

# CLINIC LEADERSHIP INSTITUTE EXECUTIVE EXCELLENCE PROGRAM FINDINGS

## Program Overview

Blue Shield of California Foundation and UCLA Anderson Executive Education launched the Clinic Leadership Institute Executive Excellence program (Ex<sup>2</sup>) in 2012. **The program aims to catalyze leadership and effectiveness among executive teams so that California's community health centers will continue to thrive** in a healthcare environment subject to constant change. **The year-long program offers a rich package of assessment, reflection, instruction, applied learning opportunities and other supports** on the UCLA campus, at participating health centers and online.

These key evaluation findings represent 24 of the 25 participants from the **pilot cohort of 5 health center teams**—including the Chief Executive Officer, Chief Financial Officer, Chief Medical Officer and two other individuals selected by teams—**located throughout the state**: Asian Health Services (Oakland), Gardner Family Health Network (San Jose area), Mission Neighborhood Health Center (San Francisco), Open Door Community Health Centers (Humboldt area) and Venice Family Clinic (Los Angeles area).

## Participants' Outcomes & Program Reflections

Participants' **knowledge, confidence and effectiveness as leaders, as well as job satisfaction, have all improved** since beginning the program. Participants have experienced the **largest improvements in behaviors and skills that set the stage for enhanced teamwork**. For instance, participants are:

- **Engaging in self-reflection** to better understand themselves and their roles
- **Communicating and collaborating** more effectively with peers
- **Capitalizing on strengths**, both their own and others'

The program has earned participants' satisfaction and endorsement due to its **high quality curriculum, strong staff and unique team component**.

*"Ex<sup>2</sup> is an inspiring, challenging and supportive program that provides useful tools, insights, coaching and peer collaboration to clinic leaders. I highly recommend it."*

—Chief Operating Officer

Prepared by:

INFORMING  
CHANGE

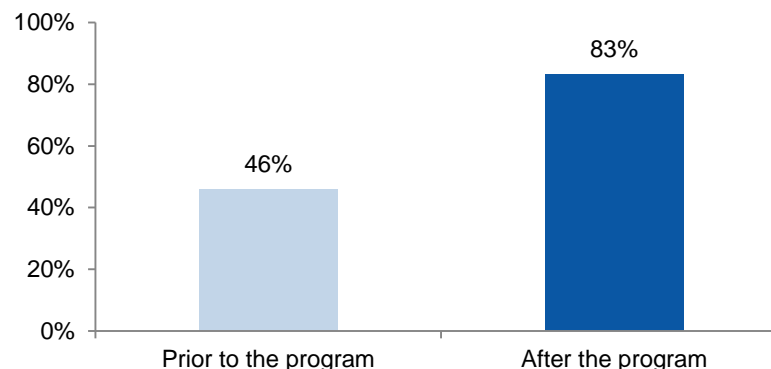
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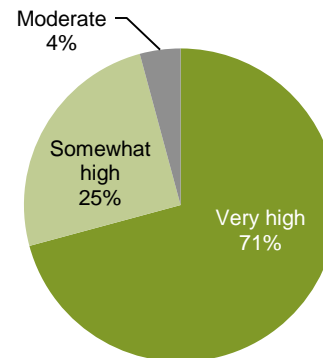
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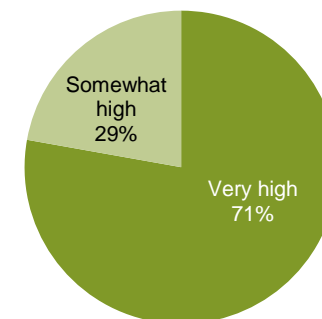
### Participants Reporting Somewhat or Very High Leadership Effectiveness



