

Dr. Bibly L. Macaya, President of Adventist Medical Center and College Manila, Inc. (2000-2021): A Journey of Leadership, Innovation, and Resilience – A Case Study

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Abstract

This case study examines the 21-year presidency of Dr. Bibly L. Macaya at Adventist Medical Center and College Manila (AMCCM), whose tenure far exceeded the average seven-year CEO service. His administration was marked by two major crises: severe financial instability at the onset and the COVID-19 pandemic toward the end. The objective of this study is to analyze the leadership styles, innovation initiatives, and resilience strategies employed during his presidency and to develop a framework that explains leadership longevity in faith-based institutions. The study employed semi-structured interviews with five participants, including Dr. Macaya as the key research subject, and triangulated the data with institutional documents. The journey was interpreted through an adapted Product Life Cycle (PLC) model covering four phases: Introduction (2000–2001), Growth (2002–2010), Maturity (2011–2019), and Adaptation (2020–2021). Braun and Clarke’s thematic analysis framework guided the coding and interpretation. The findings revealed recurring patterns across leadership, innovation, and resilience. Dr. Macaya demonstrated authentic, spiritual, transformational, strategic, servant, collaborative, and resilient leadership styles adapted to the institution’s evolving context. Innovation initiatives were categorized into foundational, expansionary, institutional, and transformational types, each aligned with AMCCM’s developmental stages. Resilience strategies emerged from faith and prayer, strategic foresight, collaborative effort, and adaptability to crisis. In conclusion, the study proposed a Leadership, Innovation, and Resilience (LIR) Framework as a practical model for sustaining leadership longevity in faith-based organizations facing complexity and change.

Keywords: leadership, innovation, resilience, qualitative, case study, in-depth interviews, thematic analysis, Philippines