



American Academy
of Pediatrics



منتجع نوفال للفروسية
NOFA EQUESTRIAN RESORT



AFTA
SAUDI ADHD
SOCIETY

2nd Saudi Pediatric Leadership

ALLIANCE

8-10 December 2012

Nofa Resort, Riyadh

EVENT REPORT



وزارة الصحة
Ministry of Health

PLA SAUDI ARABIA

BE INSPIRED

@ info@pla.sa

@adhdarabia

0554559083 - 0530034981

www.pla.sa



Mr. John Forbes

“

The [1st Saudi
PLA was the]
highlight of my
ten years at the
Academy.

”

JOHN M. FORBES, MBA

Chief Operating Officer & Associate Executive Director, American Academy of Pediatrics (2002-2012)

PLA SAUDI ARABIA

Mission

To foster leadership excellence among Saudi physicians to stimulate improved quality of care and positive health system change healthcare for people with ADHD or chronic healthcare conditions.

Vision

In five years there will be a growing network of active leader physicians spearheading change in every part of the Kingdom of Saudi Arabia.

Objectives

To give Saudi physicians the skills they need to excel as leaders in their field

To establish a national network of PLA alumni who will collaborate on new initiatives

To promote the role of primary care physicians in the diagnosis and management of ADHD

The 2nd Saudi PLA

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وزارة الصحة
Ministry of Health

The burden of **ADHD** can be reduced, but only once access to care is improved.

Section 1: Why ADHD?

1. Why ADHD?

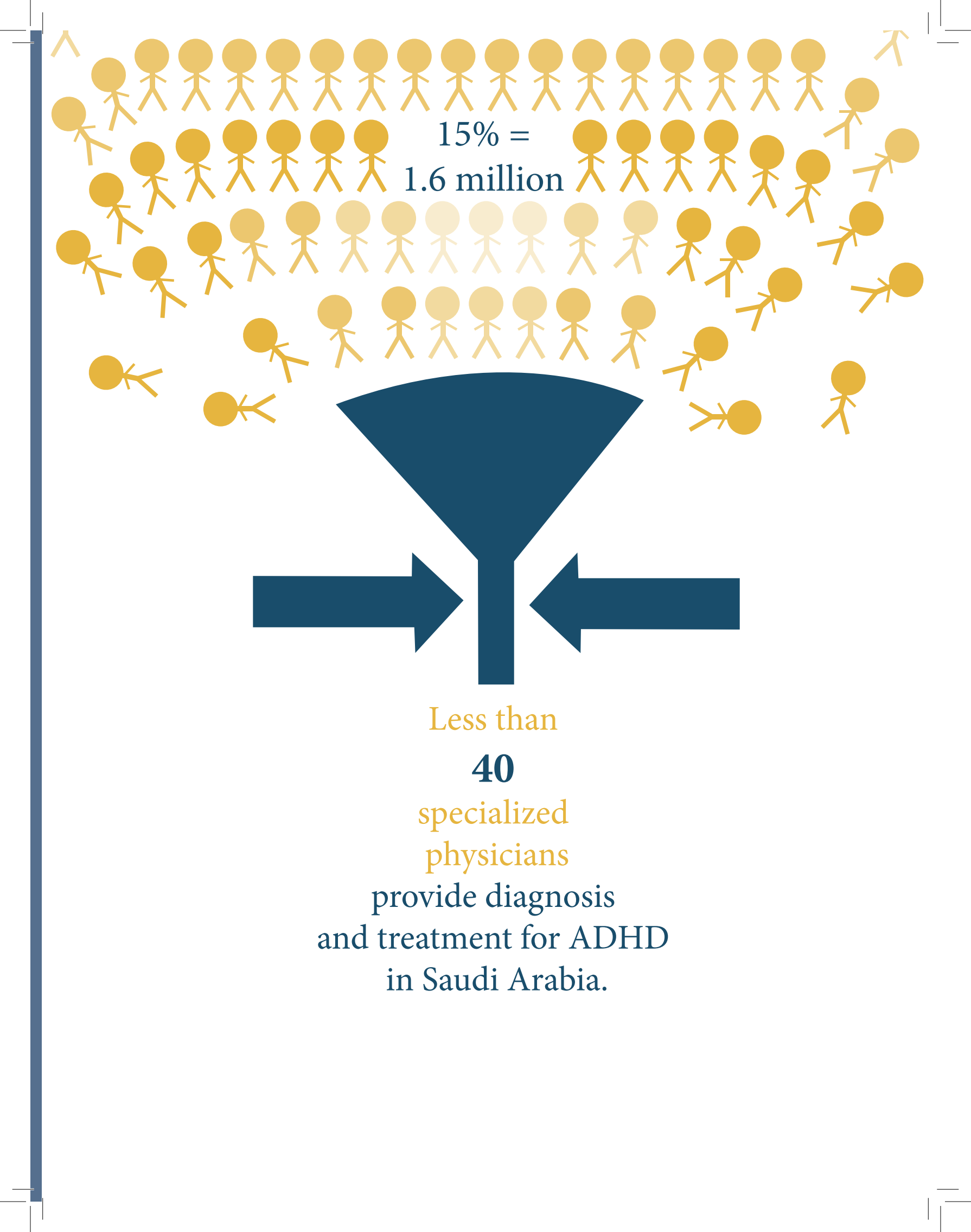
W H Y A D H D ?

ADHD is the most common behavioral disorder of childhood, and has a high socioeconomic impact if untreated; therefore it is essential that children with **ADHD** have access to physicians who can offer diagnosis and treatment.