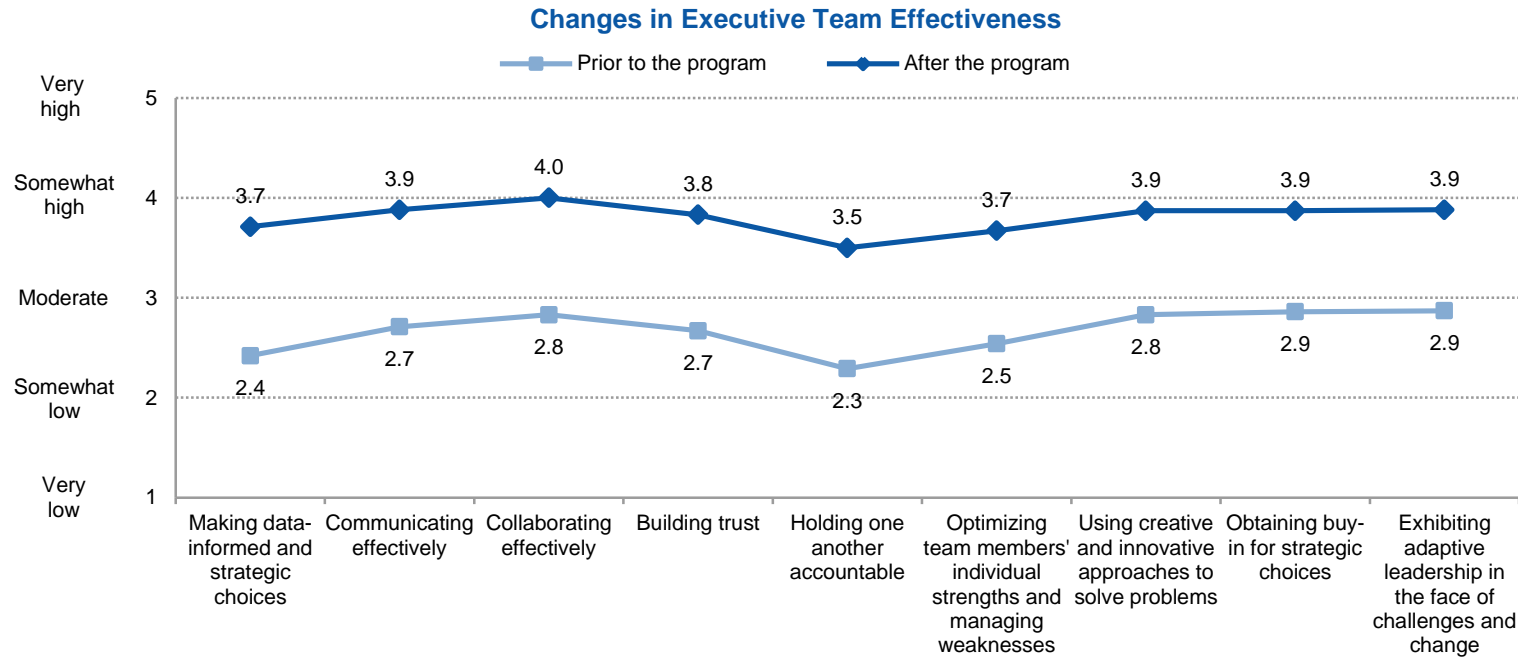
### Perceptions of Overall Program Quality



### Likelihood of Recommending the Program



## Executive Team & Health Center Outcomes



As a result of the program, executive **team dynamics and overall team functioning have improved**. Teams are:

- **More trusting and cohesive**
- **Communicating more openly**, with a better reception of other voices and ideas
- Running more **efficient and effective meetings**
- Increasingly **discussing and using data** to support decisions

**Team readiness for change has had an important influence** on the pace and extent of team outcomes.

*"The program brought us together more as a team to address issues impacting the organization and create a more unified strategy."*

—Chief Executive Officer

*"I gained a renewed sense of purpose, energy and confidence, both in myself as well as in my executive team."*

—Chief Medical Officer

Aligned with key changes among participants and teams, **the program is beginning to promote broader health center improvements**. Teams are sharing Ex<sup>2</sup> tools and otherwise building on their program experience to incorporate new practices and more effectively engage staff.

Many changes are still in development, with **additional time and practice needed to catalyze improvements** among individuals, teams and health centers.

### The Program's Top Contributions to Health Center Improvements



Data-informed and strategic choices



Communication



Collaboration