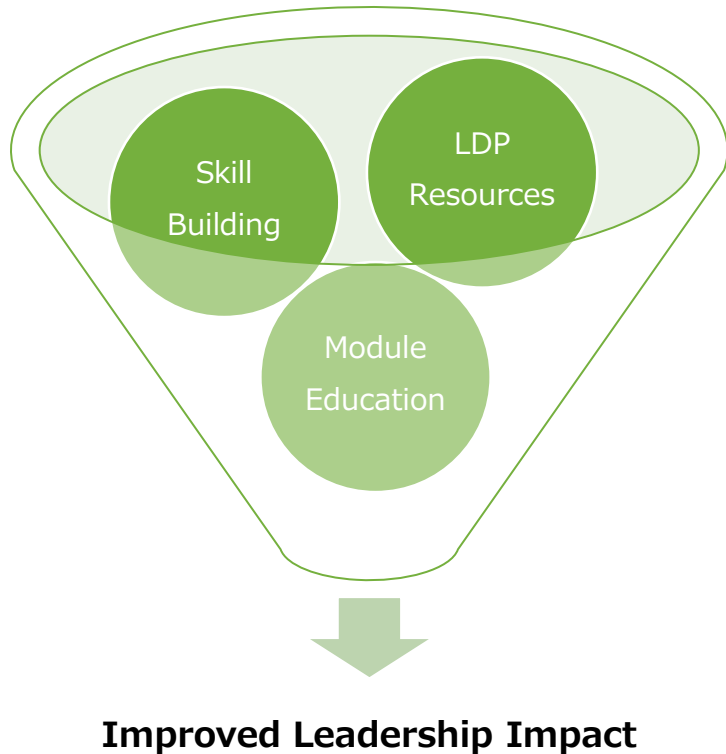


CHCI Leadership Development Program (LDP) Impact Metrics



About the CHCI Leadership Development Program

Leadership Development Program: Purpose



Provide

SKILLS | RESOURCES | EDUCATION

12-MONTH comprehensive program

FOR existing leaders and the next generation of leaders

TO effectively lead and empower participants to transform and improve their organizations

Leadership Development Program: Case Study – Transforming Leadership in Healthcare

95%

Attendance Rate - High Relevance & Engagement

30%

Improvement in Decision-Making Quality

40%

Increase in Leadership Competencies

25%

Rise in Team Cohesion & Collaboration

Leadership Development Program: Organizational Benefits

Catalyzing innovation
and strategic agility

Enhanced
decision-making and
operational efficiency

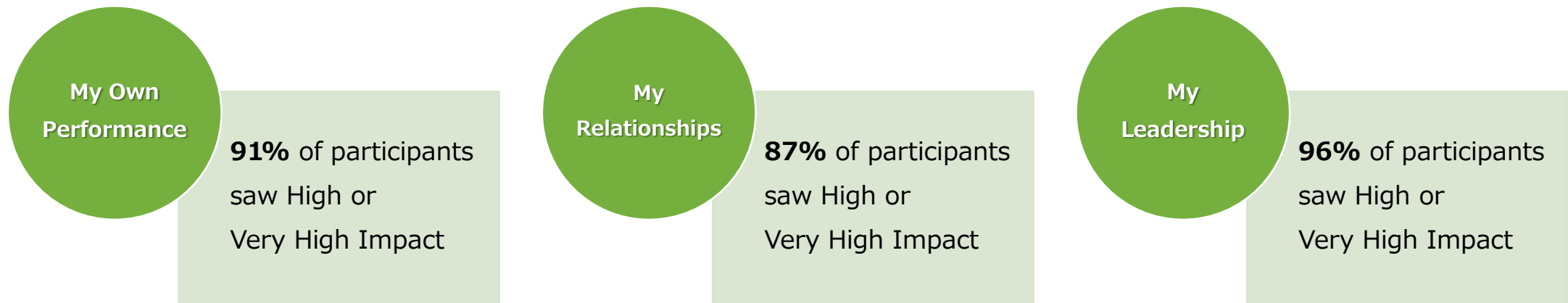
Improved team
dynamics and
employee satisfaction

Developing leaders
for tomorrow's
challenges

Integrating leadership
development into
organizational culture

Leadership Development Program: Outcomes

Empower participants to become recognizable leaders who reshape their surroundings through discipline and tenacity of the **self**, inspiration of their **teams**, and strategic vision for their **organization**.



