

Key Evaluation Findings

Clinic Leadership Institute Emerging Leaders Program, Cohorts 1–5

Summary of Program Findings

The program has contributed to **stronger knowledge, skills and confidence** in areas vital to health center leadership (e.g., broader organizational perspective, managing people and projects), as well as **considerable professional growth** among participants.

- 66% advanced to a more senior role or position
- 51% had significant growth in job responsibilities
- 52% received a salary increase of 10% or more
- 50% report much greater job satisfaction
- 46% pursue additional education or training to further their leadership and careers

Participants' **health centers are stronger** as a result of their program participation, including:

- Increased leadership capacity,
- Greater preparation for healthcare reform, and
- A stronger pipeline of emerging leaders.

The program has helped to **strengthen the network of capable leaders and effective organizations** in California's health centers field and safety net.

Progression of Program Impacts

Nearly all participants continue to work in the community health centers field (94%), and the majority of remaining participants work in the broader healthcare safety net.



Program & Evaluation Overview

Blue Shield of California Foundation's Clinic Leadership Institute Emerging Leaders program prepares emerging leaders to move into executive leadership positions within five to eight years to help sustain a strong community health centers field in California.

The intensive, 18-month program offers in-person, multi-day seminars and a continuum of complementary supports to help participants build their knowledge, confidence and skills to lead health centers into the future.

The key evaluation findings are selected from a longitudinal dataset representing up to 114 participants from the first 5 program cohorts.

Program Components



Participant Characteristics

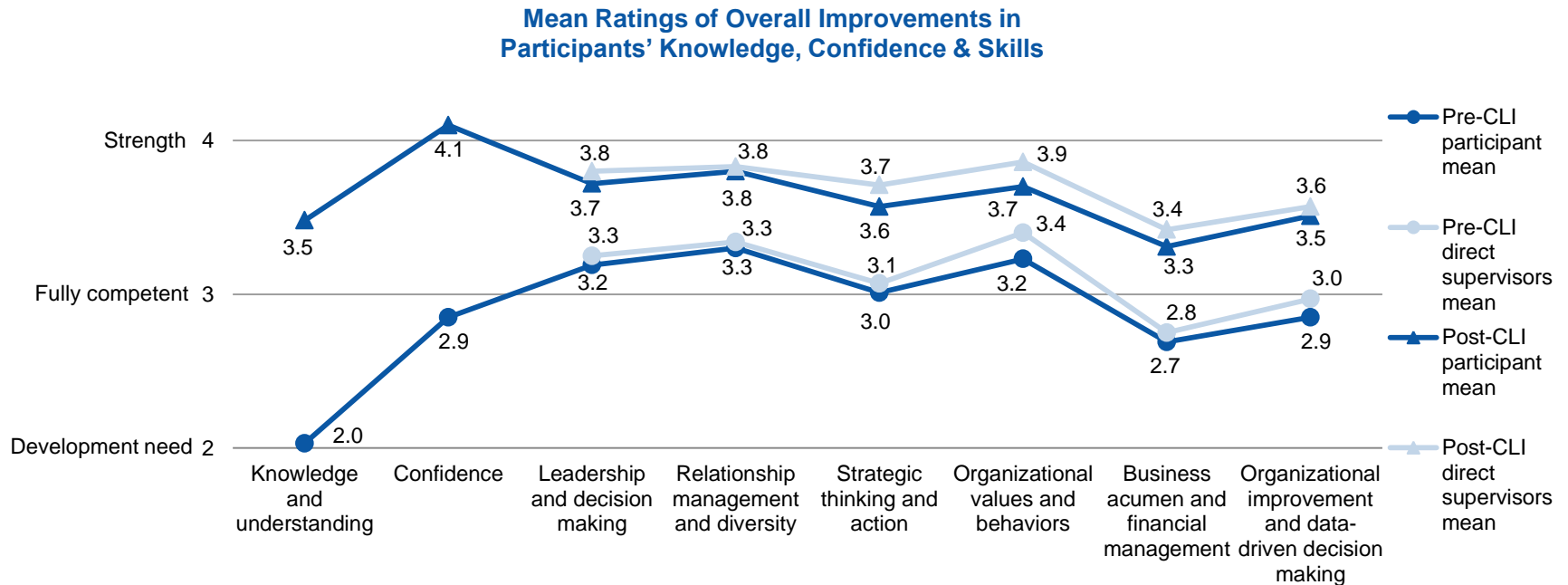
The program participants are a diverse group representing a range of perspectives, experiences and organizations. For example, participants:

