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**Analysis of Leadership Skills in Global Health Diplomacy: A Study of International
Health Attachés at the Dubai Health Authority in the United Arab Emirates**

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Abstract

Purpose: The aim of the study was to analyse Leadership Skills in Global Health Diplomacy: A Study of International Health Attachés at the Dubai Health Authority in the United Arab Emirates

Methodology: The target population of this study is the leaders who are within the Department of Health-Administration Overseas Treatment, this is because they are directly involved with implementation and functioning of GHDs. The study is based on the interpretivist paradigm and is qualitative; moreover, the primary method of analysis is thematic. This approach will prove ideal in capturing and analyzing numerous and diverse leadership practice experiences in GHD within the DHA, and potentially facilitates improved understanding and practice of GHD in a defined health system.

Findings: The procedure of coding the interview scripts revealed some thematic domains that captured participants' views and experiences on GHD. Therefore, these themes highlight that GHD entails the aspects of the understanding, priority-setting, and communication; vision of strategy and planning; and the process of solving a crisis.

Unique Contribution to Theory, Practice and Policy:

This work seeks to present findings on the detailed practices and or/ difficulties of global health diplomacy based on the account of the respondents who are practitioners in the UAE. It stands in contrast to the current literature, the major part of which offers a more descriptive portrayal of the principles and the strategies of the Global Health Diplomacy, as well as describes cultural sensitivity, the process of strategic planning, and management of crises in the framework of Global Health Diplomacy in a theoretical manner, while this study gives the details of the experiences while going through the cultural sensitivity and crisis management aspects and provides a strategic look at the The detailed analysis of the measures taken during the crises, including the analysis of the situation considering COVID-19 pandemic is beneficial to discover the roles which involve the flexibility and strength in the world of diplomatic relations. This direction is highly beneficial when supplemented with current theoretical concepts (Fidler, 2010; Adams, 2008).

Keywords: *Leadership Skills, Global Health Diplomacy, International Health Attachés, Dubai Health Authority*

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INTRODUCTION

GHD seeks to link with health care system, diplomatic protocols and global health (GH) perspectives in order to gain insight into the UAE's global health diplomacy. This is aimed at offering quality healthcare services. Public and private healthcare providers form the healthcare sector of a country that lays out all the levels of care from primary care to complex treatments. Effective leadership in Health Diplomacy requires a unique set of skills, including cultural competence, negotiation, strategic thinking, and the ability to build and sustain international partnerships. Leaders need to manoeuvre intricate political terrains and promote health policies that favor worldwide communities. They must be good communicators who will articulate health priorities and discuss with various groups of people (Kickbusch et al., 2007). Additionally, the successful execution of health programs demands an in-depth comprehension of global health matters as well as diplomatic processes (Fidler, 2010). These skills enable leaders to effectively represent their country's health interests on the global stage and drive progress in international health collaborations.

A pertinent example highlighting the challenges and importance of GHD during the COVID-19 pandemic involved the theft of a shipment of ventilators bound for Italy from Germany. The ventilators were crucial tools in the treatment of critically ill patients, but they were intercepted and stolen by unidentified individuals. This made Italian healthcare condition more difficult. The fact of the matter is that this occurrence showed how medical supply chain systems can be very weak and need to be protected. It also served as a reminder for nations to always cooperate in times of crisis like this, for example, when some countries had to establish communication with other countries through diplomatic channels or partnerships so as to secure alternative supplies and ensure continuity of their patient care during global health emergency (Friedman 2020). In abstract terms, this sample is an indication that there are close relationships between healthcare services and international politics whereby skilled leaders should be able to steer these challenges towards effective responses for example dealing with crises of global health nature.

Problem Statement

Global Health Diplomacy (GHD) is an important concept for applying diplomacy to the connection of the public health and clinical systems. Therefore, there is some scope to learn more about how GHD can be employed effectively in UAE to enhance the strength of the health care system. Levelling up several critical issues that the COVID-19 pandemic exposed, there were vulnerabilities in medical supply systems around the world. It signified on efficiency of global collaboration in health emergencies. Nevertheless, there are few demonstrable policies as to how the quality of leadership of GHD institutions could be enhanced to orchestrate ways of tackling these challenges. The role of this research is to establish what level of applicability GHD has in UAE to improve the healthcare services available. It aims at promoting enhancement of international cooperation during global health crises.