... however

Studies indicate that **15%** of Saudi Arabian children have **ADHD**, much higher than the international average, and higher than the incidence of many other chronic healthcare conditions.

The healthcare system is
woefully lacking
in its ability to serve
these patients.



15% =
1.6 million

Less than
40
specialized
physicians
provide diagnosis
and treatment for ADHD
in Saudi Arabia.

BACKGROUND

ADHD is the most common behavioral disorder of childhood¹, and has a high socioeconomic impact if untreated², so it is essential that children with ADHD have access to physicians who can offer diagnosis and treatment.

1.6 MILLION SAUDI KIDS

In the U.S., latest studies indicate that 9% of children have ADHD³. whereas in Saudi Arabia, 15% of school-aged children are estimated to have ADHD^{4,5}. The population of Saudi Arabia is around 28 million⁶, of whom 37.2% are under age 18⁷, therefore around one and a half million children are living with ADHD in Saudi Arabia.

WHO TREATS ADHD ?

Internationally, treatment of ADHD is multi-disciplinary process involving a primary care physician as well as social workers, nursing staff and other medical team members. Only patients who are suspected to have comorbid psychiatric or neurological conditions along with ADHD are referred to specialists such as

pediatric neurologists or child psychiatrists.

Up until the beginning of 2012 when we started this project, children with ADHD in Saudi Arabia were only treated by Pediatric Neurologists and Child Psychiatrists. However there are only 35 pediatric neurologists in the whole of Saudi Arabia (a ratio of pediatric neurologists to general population of 0.4 per 100,000 children⁸ - compared to 1.1 per 100,000 children in Canada, which is considered inadequate⁹) and in 1990, no more than two or three child psychiatrists in the whole of Saudi Arabia¹⁰. As of today, there are still only around six child

psychiatrists serving the whole country. These are certainly not sufficient to manage even a small proportion of potential ADHD patients, given the high prevalence.

WHAT IF THEY AREN'T TREATED?

ADHD is a lifelong disorder. Children and teens with ADHD are prone to academic under-achievement, delinquency, crime, substance abuse, teen pregnancy, and traffic accidents, as well as a decrease in workplace effectiveness¹⁰. Among adults, impairment from ADHD can lead to additional missed work days, difficulty accomplishing tasks in the workplace, and less job stability¹¹.

Such economic, social, and health costs are unnecessary. While ADHD itself is not preventable, the negative consequences stemming from the untreated disorder are. Research suggests that evidence-based behavioral and pharmacological interventions can reduce the incidence of criminality, school drop-out, and substance abuse among those suffering from ADHD¹². The burden of ADHD can be reduced, but only once access to care is improved.



PEDIATRICIANS HAVE AN ESSENTIAL ROLE TO PLAY

The American Academy of Pediatrics (AAP) emphasizes the essential role that pediatricians and other primary care physicians should play in the successful long-term management of ADHD¹³.

Only patients who suffer from ADHD combined with other neurological or psychiatric issues need to be referred to specialists.

However, in Saudi Arabia, there is little awareness of ADHD among primary-care physicians, and an unwillingness to become involved in management of psychiatric disorders¹⁴. Our research suggests that a variety of reasons contribute towards this reticence, including not identifying within themselves the potential for initiating change, lack of administrative and collegial support, lack of clear methodology for creating new initiatives, and unavailability of specialized resources to support physician development as leaders. It has been suggested that physicians'

potentials as leaders are limited by the absence of a leadership-training component in the training of young physicians¹⁵.



THE SAUDI PLA

In 2011, we partnered with the American Academy of Pediatrics to customize their leadership training curriculum to address our particular needs in Saudi Arabia. This was the first time for the program to be held outside the United States where it is an exclusive, nomination-only training program. The Saudi Pediatric Leadership Alliance (PLA) was inaugurated in Riyadh in February 2012 and was designed to stimulate the role of primary-care physicians in the treatment of ADHD and other chronic healthcare conditions by offering leadership training tailored for pediatricians using evidence-based leadership principles, to develop the core competencies for public health leadership¹⁶ and to encourage participants to take an active rather than passive leadership role in an interactive program that has been shown to be effective in creating long-term changes in physician behavior¹⁷ and maximizing patient satisfaction¹⁸.

The program is tailored with a focus on ADHD care integrated into the curriculum, complemented by real case-studies from local practice and accompanied by a comprehensive introductory course on ADHD diagnosis and management.

The most effective management of ADHD is a multidisciplinary process that requires cooperation and communication between team members, so the Saudi PLA includes multiple team-building exercises as well as team projects that solicit shared goals towards effective management of ADHD in the primary care setting around Saudi Arabia.

The PLA
empowers
Pediatricians to
lead the change
for people with
ADHD.



“Physicians who take on a role of leadership have the responsibility to acquire skills and abilities that will allow them to measure and understand and improve patient care but also acquire skills and abilities that will allow them to drive change.

- Dr James Reinertsen

Section 2: Event Report

Report

OUR PARTNERS

HH Prince Sultan bin Mohammed bin Saud Al Kabeer

The Saudi Pediatric Leadership Alliance has been most fortunate to gain the support of HH Prince Sultan bin Mohammed bin Saud Al Kabeer, who not only generously held the Saudi PLA under his auspices, but also opened the doors to his beautiful Nofa Equestrian Resort along with its conference facilities and social activities for the faculty and delegates of the PLA.