- Range in age from 27 to 59 years old (average age 40 years)
- Are primarily female (85%)
- Are racially and ethnically diverse (61% people of color)
- Have varying levels of formal education (e.g., 39% hold graduate degrees; 19% have a high school degree or less)
- Have an average of 10 years of experience in the community health centers field
- Represent urban and rural health centers of various types and sizes throughout California

Improvements in Participants' Knowledge, Confidence & Skills

Participants demonstrate greater knowledge, confidence and skills in areas that are vital to strong health center leadership and closely aligned with the program curriculum.

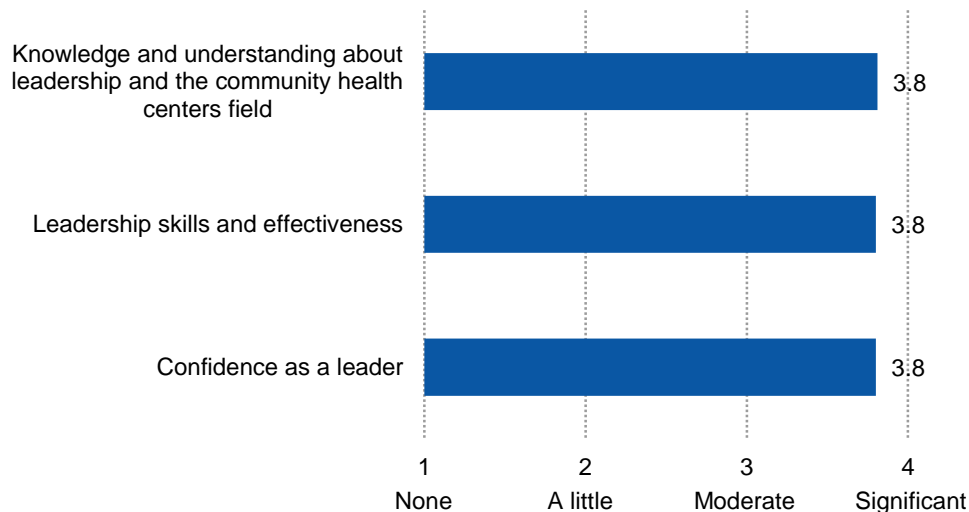
Although, on average, direct supervisors rate participants' competencies slightly higher than participants themselves, the respondents' ratings map closely to one another overall.



The Program's Contribution to Improvements in Knowledge, Confidence & Skills

Participants believe that the program has greatly contributed to improvements in their knowledge, confidence and skills.

The Program's Contribution to Participant Improvements



THE PROGRAM ENHANCES PARTICIPANTS' LEADERSHIP IN THE FOLLOWING KEY AREAS:

- Making data-driven decisions
- Holding a broader organizational perspective
- Managing people and projects
- Understanding the healthcare landscape

Pursuing Additional Education

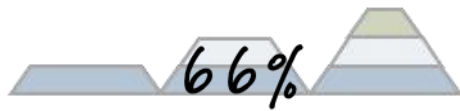
About half of participants (46%) report that they have pursued additional education since beginning the program.

The primary reason for seeking further education is to prepare for greater leadership roles, positions and responsibilities. Participants also note that the program inspired them to continue building on what they learned during the program.

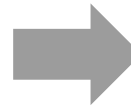
EDUCATIONAL PURSUITS AMONG PARTICIPANTS

- Continuing education courses (e.g., Electronic Health Records implementation and meaningful use, quality improvement, Patient-Centered Medical Home, CLI Executive Excellence program)
- A variety of professional certificates (e.g., nonprofit management, fundraising, coaching, employer law, human resources, practice operations management)
- Degree programs (e.g., Bachelor or Master degrees in health administration, public health, business)

Career Growth Since the Program Began



Advanced to a more senior role or position



Among those who advanced

- 26% moved into executive-level positions (e.g., CEO, COO)
- 28% joined their organization's senior team



