

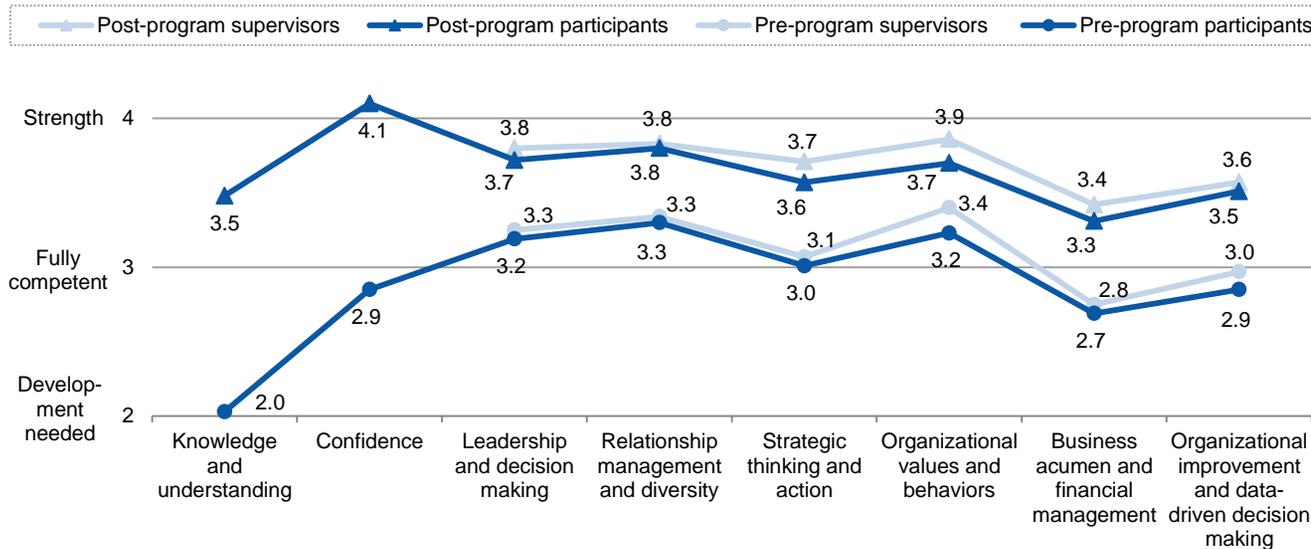
CLINIC LEADERSHIP INSTITUTE EMERGING LEADERS PROGRAM FINDINGS

Program 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**—including peer networking, coaching, a clinic leadership project and an alumni component—to help participants strengthen their ability to lead health centers into the future. Since 2008, **the program has trained six cohorts of diverse participants** from health centers throughout California. These key evaluation findings are selected from a longitudinal dataset representing responses from up to 114 participants from the first 5 program cohorts.

Participant Improvements

Respondents' Mean Ratings of Improvements in Participants' Knowledge, Confidence & Skills



Participants **develop greater knowledge, confidence and skills** in areas vital to health center leadership, including:

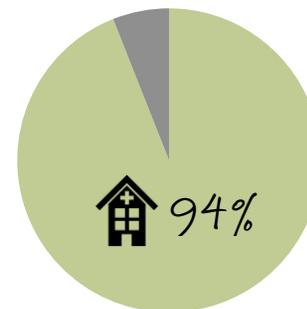
- Understanding the healthcare landscape,
- Holding a broader organizational perspective,
- Managing people and projects, and
- Making data-driven decisions.

Participants **experience considerable career growth** during the program and over time. Many are assuming executive-level or other senior roles well in advance of the program's anticipated five-to-eight year timeframe.