Leadership Development Program: Components

Three-Phase Approach of LDP

Phase 1: Enhancing Self-Awareness

Phase 2: Fostering Team Leadership

Phase 3: Mastering Organizational Leadership

The 12-month LDP includes

Individual 360-degree **assessments** for in-depth insights

Interactive, in-person **training** sessions

Executive **coaching**

Group calls

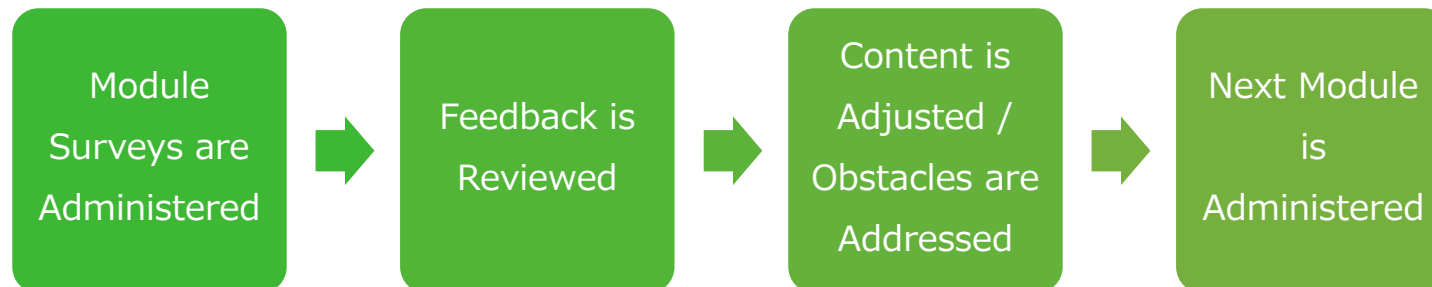
Capstone project for practical application

Metrics for LDP Impact

Methodology

Surveys are used to measure participant learning and experience outcomes.

- Participants are surveyed before, during, and after each of five Modules.
- There is also a post-program survey.
- Surveys cover both *Learning (skill development)* outcomes and participant *Experience*.
- Long term surveying measures movement into leadership positions.



Metrics for LDP

The LDP collects feedback from participants at regular intervals to ensure learning is taking place. Questions such as the following are utilized to evaluate the impact of the LDP per module and overall:

Survey questions asked **at the end** of each 2-day live module:

- The learning content was relevant to my work
- I understand this topic better than I did before the module
- I am confident I can apply what I learned on the job

Survey questions asked **one month after** each 2-day live module:

- Since the workshop, I have used some of what I learned in my work
- The skills I learned in the workshop are relevant and useful in my work
- I have seen positive impact from the learning I have applied so far at work

Overall Participant Reported Impact

Includes all survey results

Looking back at the workshop, I believe I learned relevant and important things that are useful at my work



I have seen positive impact from the learning I have applied so far at work.



Since the workshop, I have used some of what I learned in my work.



I am confident I can apply what I learned on the job.



- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree
- I don't know

Overall Participant Reported Impact

Includes all survey results

When surveyed on the relevance of the program, 99% of participants agreed the content of modules 1-4 was relevant to their work.

The learning content was relevant to my work.



Overall Participant Reported Impact

Includes all survey results

100% of surveyed respondents expressed that they would recommend all the modules they completed during this program to others.

I would recommend this module to others.



Kirkpatrick Model: The 4 Levels of Evaluation

Kirkpatrick Model: The 4 Levels of Evaluation

Level 1: Attendance

Level 1: Attendance - The degree to which participants attended the different portions of the training

Level 2: Learning

Level 2: Learning - The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Level 3: Behavior

Level 3: Behavior - The degree to which participants apply what they learned during training when they are back on the job

Level 4: Results

Level 4: Results - The degree to which targeted outcomes occur as a result of the training and the support and accountability package