American Academy of Pediatrics

In 2012, AFTA Society partnered with the American Academy of Pediatrics (AAP) to customize the PLA for a Saudi audience and to integrate ADHD case studies into the curriculum as a vehicle for the pediatricians' leadership program. The first Saudi PLA, held in February 2012, garnered rave reviews from faculty and delegates alike. AFTA Society, along with our partner the AAP, were eager to follow up this success with a second Saudi PLA before the end of the same year.

SABIC

SABIC was our main sponsor during the first Saudi Pediatric Leadership Alliance in February 2012, and they generously returned to sponsor us in the second PLA to support the ongoing initiative to stimulate leadership in primary care in Saudi Arabia and enhance management of ADHD in every region of Saudi Arabia.

Ministry of Health

The Saudi PLA has been supported by the Saudi Ministry of Health since the first PLA in February 2012. The Ministry has generously supported this initiative by nominating and sponsoring the travel and attendance of Saudi Pediatricians and Family Physicians from every region of the Kingdom of Saudi Arabia.



سابك عناك



وزارة الصحة
Ministry of Health



PLA JOINT FACULTY



GILBERT LIU, MD, MS, FAAP

PLA Planning Committee Chair
Associate Professor of Pediatrics
Indiana University
Indianapolis, USA



SUAD AL YAMANI, MD

PLA Saudi Arabia - Organizing Committee Chair
President, ADHD Society
Consultant Pediatric Neurologist & Epilepsy Specialist
King Faisal Specialist Hospital & Research Centre
Riyadh, Kingdom of Saudi Arabia



FRANCIS RUSHTON, MD, FAAP
Clinical Professor of Pediatrics
University of South Carolina at Columbia
South Carolina, USA

The Saudi PLA is conducted by a joint faculty of international presenters and national facilitators. The main lectures are presented by the international faculty, while the national faculty present real accounts of local experiences with each of the 5 principles of exemplary leadership and also serve as group facilitators for each table of delegates. Through the experience of the local facilitators, this maximizes understanding, knowledge retention, and group interaction.



RAIDAH AL BARADIE, MD
Consultant Pediatric Neurologist
King Fahd Specialist Hospital-
Dammam & Dammam University



AHMED RUMAYYAN, MD
Consultant Pediatric Neurologist
King Fahad Medical City
Riyadh



SAMI AL HAJJAR, MD
Sami Al Hajjar MD, FRCPC, FAAP, FIDSA
Professor of Pediatrics,
Consultant & Deputy Chairman,
Head Infectious Diseases
Director Pediatric Fellowship Program
Director Pediatric Clerkship Program
Department of Pediatrics, KFSH&RC/
Al-Faisal University / King Saud Uni.



ABDULLAH AL BAHRANI, MD
Consultant Pediatric Neurologist
Maternity and Children Hospital-
Dammam

PROGRAM OVERVIEW

The PLA is offered in the format of a series of didactic lectures followed by other modalities shown to enhance participant interactions¹⁹ and opportunities to practice skills, including role playing, team projects, small groups discussion and reporting out, self-assessment, surveys, case studies and review of videotaped scenarios.

Participants are required to demonstrate understanding of quality management strategic planning conflict resolution, community program development, advocacy, managing change and team building through a series of role playing sessions, case discussions, and other interactive formats which have shown to be much more effective in creating long-term change in physician behavior than purely didactic methods²⁰.

The three-day program contained the following modules, which were supported by numerous group activities and assessment tools.

Assessing Care of ADHD in KSA

Leading Effectively in a New World

Model The Way

- Find Your Voice
- Set The Example

Inspire a Shared Vision

- Envisioning the Future
- Enlisting Others
- Creating the Vision
- Communicating the Vision

Challenge the Process

- Experiment and Take Risks
- Foster Risk-taking
- Innovation & Creativity
- Quality Improvement as a Leadership Tool