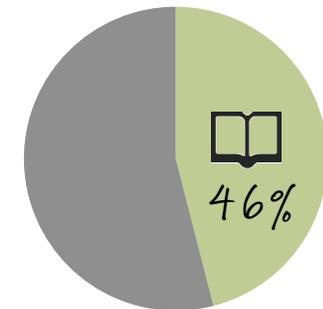
Career Growth Since Beginning the Program



Participant Retention in the Health Centers Field

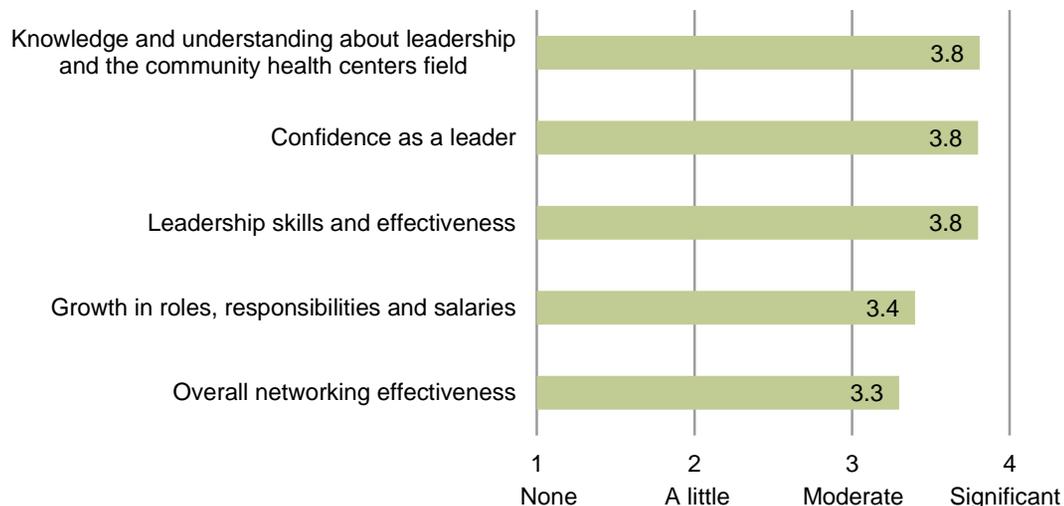


Participant Involvement in Additional Education & Training



The Program's Contribution to Participant & Organizational Outcomes

The Program's Contribution to Participants' Improvements



Participants credit the program with a **substantial contribution to many facets of their professional effectiveness and career advancement.**

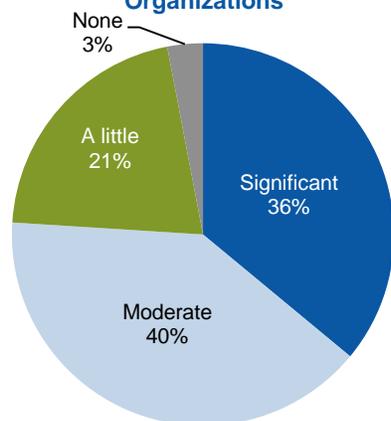
Health centers are stronger as a result of participants' program experience, including:

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

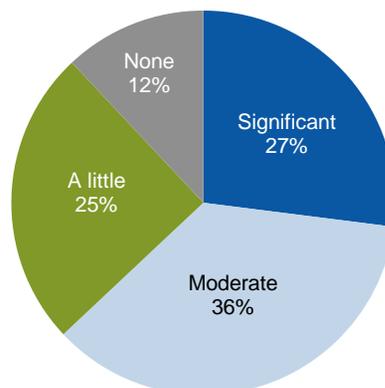
In particular, the clinic-based **leadership projects contribute to participants' skill development and tangible organizational improvements.**

By connecting participants and broadening their access to resources and best practices, the program is helping to **strengthen the network of capable leaders and effective organizations** in California's health centers field and safety net.

The Program's Contribution to Improvements in Participants' Organizations



Leadership Projects' Contribution to Organizations' Positioning for Healthcare Reform



"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."

"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 the program for enabling those connections."

Prepared by:

**INFORMING
CHANGE**

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**clinic
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