Experienced significant growth in responsibilities



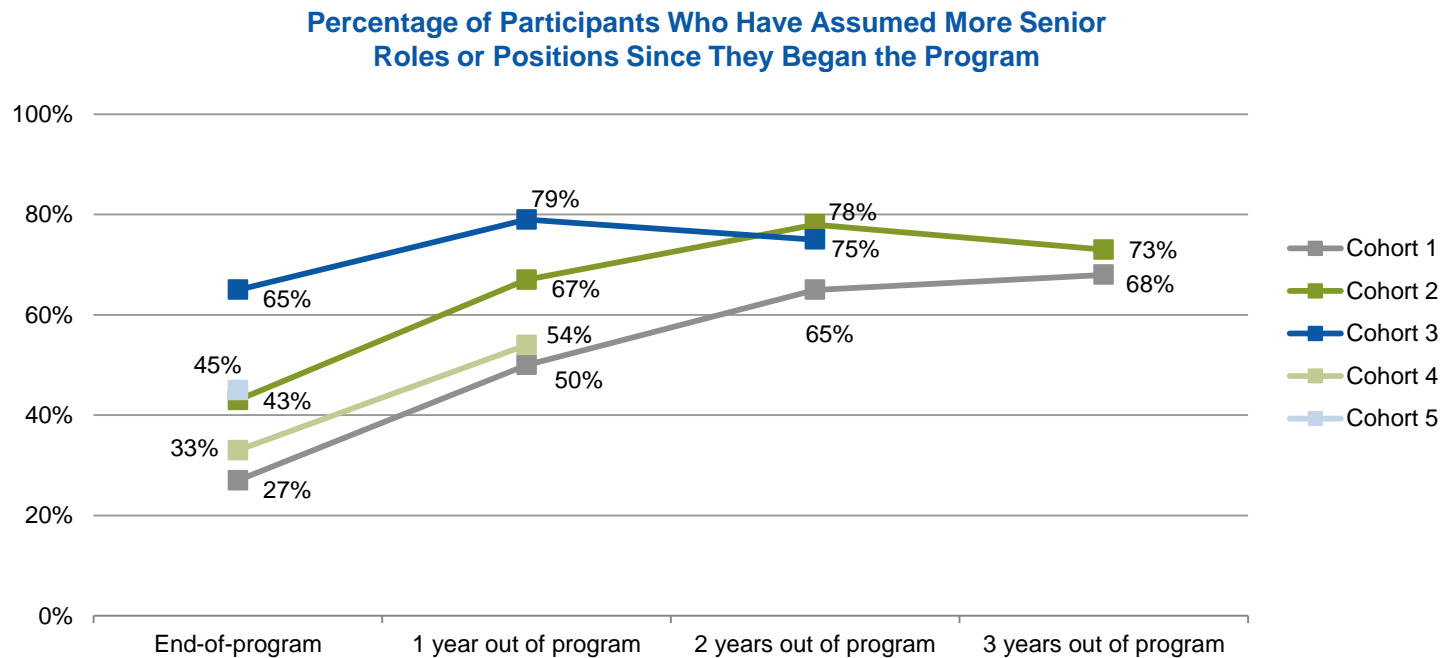
Received a salary increase of 10% or more