Enable Others to Act

- Foster Collaboration
- Strengthen Others

Encourage the Heart

- Recognize Contributions
- Celebrate Values/Victories
- Vision in Action

ADHD Update

- Diagnosis and Management
- Case Discussions
- Treatment Options

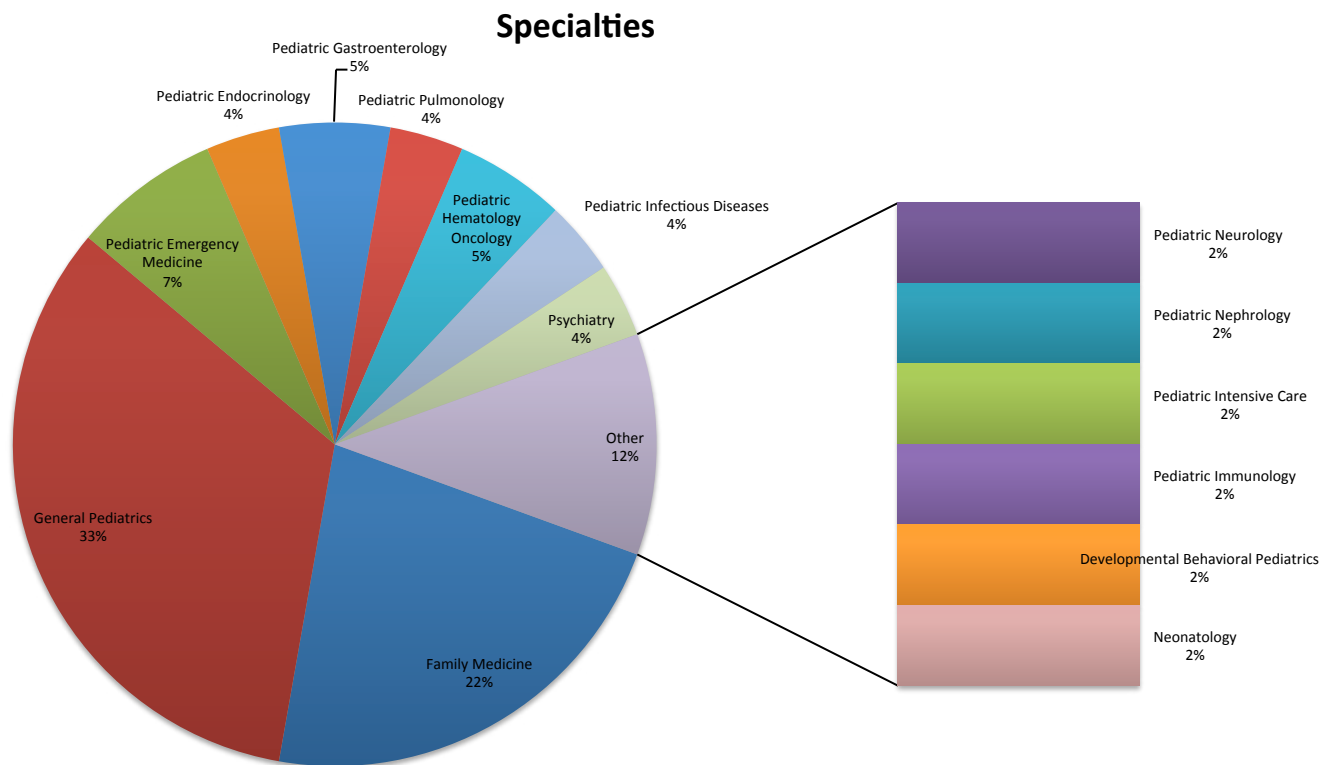


PARTICIPANTS

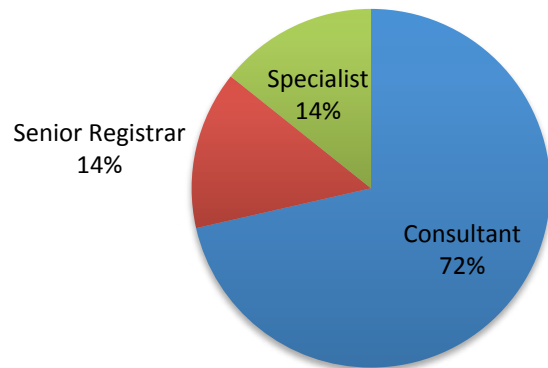
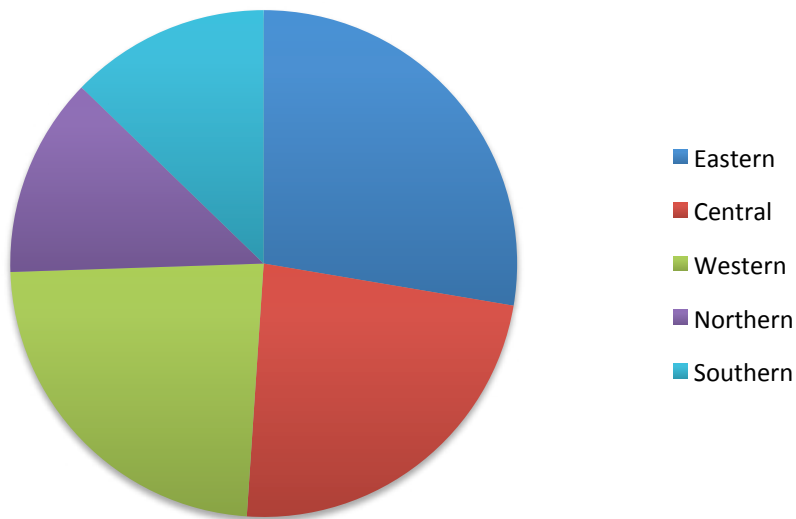
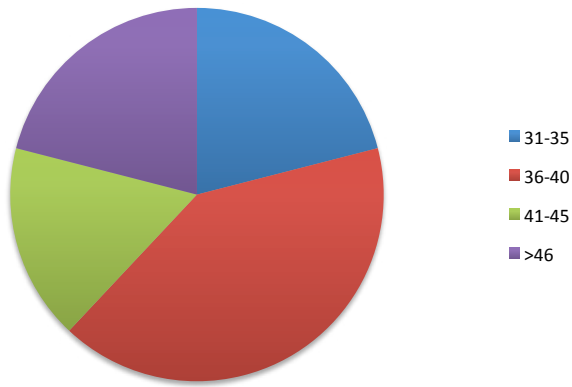
In order to maximize AFTA Society's investment in this project, the acceptance criteria for the PLA are designed to ensure all candidates to have the potential to effect maximum change in the care of ADHD in their local communities. As such, all delegates are required to be male or female Saudi pediatricians or family physicians who have completed their subspecialty (fellowship) training and are younger than 50 years of age. Sixty percent

of delegates in the second PLA had specialties that gives them maximum potential to initiate or improve services for ADHD in their regions: General Pediatrics, Family Medicine, Pediatric Neurology, Developmental Behavioral Pediatrics, and Psychiatry, while the remainder were qualified general pediatricians who had pursued other subspecialties at the fellowship level. While our acceptance criteria required all applicants to have completed fellowship training, fifteen percent of accepted delegates did not fulfill

this requirement, but were accepted as they had long experience and leadership positions in smaller district hospitals.