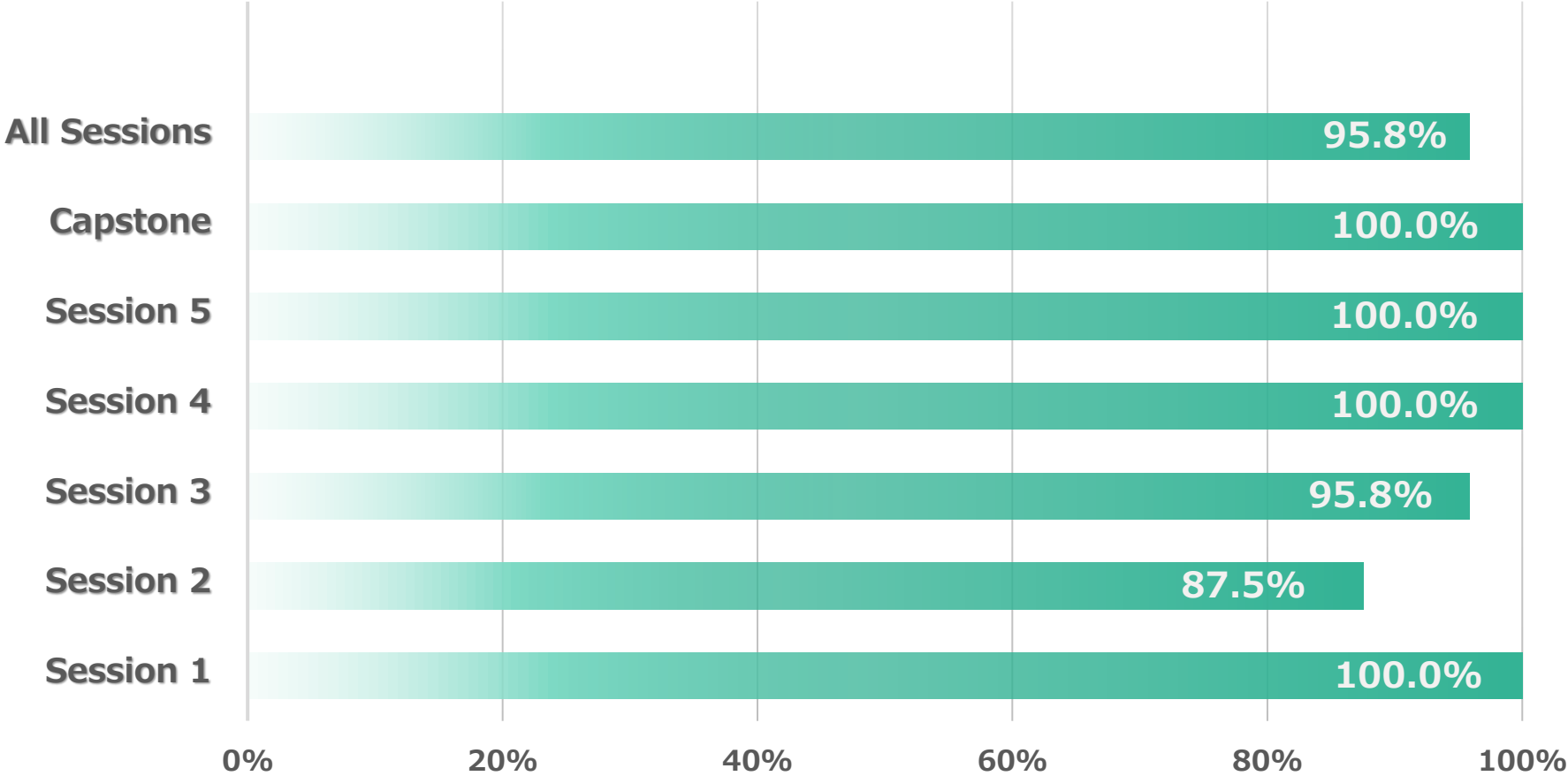
Executive Summary Per Kirkpatrick Level

Kirkpatrick Model Level 1: Attendance

The degree to which participants attended the different portions of the training

Participants Attended Over 95% of the Offered Sessions

Session Attendance

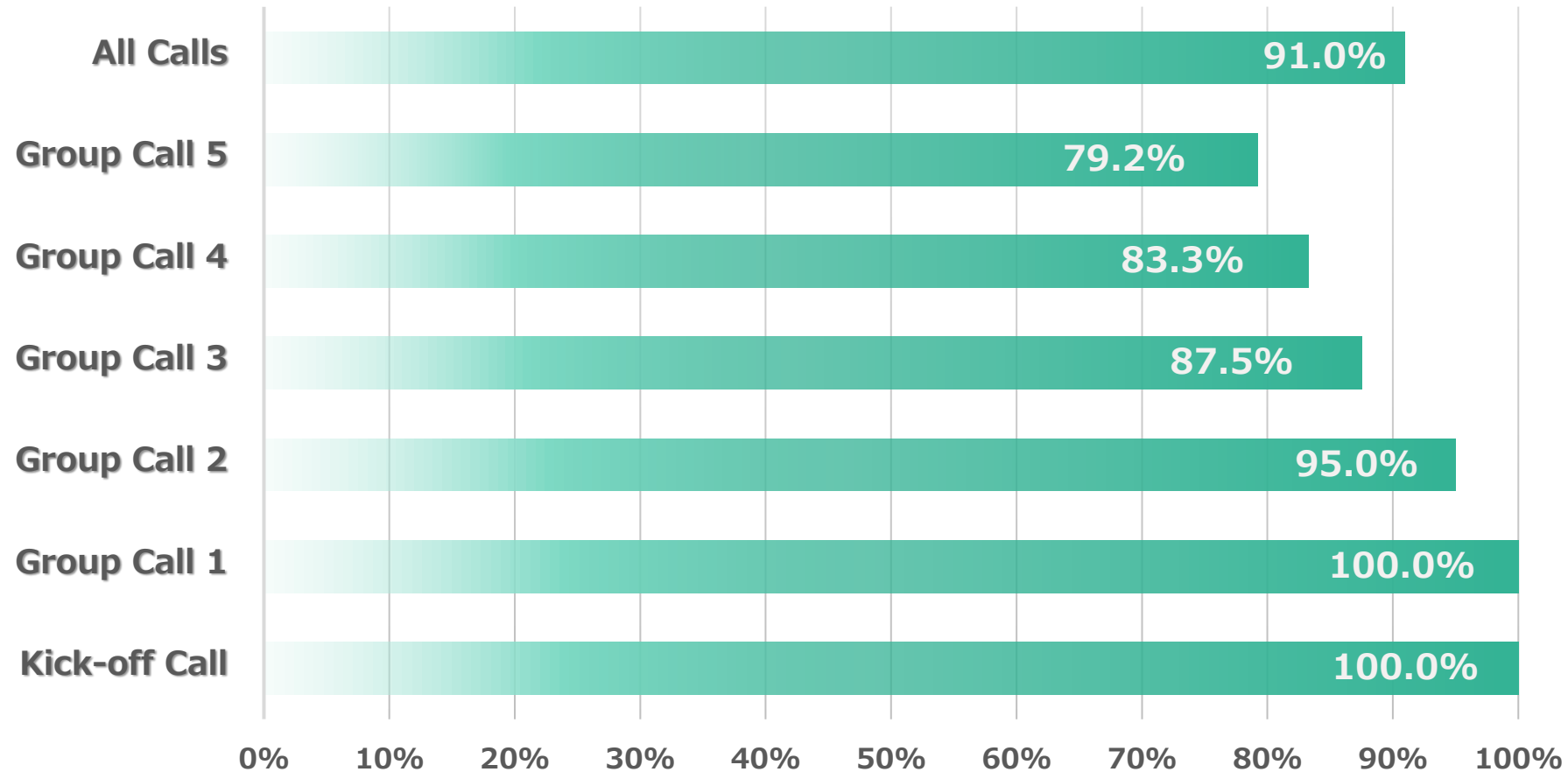


Participants invested 11 days, plus travel time, of in-person collaboration into the program

**Data from 2023*

Participants Attended Over 90% of the Group Calls

Group Call Attendance

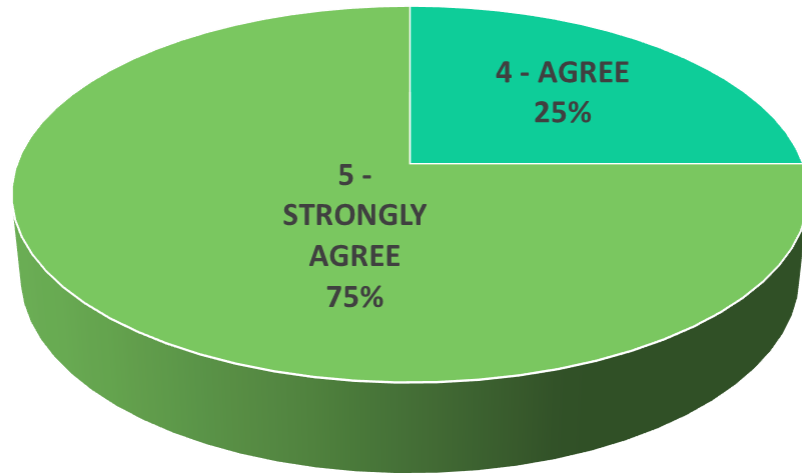


The LDP includes a kickoff call and 5 group calls

**Data from 2023*

Participants Were Highly Engaged With Module Content

I was engaged in my learning.



Testimonial

"I'm really going to miss working with this group. [I would welcome] an opportunity to get us back together in the future."