Experienced much greater job satisfaction

More Senior Roles or Positions

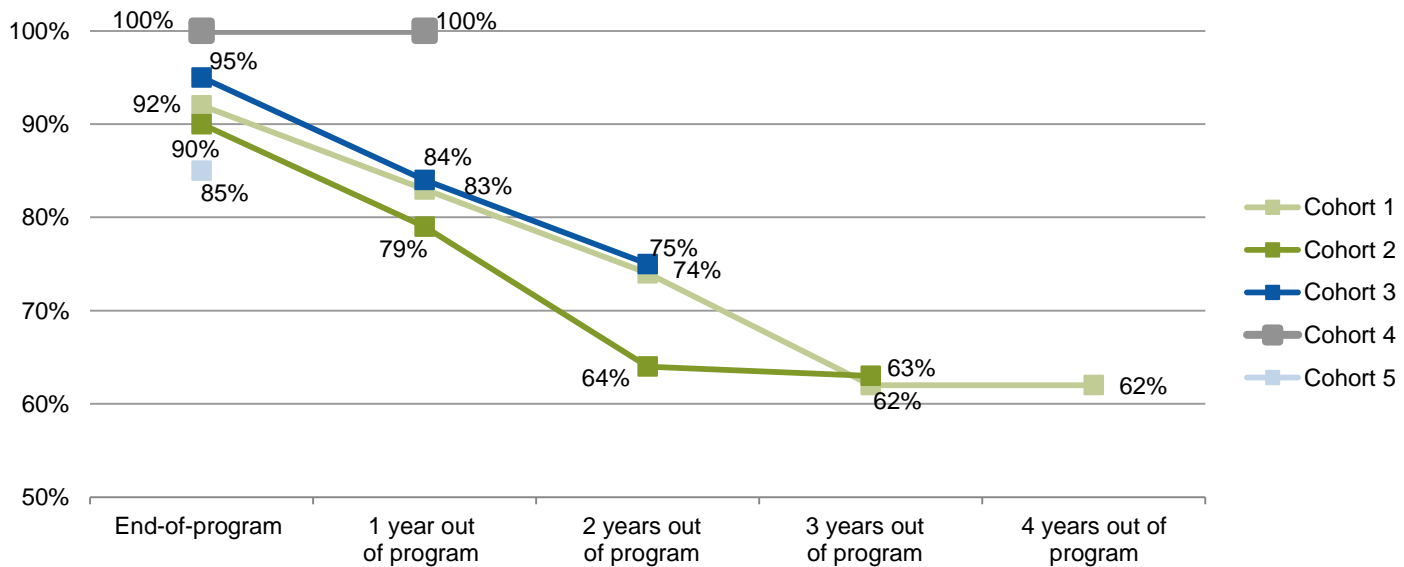
Over time, additional participants move into more senior roles or positions (e.g., health center or site managers, program directors, Chief Operating Officers).



Employment Transitions

Nearly all participants (94%) continue to work in the community health centers field, and most of the remaining participants are in the broader safety net. However, over time, a greater proportion of individuals transition out of the organizations they worked in when they began the program.

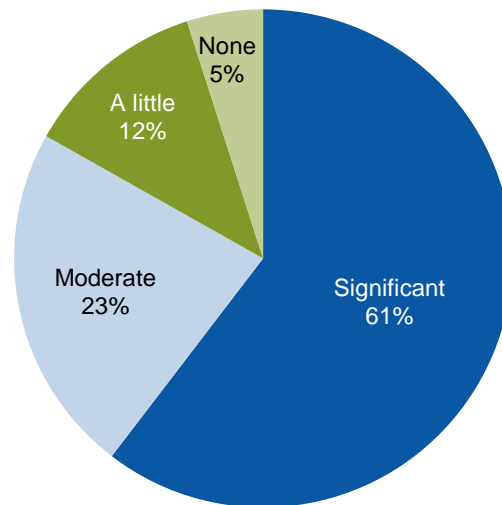
Percentage of Employed Participants Who Work at the Same Organization as When They Began the Program



The Program's Contribution to Growth in Roles, Salaries & Responsibilities

More than half of participants credit the program for contributing significantly to their growth in professional roles, salaries and responsibilities (e.g., managing additional projects, sites and staff; performing expanded administrative duties).

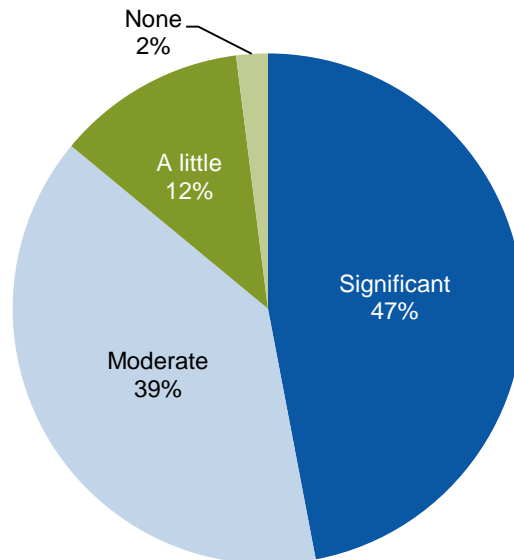
The Program's Contribution to Growth in Participants' Roles, Salaries & Responsibilities



The Program's Contribution to Overall Networking Effectiveness

The vast majority of participants report that the program has made a substantial contribution to their overall networking effectiveness—including the size, diversity and strength of their networks and access to resources and best practices.