The majority of attendees (80%) were male and below 40 years of age, and similar to the first two groups trained in February 2012 the number of trainees from the Central, Eastern, and Western regions were about equal, while the Northern and Southern regions were less well represented.



LEADERSHIP CHALLENGE ASSESSMENT

On the first day of training, each participant was required to complete a leadership challenge assessment (LCA), which required them to self-rate themselves on a number of different leadership behaviors. On average, the majority of delegates felt that they displayed these leadership behaviors extensively.

68% - Leadership behaviors displayed extensively

30% - Leadership behaviors displayed frequently

2% - Leadership behaviors displayed occasionally

LEADERSHIP CHALLENGE ASSESSMENT (LCA)

In the space provided under "Rating", please provide your self-assessment in the following behavioral items. Please rate each item honestly about yourself using the scale provided below.

5 - This behavior is displayed extensively
 4 - This behavior is displayed frequently
 3 - This behavior is displayed occasionally
 2 - This behavior is displayed rarely
 1 - I do not display this behavior

QUESTION	RATING
1. I go looking for new challenges that test my abilities	1 2 3 4 5
2. I speak with conviction to others about the higher purpose of our work	1 2 3 4 5
3. I listen closely to all points-of-view before making decisions	1 2 3 4 5
4. I periodically seek out feedback on my performance	1 2 3 4 5
5. I reach out and provide feedback to others	1 2 3 4 5
6. I challenge the status quo by thinking innovatively	1 2 3 4 5
7. I remain positive and optimistic about future possibilities	1 2 3 4 5

SCORING KEY

Please insert your ratings into the appropriate place and add the scores together. When finished, please answer the questions regarding your self administration of this questionnaire.

CHALLENGE THE PROCESS	INSPIRE A SHARED VISION
1. _____	2. _____
6. _____	7. _____
11. _____	12. _____
16. _____	17. _____
21. _____	22. _____
Total = _____	Total = _____
ENABLE OTHERS TO ACT	MODEL THE WAY
3. _____	4. _____
8. _____	9. _____

Self-Assessment Tool for Leaders; Based on the KP Leadership Model

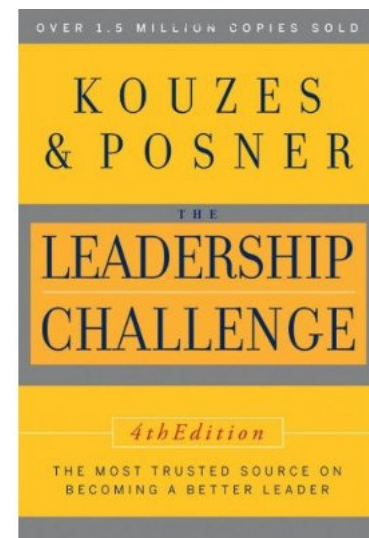
EVALUATION

On the final day of training, each group was given an evaluation form which asked them to rate the various components of the program as represented by the “5 Principles of Exemplary Leadership” on which the PLA is based. They were asked to comment on the amount of time spent on each component with a scale of Needed More > Adequate > Needed Less, and they were asked to evaluate the usefulness of each

module to their own leadership development using a scale of Highly Useful > Somewhat Useful > Not Very Useful.

The 60 Saudi clinicians attending the PLA who participated in the study, had a mean age of 31 (± 2) years old; (f=48) pediatric and (f=12) family physicians. Participants were selected according to pre-criteria based on age, qualification, and experience. They participated in

the 3-day leadership training, and completed the Leadership Challenge Assessment (LCA). A proposed



program to be implemented in their workplace was solicited with encouragement to focus on ADHD management. A pre-evaluation design and Cronbach α were used to promote blind evaluation among participants.

As a unique initiative in Saudi Arabia, there lacks any precedent on which to base a quantitative estimate for the number of children who will benefit from improved services as a result of this training. However, measurement and follow up is an integral part of the program design, which will enable us to study the real-life impact in depth and consequently to enrich and enhance future PLA programs in Saudi Arabia.

Results:

A total of 78.3% ($f=47$) successfully completed the LCA; 80.85% were males and all were employed in government-funded hospitals. The LCA indicated that participants display most leadership behaviors with 68.08% displaying extensively consequent to “enabling others to act” ($SD=0.72$). A significant correlation ($\text{sig } p= 0.03, \alpha=0.519$)

was noted on this set of behaviors providing wider probability of accomplishing set goals. It is also notable that 28.08% will “challenge the process” ($\text{sig } p=0.01, \alpha=0.653$). Moreover, participants who “challenge the process” will likely skip step/s ($\text{coef}=71.667$) while those who “enable others to act” will follow each steps leading to set goals ($\text{coef}=42.0$). Further, participants positively evaluated the training program (78.8%) having at least 35% of them intending to use their training for ADHD management activities while 55% intended for accreditation purposes.

M O V I N G FORWARD

The Pediatric Leadership Alliance is just the beginning of a nationwide partnership of like-minded pediatric professionals, many of whom will go on to raise the level of services for ADHD in their regions, and all of whom will initiate change on some level.

Sixteen of the physicians who attended the second Saudi PLA signed up as full members of the Saudi ADHD Society and expressed interest in

continued collaboration for ADHD in Saudi Arabia.