Response
1 - STRONGLY DISAGREE
2 - DISAGREE
3 - NEITHER AGREE NOR DISAGREE
4 - AGREE
5 - STRONGLY AGREE

**Data from 2023*

Kirkpatrick Model Level 2: Learning

The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training

Participants Found CLP Content to Be Helpful

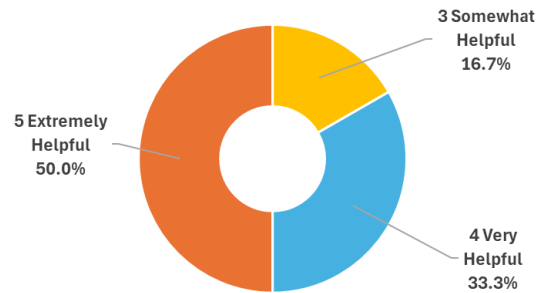
Including Discussions, Demonstrations, and Exercises

Testimonials

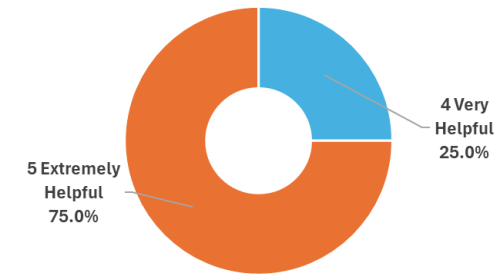
I will develop an educational plan for market leaders including an engaging story, with the goal to be improving literacy about [what I learned in] this program that affects all providers more than they realize.

This has been an amazing experience. Now the onus is on ME to continue to practice and use these skills and not let them fade and get rusty. Thanks so much.

