

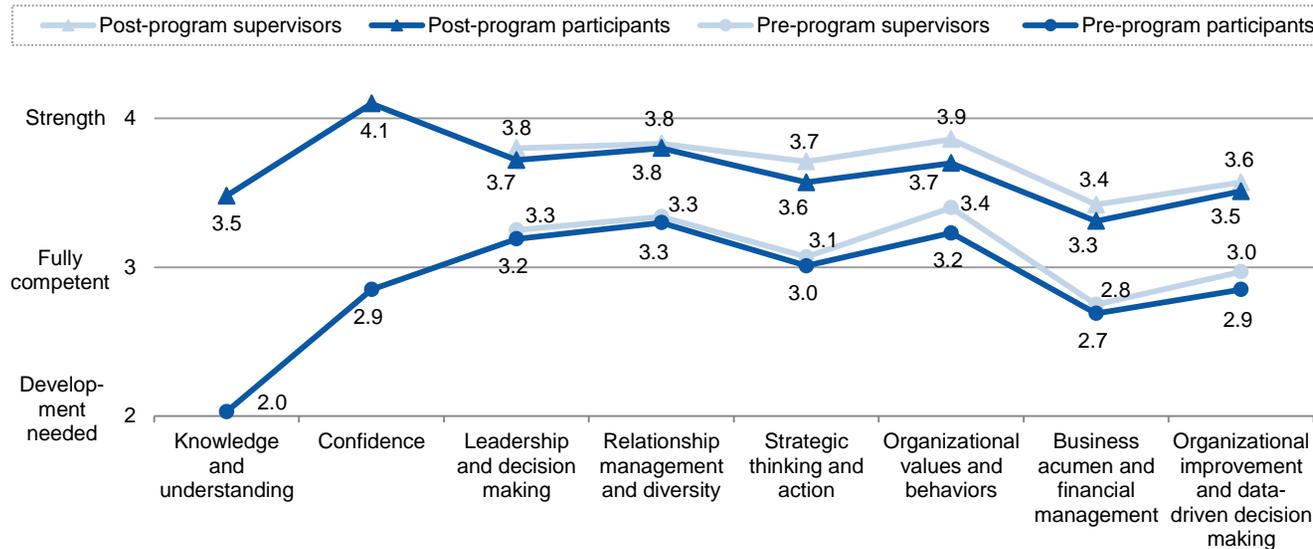
CLINIC LEADERSHIP INSTITUTE EMERGING LEADERS PROGRAM FINDINGS

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:

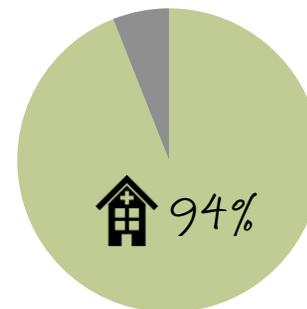
- Understanding the healthcare landscape,
- Holding a broader organizational perspective,
- Managing people and projects, and
- Making data-driven decisions.

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.

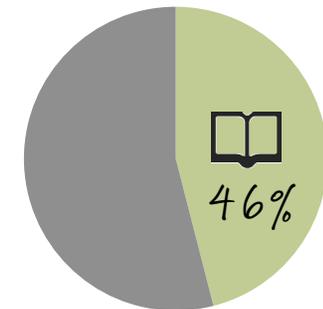
Career Growth Since Beginning the Program



Participant Retention in the Health Centers Field

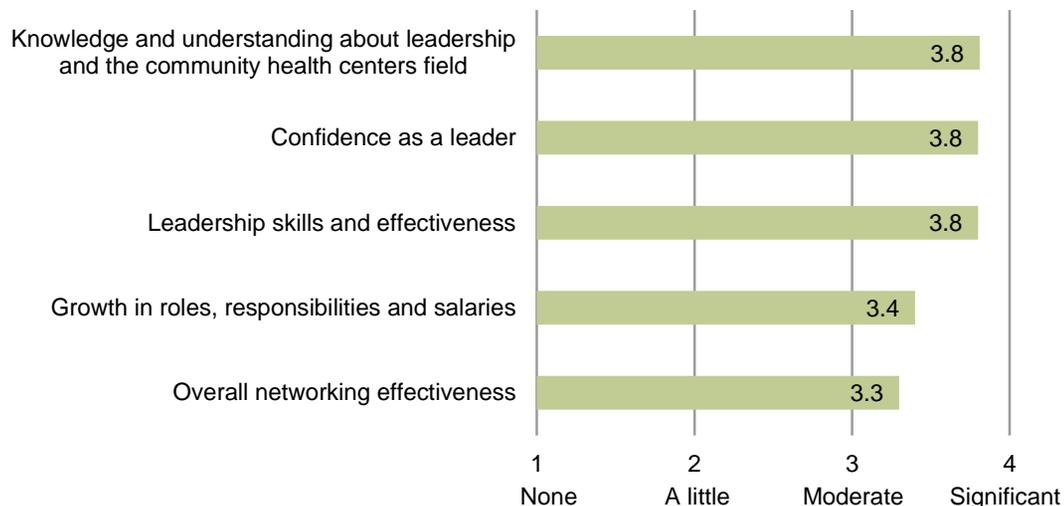


Participant Involvement in Additional Education & Training

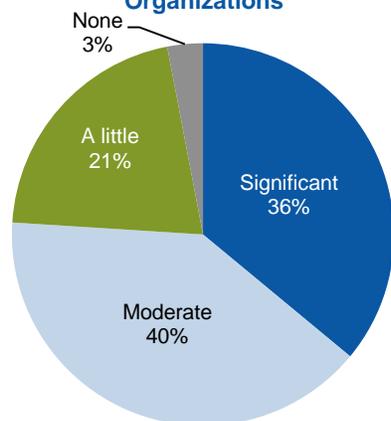


The Program's Contribution to Participant & Organizational Outcomes

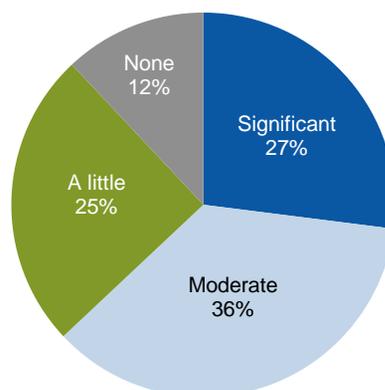
The Program's Contribution to Participants' Improvements



The Program's Contribution to Improvements in Participants' Organizations



Leadership Projects' Contribution to Organizations' Positioning for Healthcare Reform



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.

"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."

"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."

Prepared by:

**INFORMING
CHANGE**

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Prepared for:

**clinic
leadership
institute**

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