To facilitate and measure the long-term impact of the leadership training, at six weeks post-PLA, the attendees are sent a follow-up questionnaire to begin to assess the actual behavioral change that may have begun to take place.

The questionnaire asks questions regarding sharing of knowledge and information gained, and in what context, new collaborations formed, new mentor/mentee relations formed and other guidance given to junior colleagues. It also attempts to assess the level of utility of the specific tools learned in the PLA in the specific healthcare environments, and what challenges and barriers have been encountered.

Our goal is to create an ongoing relationship with all alumni of the PLA, and these are the first steps towards that goal.



OPENING CEREMONY

The Opening Ceremony of the 2nd Saudi PLA was held on the evening of the first day. All our sponsors and supporters were invited. The ceremony started at 7:00 and featured welcome addresses by Dr Suad Al-Yamani, President of AFTA Society and Saudi PLA Organizing Committee chair; Dr Gilbert Liu, PLA Planning Committee Chair and AAP representative; Mr Samir Al-Abdu Rabu representing our main sponsor SABIC.

W E L C O M E ADDRESSES

Dr Gilbert Liu acknowledged the important contributions of Dr Suad Al Yamani and the ADHD Society. He noted that the ADHD Society and the AAP continue to move forward in creating more effective systems of care for children with ADHD and enhancing the leadership capacity of physicians in Saudi Arabia, and reaffirmed the AAP's commitment to sharing their educational programs, knowledge and experiences in the practice of "borderless pediatrics."



Eng. Samir Al-Abdu Rabu spoke about a number of SABIC's initiatives that make them regional and global leaders in their industry, and also affirmed their commitment to supporting AFTA Society in their initiatives to promote leadership among primary health care providers and in raising the level of services for children with ADHD in Saudi Arabia.

OPENING CEREMONY

ATTENDANCE

HH Prince Mohammed bin Sultan bin Mohammed bin Saud Al Kabeer

Eng. Samir Al-Abdu Rabu and Mr Naif Al-Obaid (SABIC)

Mr Majdi Saidm (Al-Gosaibi Co.)

Mr Islam El Hefnawy (Eli Lilly Co.)

Renowned journalist Mr Najeeb Al Zamil

Dr Khalid Al Abdulkarim

Mr Ahmed Almgairan (Al Jazeera autos)

Mr Hafez Almadlej

Mr Askar Al Harthey

Mr Thomas E. Williams & Ms Rachel Smith (U.S. Embassy)

Dr Abdulrahman Al Shetwi

Dr Nawaf Alfoghom

Mr Mohammed Al Sager

Mr Khaled Attieyah

HH Princess Areej bint Sultan bin Mohammed bin Saud Al Kabeer

HH Princess Sara bint Sultan bin Mohammed bin Saud Al Kabeer

HH Princess Nourah bint Sultan bin Mohammed bin Saud Al Kabeer

HH Princess Madawi bint Saad bin Khaled Al Saud

Mrs Muneerah Al Sudairy

Mrs Reem Al Jazairy (wife of Sheikh Saad bin Laden)

Mrs Fowziah Al Essa

Mrs Sarah Al Essa

Many thanks also to the professional announcing and speaker introductions by Mr Mohammad Abo Obeid from ROTANA Group.

VOLUNTEERS

The ADHD Society is most grateful for the efforts and support of their dedicated volunteers who dedicated several days of their time in providing logistical services for the PLA.

- Firas Al Mansour
- Alhanouf bint Badr bin Mohammed Al Saud
- Omar Al Ageel
- Mohammed Al Khudr
- Bassam Al Hassan
- Hatem Al Sawy
- Ibrahim Al Mudayfer
- Ammar Naji
- Faisal Al Qahtani
- Fayez Al Faisal





MEDIA COVERAGE

NEWSPAPERS

- Saudi Press Agency
- Riyadh Newspaper
- Al Watan Newspaper
- Al Eqtisadia Newspaper
- Okaz Newspaper
- Enayh Health (online newspaper)

TELEVISION

- Saudi TV1 - Sabah Alarabiya
- Saudi Cultural TV - News Item

RADIO

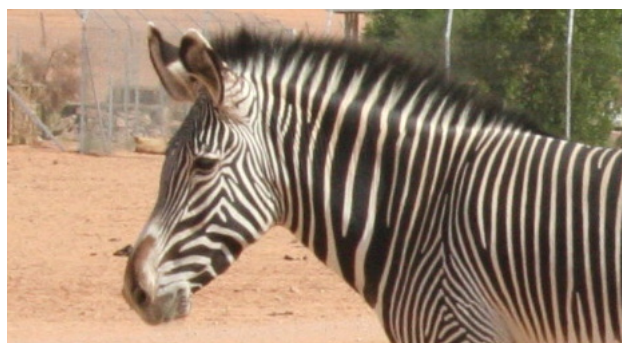
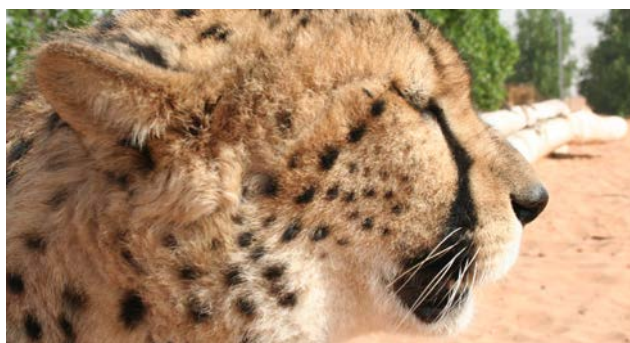
- Saudi Radio 1 - Saudi Morning Program
- Saudi Radio 1 - Our Lives Program
- Saudi Cultural Channel - Morning Culture Program