Research Gaps and Potential Hypotheses/Research Questions

Some of the research questions include; Uniqueness and lessons of GHD within the context of the UAE healthcare system, Strategies for strengthening the competencies of leadership dealing with GHD issues, Roles of GHD in the UAE's diplomacy in the light of global health crises, and Formation of medical supply and demand chains (Kickbusch et al. , 2007; Fidler, 2010). They proposed hypotheses such as the integration of GHD into both local and global health services could have positive effects on both, the enhance of leadership abilities specific to GHD

that will enable UAE better managing of global health issues (Michaud & Kates, 2013). Thus, research questions could concern specific features of GHD in the UAE, the competencies that leaders need to have to make the most of GHD, the effect that the health crises have on the foreign relations, and ways that the GHD can strengthen a global medical supply chain (Adams et al. , 2008). Four of these are important to close in order to improve the UAE role in global health diplomacy and develop a better healthcare system.

METHODOLOGY

Data collection done adhering to the ethical standards of University of Central Lancashire and the research ethical committee of the Dubai Health Authority besides getting informed consent from all the participants before the interviews. This makes the participants understand deeply the aim of the study and their rights thus coming up with an ethical research phase.

An approach is carried out using thematic analysis, that is the process of designing, identifying, analysing and reporting patterns within the data. To begin with, the data collected here will be coded inductively in order to generate themes and subthemes which will then be coded deductively for patterns and/or relationships. This formulation enables the researcher to effectively synthesise the thick data collected from 8 participants and presents coherent analysis into the constructs of GHD leadership.

The target population of this study is the leaders who are within the Department of Health-Administration Overseas Treatment, this is because they are directly involved with implementation and functioning of GHDs. This particular focus will keep the study's results relevant to the GHD leadership in the UAE so as to enrich the existing knowledge base.

Altogether, it is possible to note that the study is based on the interpretivist paradigm and is qualitative; moreover, the primary method of analysis is thematic. This approach will prove ideal in capturing and analyzing numerous and diverse leadership practice experiences in GHD within the DHA, and potentially facilitates improved understanding and practice of GHD in a defined health system.

FINDINGS

The procedure of coding the interview scripts revealed some thematic domains that captured participants' views and experiences on GHD. Therefore, these themes highlight that GHD entails the aspects of the understanding, priority-setting, and communication; vision of strategy and planning; and the process of solving a crisis. New knowledge arising from this study is applied, focusing on the use of technologies, and the management of crisis situation; thus, make additional contribution to knowledge in the GHD literature (Kickbusch & Szabo, 2014; Labonté & Gagnon, 2010; Adams et al. , 2008). Understanding GHD as the integration of health services with diplomatic efforts was a recurring theme. Apart from it, participants underlined that negotiations and cooperation should play a crucial role in dealing with the challenges of the world's health. Culture was also identified as another sensitive area, measures such as offering culture details to the patients and having an interpreter service (Brown & Albright, 2011). One of the solutions that arose in the course of the work was the delegation of work at a distance using information and communication technology to support telemedical and virtual meetings for international health services (Lee & Smith, 2011). The COVID 19 pandemic has offered valuable experiences concerning the management of crisis, For instance, it revealed the value of cooperation at the international level. Interview Script Thematic analysis

Common Themes across Interviews

Understanding of Global Health Diplomacy (GHD): Understanding of Global Health Diplomacy (GHD):

GHD is generally defined as the coordination of health care provision with other forms of diplomacy for the purpose of improving health for people globally. H1 focused on job completion and participants noted that negotiations and collaborations are the crucial elements to tackle the challenges in global health.

Priorities of GHD: The main priorities that were identified are Health Security and Population health, Multilateral Cooperation and Partnership, and New Developments in Medical Science. To this end, participants emphasized that such priorities should be directed towards the nation's strategic directions.

Communication and Negotiation Skills: Thus, communicative and negotiation skills play a vital role in achieving the UAE's foreign health agenda. People gave the examples of the diplomatic successes, which could be reached due to proper planning, organization, and collaboration with the representatives of other countries.

Cultural Sensitivity and Adaptability: Globalization makes it mandatory to appreciate diversity and cultural differences in the stakeholders while engaging them in any project. Some of the acknowledged approaches revealed changes in communication and behaviour like offering cultural information to the patient, providing interconnecting services and being culturally sensitive in practice.

