For decades the Catholic Health Association has worked with its members on a body of work related to senior leadership formation—what it is and the transformation it can bring about, the essential elements, core curriculum, methodologies and more. Now, CHA, at the request of many of its members, is working to develop objective metrics to measure the impact of the senior leadership formation activity.

Here’s some important background that provides context:

✦ In 2011, CHA released the document, *Framework for Senior Leadership Formation*. The booklet offers 10 essential concepts/core components integrated in successful senior leader formation, which can be used to self-assess an organization’s formative activities.

✦ In 2013, CHA worked with the Center for Applied Research for the Apostolate (CARA) at Georgetown University to gauge the impact formation was having on those who participated in a comprehensive senior leadership formation program.

✦ One of the “next steps” named in the CARA report was “moving the ministry from self-report evaluations to “objective metrics.” The report noted that self-reports/evaluations conducted by participants fail to measure if the investment is having an impact on organizational culture, decision making and ultimately, the health of the communities served, in a way that is true to Catholic identity.

In follow-up to the CARA research, CHA’s Ministry Leadership Formation Advisory Committee formed the Metrics Subcommittee and in October of 2016 a survey of many CHA-member systems was launched to understand:

✦ The models and make-up of current formation programs

✦ Measurement/evaluation of program impact by systems

✦ Interest in development of a ministry-wide set of metrics to assess the impact of senior leadership formation

What follows in this document are some of the results from the October survey.

For additional information please contact Brian Smith, CHA senior director of Mission Integration and Leadership Formation, at bsmith@chausa.org.
ATTENDEES

Participant Level of Leadership

88.2%
CEO, President, Senior Vice President, Executive Vice President, Vice President

76.5%
Executive or Senior Director

52.9%
Manager

29.4%
Director

17.6%
Other

CONTENT

Which content topics are included in your leadership formation program?

93.7%
Mission and Values

93.7%
Catholic Social Teaching

93.7%
Ethics

91.2%
Vocation — Call and Response

87.5%
Sponsorship

87.5%
Spirituality and Theological Reflection

87.5%
Heritage/Tradition

87.5%
Relationship to the Broader Church

75.0%
Holistic Health Care

75.0%
Leadership Style

50.0%
Diversity

50.0%
Other
DURATION

How many months does it take to complete your senior leadership program?

- 5 MONTHS: 13.3%
- 12 MONTHS: 6.7%
- 16 MONTHS: 26.7%
- 36 MONTHS: 26.7%
- 2 MONTHS: 6.7%
- 9 MONTHS: 6.7%
- 16 MONTHS: 6.7%
- 24 MONTHS: 6.7%

“As we look at our curriculum we look at content areas and also contemporary issues as they pertain to who we are today.”

OCTOBER 2016
SURVEY RESPONDENT

APPROACH

Which of these elements are used in the leadership formation program?

- Cohort: 76.5%
- Retreat: 58.8%
- Team: 47.1%
- Pilgrimage: 41.2%
- Online Learning: 35.3%
- Mentoring: 17.7%
- Professional Coach: 17.7%
- Volunteer Service: 11.8%
- Spiritual Direction: 5.8%
- Other: 35.3%
**HOST**

Who conducts the program?

<table>
<thead>
<tr>
<th>Conducts the Program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>My health system</td>
<td>75.0%</td>
</tr>
<tr>
<td>My health system collaborating with another health system</td>
<td>12.5%</td>
</tr>
<tr>
<td>Faculty from university or academic center</td>
<td>31.6%</td>
</tr>
<tr>
<td>Outside senior leadership formation center</td>
<td>18.8%</td>
</tr>
<tr>
<td>Some other group</td>
<td>43.8%</td>
</tr>
</tbody>
</table>

**TIMING**

Frequency of gatherings

<table>
<thead>
<tr>
<th>Frequency of Gatherings</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly</td>
<td>23.5%</td>
</tr>
<tr>
<td>Every other month</td>
<td>5.9%</td>
</tr>
<tr>
<td>Quarterly</td>
<td>35.3%</td>
</tr>
<tr>
<td>Annual</td>
<td>5.9%</td>
</tr>
<tr>
<td>Other</td>
<td>29.4%</td>
</tr>
</tbody>
</table>

**METHOD**

What is the format of the program?

- All sessions are in person. 81%
- Some sessions are in person and some are delivered through distance learning. 19%

**Surveys Respondent**

“*It is our desire to have formation for all aspects of our ministry.*”

OCTOBER 2016

SURVEY RESPONDENT