ONLINE

- Twitter - Promotion and live tweeting of event
- Facebook - Promotion of event on AFTA Society Page
- Website: www.pla.sa - promotion and online registration

SOCIAL ACTIVITIES

The faculty and delegates of the Second Saudi Pediatric Leadership Alliance numerous opportunities to enjoy the numerous and unique attractions of the beautiful Nofa Equestrian Resort where it was held. Our hosts provided sumptuous dining in the magnificent Grandstand that overlooks the race track and golf course, another pampered evening of relaxation at the heavenly African Village, and a morning adventure on a mini safari.



الرياض

جريدة يومية تصدر عن مؤسسة اليمامة الصحفية

الثلاثاء 27 محرم 1434 هـ - 11 ديسمبر 2012م - العدد 16241

«افتا» تختتم فعاليات مؤتمر إعداد القادة الأطباء الثاني

الرياض

جريدة يومية تصدر عن مؤسسة اليمامة الصحفية

الاثنين 26 محرم 1434 هـ - 10 ديسمبر 2012م - العدد 16240

خلال افتتاح مؤتمر إعداد القادة الأطباء الثاني

د.سعاد يماني: هدفنا أن لا يتواجد طفل من دون رعاية صحية متكاملة

اجتماعي / " افتا " تنظم مؤتمر تدريب القادة الأطباء الثاني



ثقافي / ختام مؤتمر تدريب القادة الأطباء الثاني بالمزاحمية



دافنشي كان يعاني منه

اضطراب فرط الحركة.. المرض الذي لم يعق المبدعين

الإلكترونية
الاقتصادية
www.aleqt.com

العدد: 7001 1434/01/27 الموافق: 11-12-2012

مختص: إذا لم نهتم بالأطفال المصابين فسنفقد جيلاً مبدعاً

التفكك الأسري وفرط الحركة.. ترابط خطر

الإلكترونية
الاقتصادية
www.aleqt.com

العدد: 7000 1434/01/26 الموافق: 10-12-2012

فريق طبي "متجول" لرصد المصابين بـ"فرط الحركة"