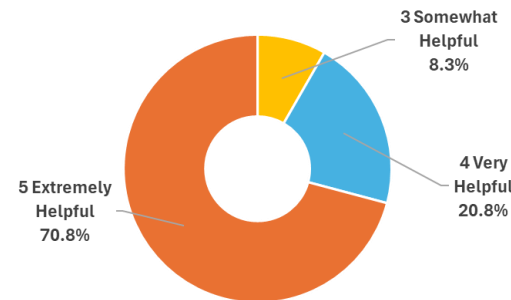
The content presented by the facilitator



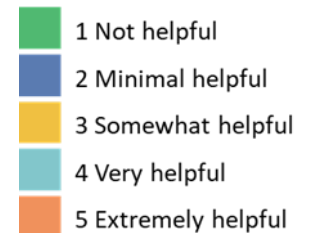
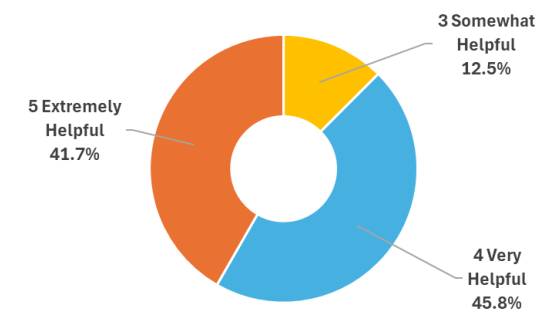
Peer-to-peer discussions during exercises and debriefs



The coaching demonstrations and discussions



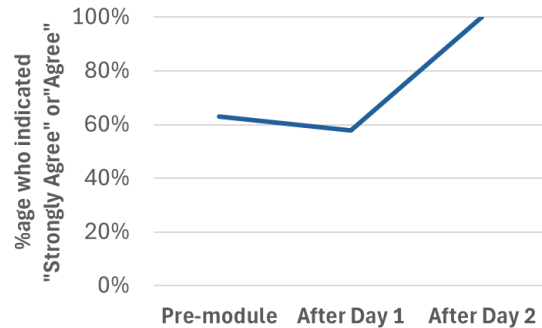
The exercises (assessments, prioritization, action planning etc.)



*Data from 2023

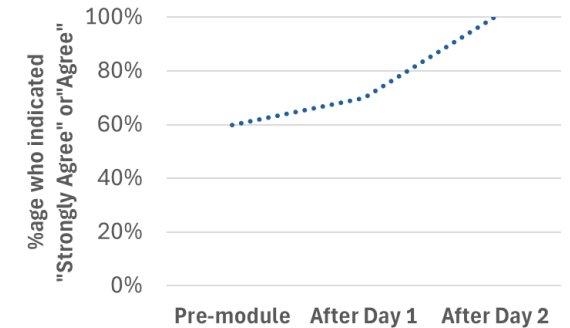
Sample Participant Learning Outcomes

Understand role of engagement

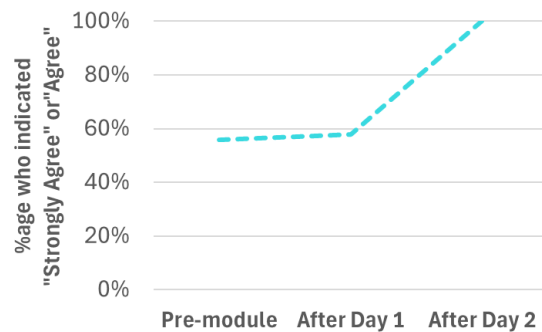


- Day 1: Module helped participants realize they had more to learn
- Day 2: Filled the gaps in participant knowledge
- **At the end, 100% of participants had learned all 4 skills in the module**

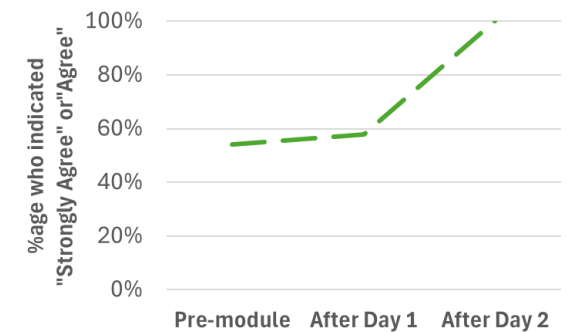
Assess my own engagement



Assess team engagement



Create a plan to engage and inspire the team



**Data from the Day 2 participant survey, 2023*

Written Participant Testimonials

“[He] was very complimentary about the sessions you lead and mentioned how valuable he thought all of the sessions were for him personally. One of the things he has been working on is networking, so his participation in the program really fit the bill. He even mentioned how much he will miss everyone at the end. I’m sure you will hear this from many but wanted to pass it along.”

