The integrated program was communicated throughout the Directorate in the form of a Training and Development Prospectus, as shown in Figure Three.

Train the Trainer Workshops

Train the Trainer workshops are used to build teaching capacity. In 2024, 64 trainers were certified through three workshops.

Funding

An ambitious program can look good on paper, but will flounder and fail unless it is accompanied by commensurate funding. As the project completed its analysis and presented its recommendations, JHAH committed to a twofold increase in CME funding to help make it happen.

The outcome



The Prospectus has become one of the most widely read documents circulating within JHAH, and has stimulated unprecedented level of interest among physicians in their personal development. All physicians now had an agreed annual development goal, and participation rates in development initiatives have soared.

The solutions were sense-checked against the three tiers of leadership identified at the commencement of the project, to ensure solutions were in place for each dimension of the business need. Figure Four shows the result of this analysis.

JHAH is committed to measuring the success of every project within CSP, using quantified indicators. For the Leadership program, it was agreed that the most significant indicators would be derived from the annual employee engagement survey. Strong participation, and an upturn in the ratings, would be taken as objective confirmation that the program was having the desired impact. At the end of 2024, both these criteria were being met, as shown in Figure Five.

Reflecting on the project, Dr. Peter Bibawy drew a direct link between the competency of physicians and the experience of patients during one of the most stressful times in their lives. He observed:

“Investing in people leads to improved patient care, attracts and retains the very best talent, and ensures an engaged and happy workforce. The new training and development framework offers physicians the opportunity for personal development. Our goal is to translate all these developmental offers into a tangible improvement in our service delivered by a vibrant community of clinicians.”

JHAH now benefits a cohort of physicians in positions of authority who have acquired world-class leadership skills to complement their professional and medical excellence. As a new era in healthcare emerges, this places the organization in a powerful position to continue modernizing and transforming to deliver the best services most effectively for its patients.



Dr. Peter Bibawy

Dr. Peter Bibawy is JHAH's Medical Advisor (Training and Development) to the Chief of Staff and Family Practice Consultant.

He is a Senior Fellow of the Faculty of Medical Leadership and Management in the UK, and recently obtained his Professional Certificate in Executive Coaching from Henley Business School, Reading.

Before joining JHAH, his senior roles in the UK included Chair of the Frimley Clinical Commissioning Group, Executive Lead and Chair for the Frimley Academy, and Medical Director for Northeast Hampshire CCG.

He is a regular speaker at international conferences such as the American Association for Physician Leadership, and Westminster Health Forums.



Also available



**Case Study #01:
Horizon Scan**
Scanning the horizon for healthcare innovations



Case Study #02: The Back Referral Program
Enhancing access to JHAH for non-registered Saudi Aramco EMRs



**Case Study #03:
Endoscopy**
Endoscopy waiting times cut from months to weeks



**Case Study #04:
Operating Rooms**
Faster access to surgery



**Case Study #05:
Adult Primary Care Access (Dhahran)**
The doctor will see you now



**Case Study #06:
Adult Primary Care Access (Ras Tanura)**
How Ras Tanura delivered 5,000 appointments - every month



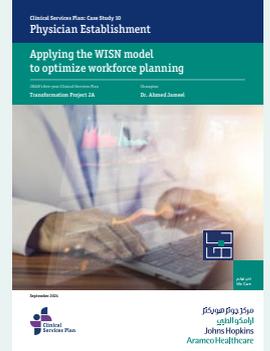
**Case Study #07:
Referrals**
Twenty-six referral pathways under the microscope



**Case Study #08:
Cath Lab**
Tackling the bed crunch



**Case Study #09:
Urgent Care**
A joined-up approach to same-day care needs



**Case Study #10:
Physician Establishment**
Applying the WISN model to optimize workforce planning

Note: Additional CSP case studies are constantly under development. Please email or call your JHAH contact for information on future editions.

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This case study is one in a series that showcases stories from implementation of the JHAH Clinical Services Plan (CSP). The JHAH Board approved the CSP in June 2022. It is an ambitious multiyear program to enhance and modernize a wide range of clinical activities. For more information about the CSP or any projects included in the program, contact the CSP Program Management Office: pmo@jyah.com.



**Case Study #11:
Program Management**
Delivering a five-year
clinical transformation
program



**Case Study #12:
Hospital At Home**
Recovery in the comfort
of the patient's home



**Case Study #13:
Super October**
Meeting the challenge of
1,000 procedures in one
month



**Case Study #14:
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Multi-channel engagement
to turbocharge healthcare
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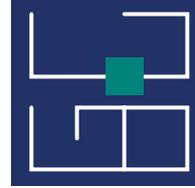
**Case Study #15:
Telehealth**
How virtual technologies
enable 24/7 healthcare
access



**Case Study #16:
Physician Leadership
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Enhancing leadership
capability to deliver a
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**Case Study #17:
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