15% نسبة الأطفال الذين يعانون من المرض في المملكة

الوطن
أون لاين
al-watan

أكدت ملازمة الاضطراب والإبداع في 50 %

رئيسة افتا: رسام موناليزا كان يعاني من فرط الحركة وتشنت الانتباه

معكم
عكاظ
OKAZ

ختام مؤتمر تدريب القادة الأطباء الثاني بالمزاحمية

التفاصيل تاريخ النشر: الثلاثاء، 11 كانون 1/ديسمبر 2012 00:00 المجموعة: صحية عامة

مصحف
عنايت
أول صحيفة صحية إلكترونية

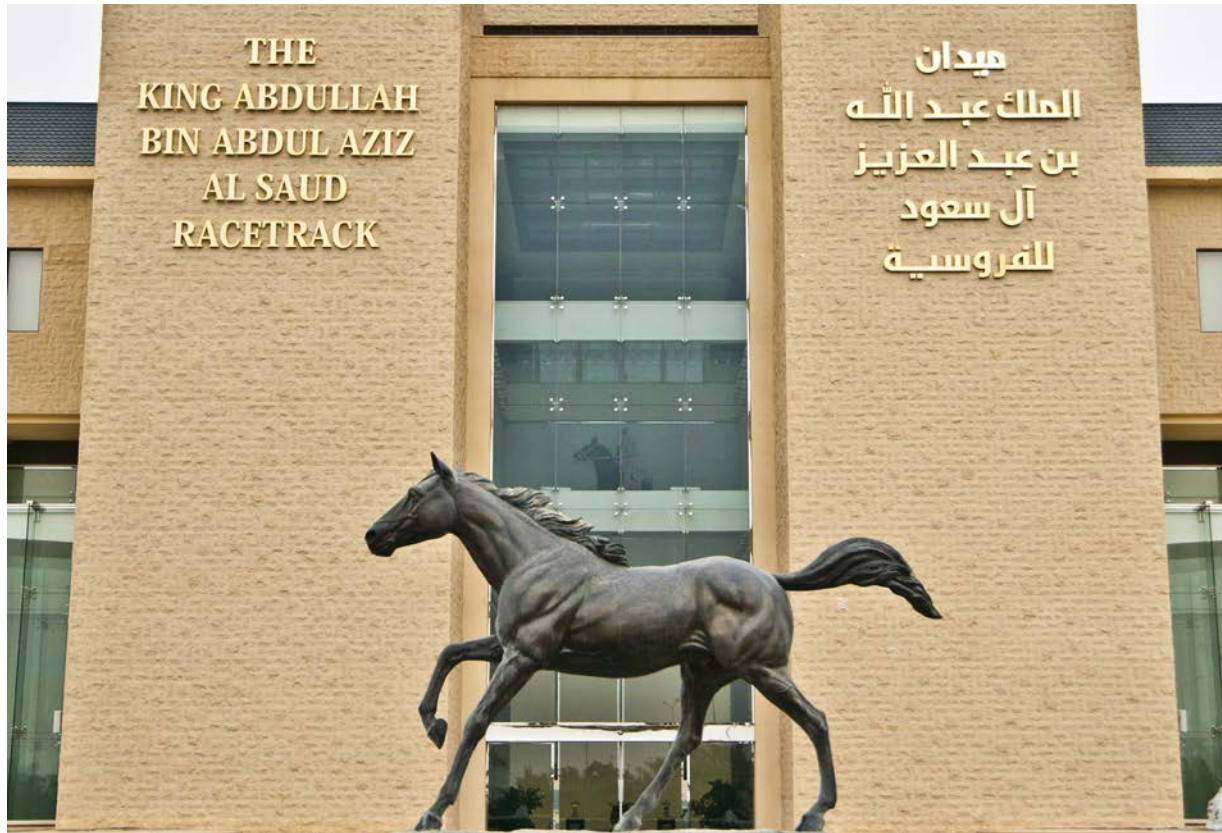
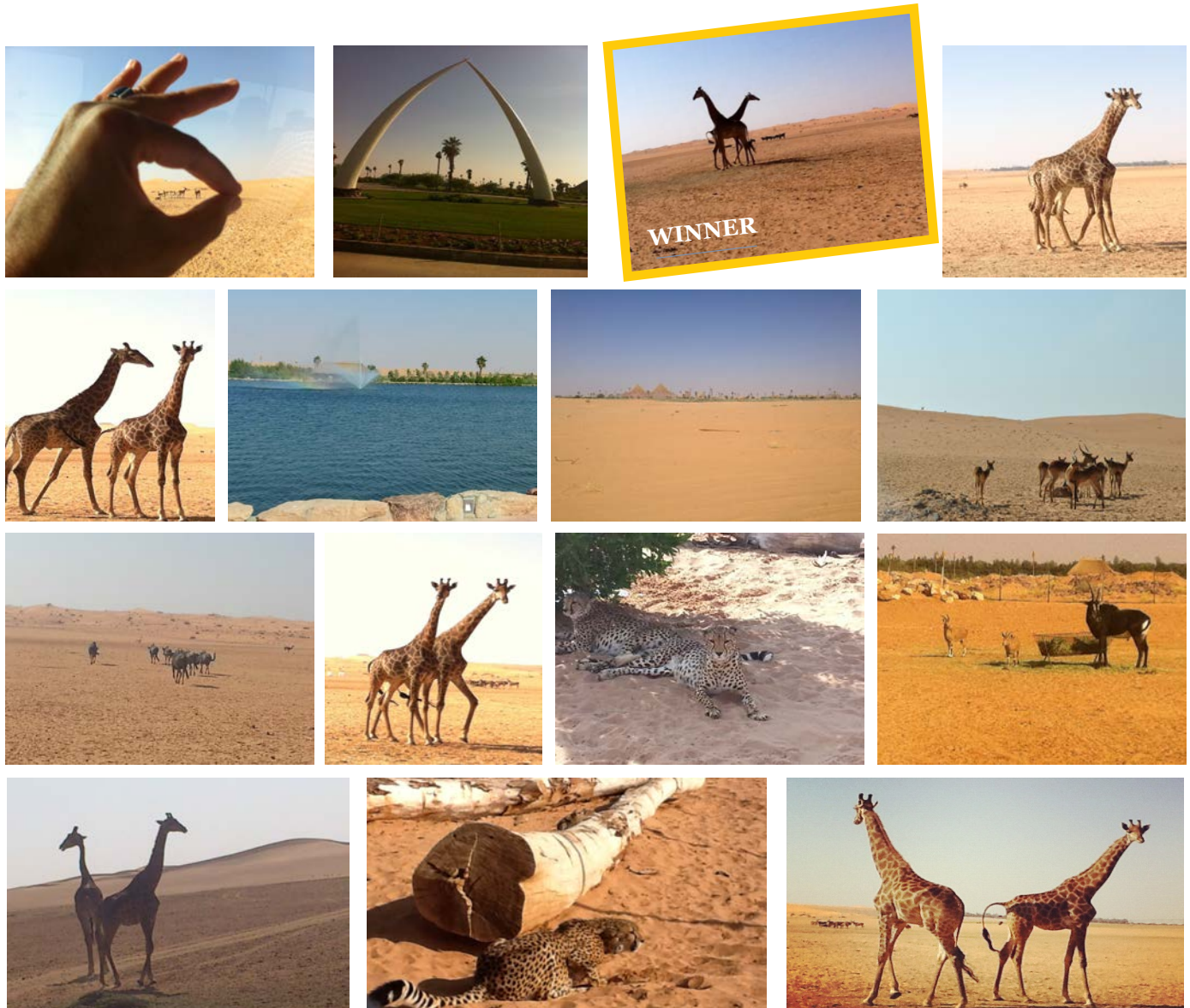


PHOTO COMPETITION

During the mini-safari, delegates were given the opportunity to participate in a photography competition. They were challenged to capture images that symbolized the principles of leadership that they had been learning about during the course so-far.



A team of judges evaluated each photograph on a three-point scale according to how well they fitted the following criteria: 1. Depicts the theme of the 2nd Pediatric Leadership Alliance; focused on Leadership. 2. Depicts the theme of the 2nd Pediatric Leadership Alliance; focused on Stability. 3. Depicts a Vision towards the commitment of Leadership. 4. Depicts a Direction towards attaining goals. 5. Depicts the influence of Nature.



Leaders of Change

PLA SAUDI ARABIA

December 2013





AFTA

Together we can lead
the way to build a
better future for our
children.

American Academy
of Pediatrics