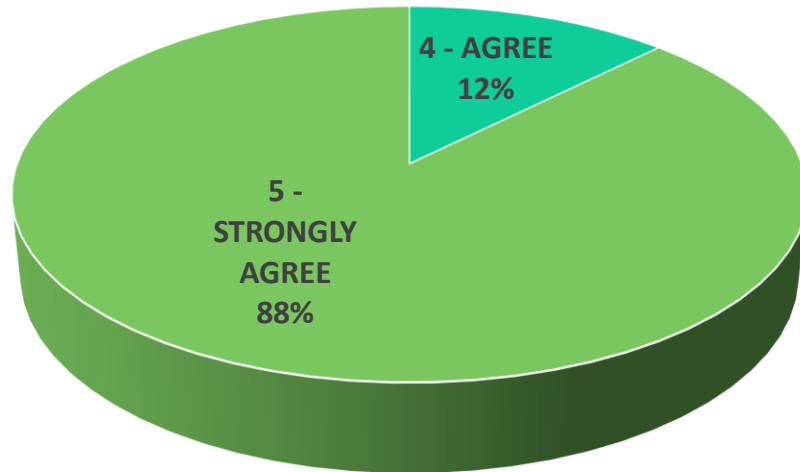
“Thank you for the LDP program. It was more impactful in many ways than my MBA was. I appreciate the opportunity and am happy to talk to anyone you want to encourage to participate in the future.”

Kirkpatrick Model Level 3: Behavior

The degree to which participants apply what they learned during training when they are back on the job

Participants Have Reflected on Learning Content

I have reflected on what I learned.



Testimonial

"I am truly grateful for the opportunity to learn under your guidance over the past year. I look forward to growing in my personal and professional life [and to applying] the knowledge I have gained throughout the CLP."

Response

1 - STRONGLY DISAGREE

2 - DISAGREE

3 - NEITHER AGREE NOR DISAGREE

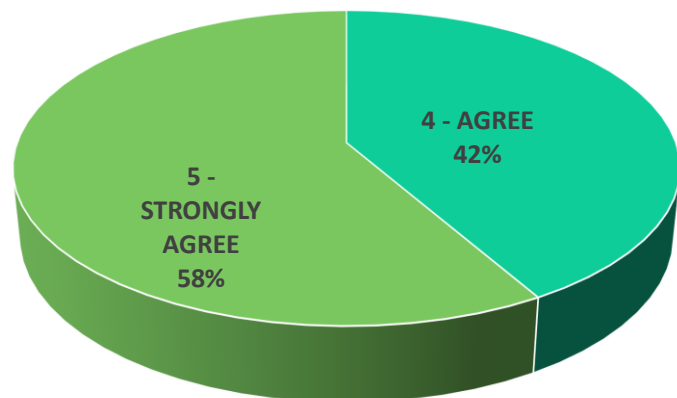
4 - AGREE

5 - STRONGLY AGREE

**Data from 2023*

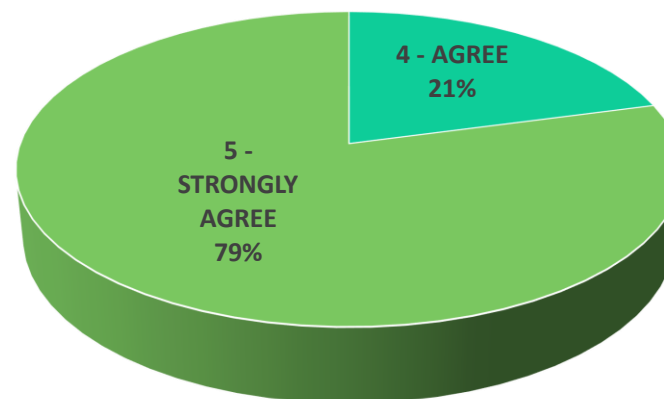
Participants are Applying Content on the Job

I AM CONFIDENT I CAN APPLY WHAT I LEARNED ON THE JOB



Response
1 - STRONGLY DISAGREE
2 - DISAGREE
3 - NEITHER AGREE NOR DISAGREE
4 - AGREE
5 - STRONGLY AGREE

SINCE THE WORKSHOP, I HAVE USED SOME OF WHAT I LEARNED IN MY WORK.



Response
1 - STRONGLY DISAGREE
2 - DISAGREE
3 - NEITHER AGREE NOR DISAGREE
4 - AGREE
5 - STRONGLY AGREE

**Data from 2023*

Participants felt ready to apply learning on the job, and when situations arose, they took action.

Written Participant Testimonials

“...I especially enjoyed this last module on strategic thinking. I was really surprised to learn that I fell into the strategic thinking category. It is somewhat empowering and affirming to realize this is actually a strength not a weakness. Now I just need to work on the other tools I've learned so that I can best apply this to my leadership role. I will always value the relationships that I developed through this course.”

“As I have mentioned during our discussions that I find the training very useful in my everyday management of my practice, especially the last session - I am coaching my partners and manager using the tools and they now assess each employee situation - Aptitude, Attitude, Resources. I feel it has been effective.”