Strategic Vision and Planning: It is equally relevant to ensure that the UAE's approaches to health and wellness are consistent with the country's and the collaborative vision for health. The participants mentioned the following approaches as important for the development of the further state of the global health – the need for the better cooperation with the other states, usage of technologies, and the propensity to reduce the costs of the treatment while increasing the quality.

Crisis Management and Resilience: Crisis preparedness and management are vital in addressing the emerging issues that organizations are bound to encounter. They emphasized that stakeholders need to follow a collective approach, international cooperation, and previous disasters' examination to enhance response practices.

Key Insights: Integration of Diplomacy and Health Services: Thus, the synergy of diplomacy and health services as the key components of the fight against existing world health threats. It was observed that participants stressed on the principles of partnership and cooperation, information sharing in lieu of better health care diplomacy and policy.

Crisis Response: "COVID-19 pandemic was an eye opener to many individuals, organisations and nations in terms of crisis management and sustenance." Examples were provided that showed the collaboration of the countries during the global health threats, emphasizing how diplomatic relations are pivotal when it comes to organizing efficient and effective measures when it comes to eliminating health threats.

Unique Contributions of the Study

This work seeks to present findings on the detailed practices and or/ difficulties of global health diplomacy based on the account of the respondents who are practitioners in the UAE. It stands in contrast to the current literature, the major part of which offers a more descriptive portrayal

of the principles and the strategies of the Global Health Diplomacy, as well as describes cultural sensitivity, the process of strategic planning, and management of crises in the framework of Global Health Diplomacy in a theoretical manner, while this study gives the details of the experiences while going through the cultural sensitivity and crisis management aspects and provides a strategic look at the The detailed analysis of the measures taken during the crises, including the analysis of the situation considering COVID-19 pandemic is beneficial to discover the roles which involve the flexibility and strength in the world of diplomatic relations. This direction is highly beneficial when supplemented with current theoretical concepts (Fidler, 2010; Adams, 2008).

Key Finding

The study revealed that Global Health Diplomacy (GHD) in the context of the DHA is vital in the coordination of health care and diplomacy especially as it regards to the UAE environment. He stressed on the civilised methods of bargaining, cooperation, and multilateralism, which should be particularly useful given the UAE's position as a key healthcare provider. Recognisable priorities have been health security, population health as well as multilateral cooperation – all those are the most relevant upon the context of UAE's national health care strategy as well as its desire to become a leader in global health programs. Great importance was given to a proper communication, cultural intelligibility, and planning skills as the tools for improving the UAE health diplomacy. The study also stressed on the UAE being a nation very actively preparing for the crisis most evident during the period of COVID-19 pandemic and its efficient international cooperation, and the synergy of diplomacy and health care in managing the crisis and re-establishing the UAE as a leader in managing the health diplomacy.

Conclusion

From the interviews, it was possible to gain a cross-sectional view of the participants' lenses concerning global health diplomacy. Common ideas are entwinement of health care and diplomacy, focus on culture, technology use, and one more thing: crisis preparedness. These outcomes highlight the need for affiliated disciplines, mainly global health diplomacy, in managing and eradicating health issues, and enhancing the quality of medical service. The future agenda can be developed as follow: The improvement of the international collaboration, cultural edification and utilization of information technologies with respect to enhancing of the advances of global health.

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Conflicts of interest statement: The authors declare no conflict of interest.

List of abbreviations extracted from the context of this research and the content of the interviews:

1. GHD – Global Health Diplomacy
2. UAE - United Arab Emirates
3. DHA – Dubai Health Authority
4. COVID-19 – Coronavirus Disease 2019
5. WHO- World health organization