The Program's Contribution to Participants' Overall Networking Effectiveness



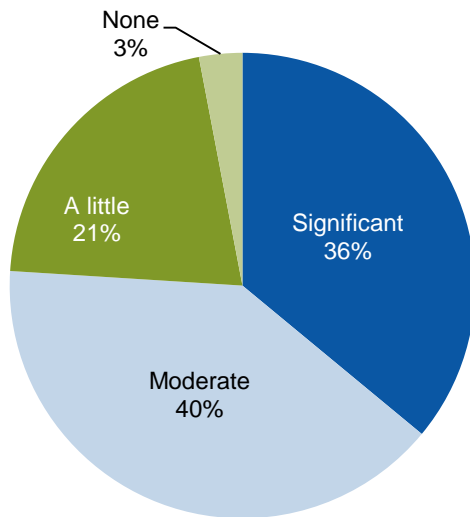
EXAMPLES OF TOOLS & EXPERTISE SHARED THROUGH THE NETWORK

- Electronic Health Record implementation strategies
- Operational policies and procedures
- Job descriptions
- Health center workflow design
- Personnel policies

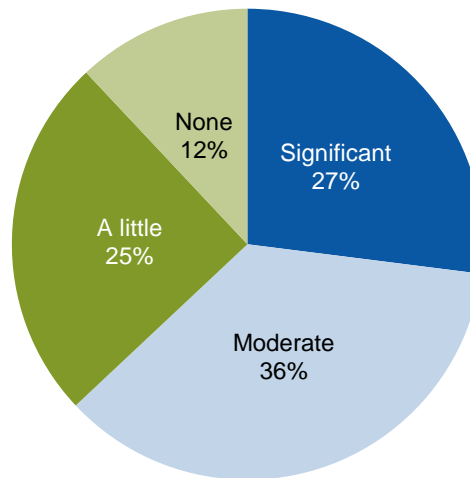
The Program's Contribution to Organizational Improvements

Participants believe that the overall program and clinic-based leadership projects have made a substantial contribution to organizational improvements (e.g., enhanced leadership to carry out organizational projects, stronger pipeline of emerging leaders).

The Program's Contribution to Improvements in Participants' Organizations



Leadership Projects' Contribution to Organizations' Positioning for Healthcare Reform



PARTICIPANTS' CONTRIBUTIONS TO THEIR ORGANIZATIONS

- Enabling access to a broader network and sharing information and resources
- Working with greater efficiency, effectiveness and capacity
- Helping expand and improve the organization's services, visibility and reach
- Promoting executive leadership's commitment to developing staff and planning for leadership transitions
- Building on and reinforcing ideas brought back by colleagues from previous program cohorts

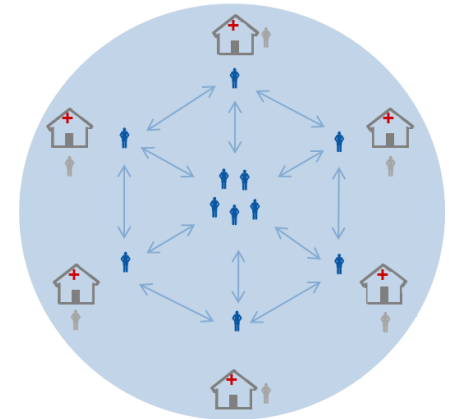
Community Health Centers Field Outcomes

The vast majority of program stakeholders (e.g., health center CEOs, funders) report that the program has contributed to improvements in California's health centers field to date, with additional outcomes expected over time.

The program has helped:

- Prepare a growing number of emerging leaders for executive positions;
- Expose participants to different perspectives, valuable resources and supports; and
- Build and reinforce a network through which outcomes spread from participants to their organizations and to the broader field.

Most stakeholders report that they are confident in the future leadership of California health centers, in no small part due to the program, though they recognize that ongoing investment is needed to ensure that this leadership thrives and endures.



Participant Reflections

"I am grateful to have a universe of people who are so responsive to any request for information or assistance... The ties have only gotten stronger over time, and I appreciate CLI enabling those connections."

"The accumulated effect of having several program participants in key positions has had a significant impact [on our organization] over time. The ideas and tools presented in the program have truly permeated multiple levels in our organization."

"To put it simply, [because of CLI] I feel more empowered to understand the needs of our patients and organization, to work with others in a more successful manner and to navigate the future changes in healthcare, whatever they may be."

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