Written Participant Testimonials (Emails)

“It’s been an amazing, life changing experience, to connect with other leaders, to learn leadership skills, to be a part of something bigger. It’s improved not only my professional life, but I am a better husband and father. So, for that I can’t say thank you enough. It’s with tears in my eyes I type because I’ll miss this group in this setting. But I have made lifelong friends! Thanks again.”

“I’ve already implemented so much – including in person meetings, coaching, delegation.”

“I’m working on long term planning for my practice and using my newfound network to explore other ideas.”

Kirkpatrick Model Level 4: Results

The degree to which targeted outcomes occur as a result of the training and the support and accountability package

Participants held HIGHER Leadership Roles after a year

After one year, participants held higher leadership roles than they had at the conclusion of the program.

More participants held Regional Director or Board of Governors Chair roles, and participants who previously held Membership roles elevated to Chair roles.

9 unique participants held *higher* leadership roles after a year.

Participants held MORE Leadership Roles after a year

After one year, participants held more leadership roles than they had at the conclusion of the program.

More participants held 4 or 5 roles, where previously they only held 1-3 roles.

13 unique participants *increased* the number of leadership roles they held after a year.

Measurable results

Participants saw positive results after the LDP, including:



Higher
Customer
Satisfaction
Scores



Higher
Revenue



Higher Net
Promoter
Scores
(NPS)

Final Program Evaluation Testimonials

“Because I have new leadership skills, my confidence has grown and I plan to take on a new challenge that I would not have pursued otherwise.”

“I can’t say enough about this program and about how much I learned.”

“This has been an outstanding experience. There is probably nothing more healthy that I have done in my life. I can definitely say this has been a great, healthy experience for me. Through my interactions within this cohort, I have met some amazing people. It's these people that give me hope. Knowing that there are others similar to me that care and struggle in the same way and genuinely want for a better future is refreshing.”

Final Program Evaluation Testimonials

“Being a better communicator about where we are with year-end goals and working with my team to develop a strategy to meet those goals.”

“This has been one of the most impactful learning opportunities that I have ever been involved in.”

“I am so incredibly grateful for this experience. The facilitators are amazing.”

“Continue to apply coaching and strategic mind set - with a better toolbox than I had before - to the problems we face in practice and pod.”



Thank You

Anne Loehr, Senior Vice President
Center for Human Capital Innovation
anneloehr@centerforhci.org
202-390-2711