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Appendix:**Table 1: Interview Coding**

| Theme | Sub-theme | Key Quote | Number of Participants |
|----------------------|--|---|------------------------|
| Understanding of GHD | Definition | "There are a number of soft power tools in the field of health diplomacy and this is one of them." | 2 |
| | Coordination | "Communicate with hospitals and patients outside the country to facilitate travel matters." | 2 |
| | Global Policy Negotiations | "Global health diplomacy refers to negotiations on global policy issues that shape and affect the global environment of health." | 3 |
| | Integration of Services | "The connection between different regions across continents involves integrating health services with diplomacy." | 2 |
| | Collaboration between Diplomacy and Health | "To bring together the parties involved in diplomacy and those involved in health." | 1 |
| Priorities of GHD | Diplomat's Role | "The diplomat's role in international relations can be characterized as one of the most crucial aspects of the diplomat's scope." | 2 |
| | Patient Needs | "Complete and simple coordination between patients and hospitals and providing the required specialties." | 2 |
| | Health Security and Population Health | "The main priorities of health diplomacy lie in improving health security and population health." | 3 |
| | Cooperation and Resource Sharing | "The priorities of Global Health Diplomacy revolve around fostering cooperation among countries to | 2 |

| Theme | Sub-theme | Key Quote | Number of Participants |
|---------------------------------------|---------------------------------------|---|------------------------|
| | | combat diseases and enhance healthcare services." | |
| | Staying Updated with Medical Advances | "Ensuring our medical treatments are delivered through specific institutions and that teams stay updated with new diseases and treatments." | 1 |
| Communication and Negotiation Skills | Official Visits | "Through official visits to health service providers from health centers and hospitals and meeting with them at global health conferences (Arab Health Exhibition) annually." | 2 |
| | Coordination and Documentation | "Prior coordination between hospitals in India and the Emirates and identification of hospitals through the Office of the Health Authority via email or phone call." | 2 |
| | Authorized Bodies | "Communication is usually done through official bodies and institutions recognized through the World Health Organization." | 1 |
| | Effective Communication | "Achieving a successful diplomatic outcome in healthcare communication and negotiation involves more than just sending patients abroad for treatment." | 2 |
| | Clear and Direct Communication | "Effective communication is crucial in diplomacy." | 1 |
| Cultural Sensitivity and Adaptability | Educating Patients | "A meeting was held with the Korean embassy in the Emirates and it was agreed to increase education locally and promote the Republic of Korea internally." | 2 |
| | Interpreter Services | "My role is to provide an interpreter and we direct them to where to live | 1 |

| Theme | Sub-theme | Key Quote | Number of Participants |
|-------------------------------|--|---|------------------------|
| | | and settle to avoid cultural differences." | |
| | Public Policies | "Official governmental and diplomatic bodies inside and outside the country follow public policies and regulations that ensure the ability to adapt to cultural differences." | 2 |
| | Respect for Cultural Differences | "In the medical field respect for cultural differences is essential." | 1 |
| | Providing Cultural Information | "We provide comprehensive information about the lifestyle and cultural norms of the host country to patients before they travel." | 1 |
| Strategic Vision and Planning | Joint Cooperation | "Increasing the prospects for joint cooperation with international health organizations to achieve goals." | 2 |
| | Reducing Overseas Treatment | "To improve health initiatives by reducing the number of patients sent despite the presence of international hospitals in the Emirates." | 1 |
| | Harmonizing Strategic Vision | "It is necessary to harmonize the strategic vision as it is a sound and rational vision for a rational government." | 1 |
| | Leveraging Technology | "The strategic approach to healthcare now leverages technology such as artificial intelligence telemedicine and virtual meetings." | 1 |
| | Strong Relationships with Stakeholders | "To prioritize our efforts we focus on fostering strong relationships | 1 |

| Theme | Sub-theme | Key Quote | Number of Participants |
|----------------------------------|------------------------------|--|------------------------|
| | | with diplomats and international stakeholders." | |
| Crisis Management and Resilience | COVID-19 Coordination | "We coordinated with international ambulance aircraft to return our patients to the homeland preserve them within the framework of health safety." | 2 |
| | Diplomatic Coordination | "If a patient suffers an accident or a patient dies we contact the diplomatic office and the Consul General directs us." | 1 |
| | Joint Efforts | "Joint efforts between the two parties or all parties related to crises and unexpected crises have become the main focus." | 2 |
| | Lessons from COVID-19 | "We learned valuable lessons from our diplomatic relations during COVID-19." | 1 |
| | Coordinated Action in Crises | "We follow directives from higher administration to prioritize the safe return of patients in crisis situations." | 1 |

*This table organizes the coding of the interview scripts with corresponding themes, sub-themes, specific codes, and a unique numbering system, along with the number of participants who mentioned each theme.