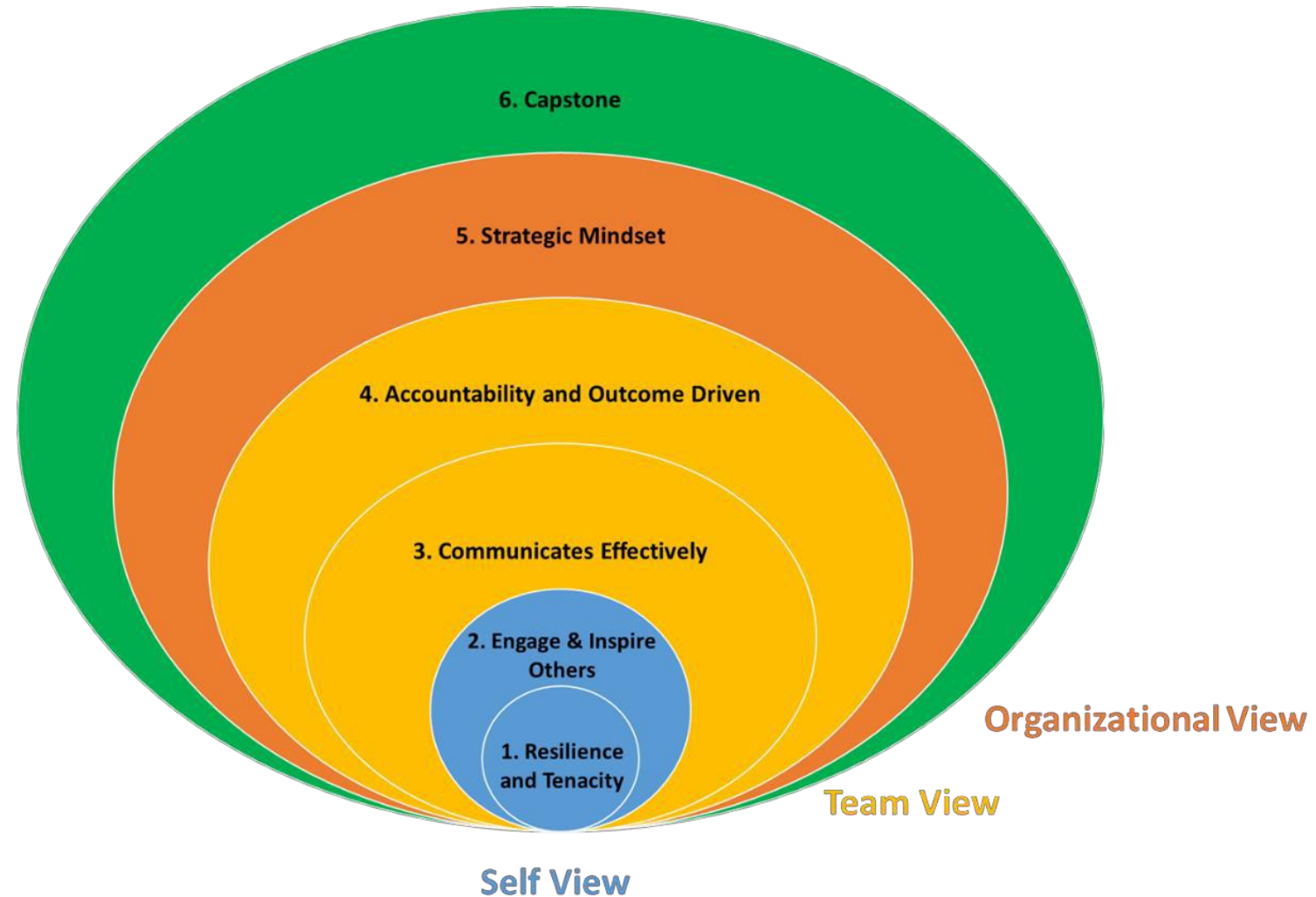


Backup

Leadership Program: Sample Calendar

Individual 360 Assessment (24 Participants)											
Assessment & Debrief											
Executive Coaching (5 Participants)											
Coach Selection & Coaching Meeting											
6 Coaching Sessions Per Participant											
Group Calls (24 Participants)											
Group Kickoff Call	Group Call 1	Group Call 2	Group Call 3	Group Call 4	Group Call 5						
Live Interactive Training (24 Participants)											
Session One		Session Two		Session Three		Session Four		Session Five		Session Six	
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Leadership Program: Sample Content



Capstone Summaries

Sample Capstone #1 - Organization Ambassadors

Objective	<p>Establish Ambassador program to communicate organization's mission and value-proposition to potential partners</p> <ul style="list-style-type: none">• Maintain a current understanding of organization's growth strategies.• Educate potential and existing organization partners.• Work closely with organization's BD team and leadership to engage potential partners.• Engage in external forums to drive brand awareness.
Benefits	<ul style="list-style-type: none">• Better demonstrate to peers, the benefits of the organization model• Improve the visibility of organization• Bring real world experience to business development efforts• Increase engagement of existing and new partners by creating internal networks• Utilize in industry panels, teaching roles, PR opportunities• Commitment to DEI - represent the diversity of organization
Recommendation	<ul style="list-style-type: none">• Choose Ambassadors from Leadership Program• Train them on the conversations they will be having with potential partners throughout the development phases• Identify one Ambassador for each region

Sample Capstone #2 - Culture

Objective	Better understand providers' current experiences, expectations and perspectives to help build a more collaborative and engaging organization culture
Benefits	<ul style="list-style-type: none">• Improved engagement will connect providers to the larger organization vision and mission and reduce burnout<ul style="list-style-type: none">◦ enhanced provider-to-provider communication is a critical component of engagement• Organization culture can be most positively impacted by expanding access to information, increasing provider-to-provider interactions and engagement
Recommendation	<p>Create a robust provider community with a organization Provider App that touches:</p> <ul style="list-style-type: none">• Onboarding process• Mentorship program• Easier access to resources - expand and enhance current provider directory, develop registry related to ancillary service/product use, create an easy-to-access governance directory• Community forum - discussion and content shared through feeds, threads, and FAQs• Peer-created content - suggested topics include best practices, staffing issues, avoiding burnout, etc.

Sample Capstone #3 - Internal Growth

Objective	Identify an internal growth strategy to reduce attrition within the group
Benefits	Improves organization reputation/brand, access, and reduces burnout
Recommendation	<p>Recruitment + Replacement + Retention + Revenue = Internal Growth</p> <ol style="list-style-type: none">1. Establish succession planning funding model to support Care Centers with providers who are aging out<ol style="list-style-type: none">a. <i>Proposal: \$100,000 per at-risk Care Centers</i>2. Form a working group that includes local leaders, administrative personnel and National organization personnel with a mission to create a skeleton plan3. Identify and rank practices in order of importance

Sample Capstone #4 - Access

Objective	Improve access through group-wide adoption of online scheduling
Benefits	<ul style="list-style-type: none">• Majority of consumers want online tools to schedule appointments• Improved appointment fill-rate• Reduction of admin cost (\$3-4) by diverting appointment scheduling from manual office staff to online tools
Recommendation	<p>Set clear expectation for participation in online scheduling/availability through an Online Scheduling Policy at the Board level for each market</p> <ul style="list-style-type: none">• Draft initial policy for review• Socialize with physician leadership in each market• Finalize policy by market• Communicate/implement policy• Train and engage Care Center staff/providers on online scheduling tools