



Measuring the Impact of Senior Leadership Formation

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System Mission Leader Survey

October 2016

Background

Framework for Senior Leadership Formation

CARA Survey

Objective Metrics

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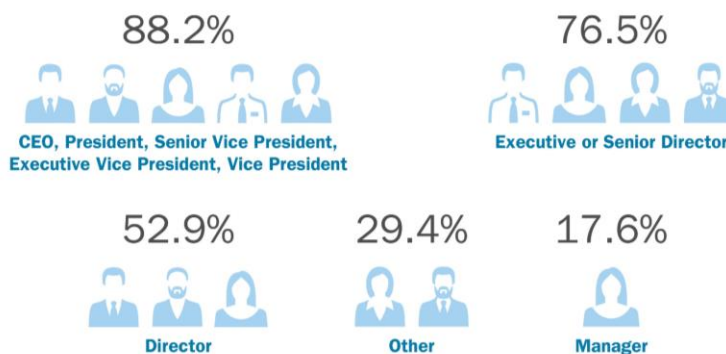


RESPONDENTS Participating Systems

Ascension	CHRISTUS Health	Hospital Sisters Health System	Providence St. Joseph Health
Avera Health	Covenant Health	SSM Health	SCL Health
Bon Secours Health System, Inc.	Dignity Health	Mercy	Trinity Health
Catholic Health Initiatives	Franciscan Missionaries of Our Lady Health System, Inc.	Mercy Health	
		Presence Health	



ATTENDEES Participant Level of Leadership

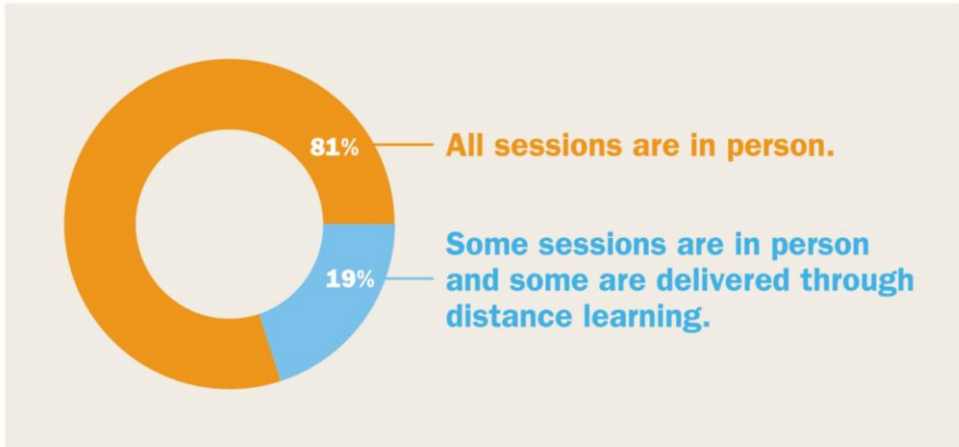


17.6% Manager	88.2% Vice President	88.2% President
52.9% Director	88.2% Senior Vice President	88.2% Chief Executive Officer
76.5% Executive or Senior Director	88.2% Executive Vice President	29.4% Other



METHOD

What is the format of the program?



DURATION

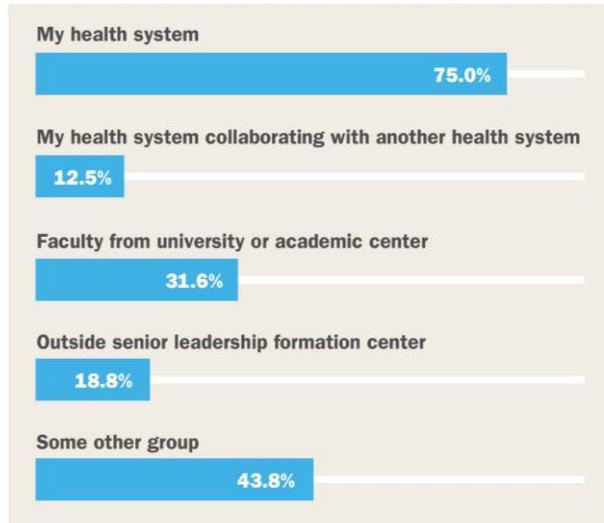
How many months does it take to complete your senior leadership program?





HOST

Who Conducts the Program?



TIMING

Frequency of Gatherings

23.5%

MONTHLY

5.9%

EVERY OTHER
MONTH

35.3%

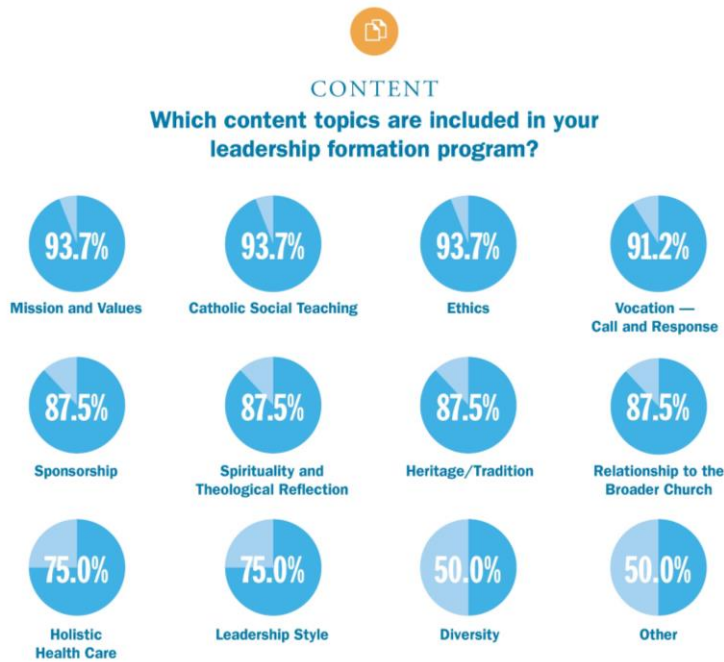
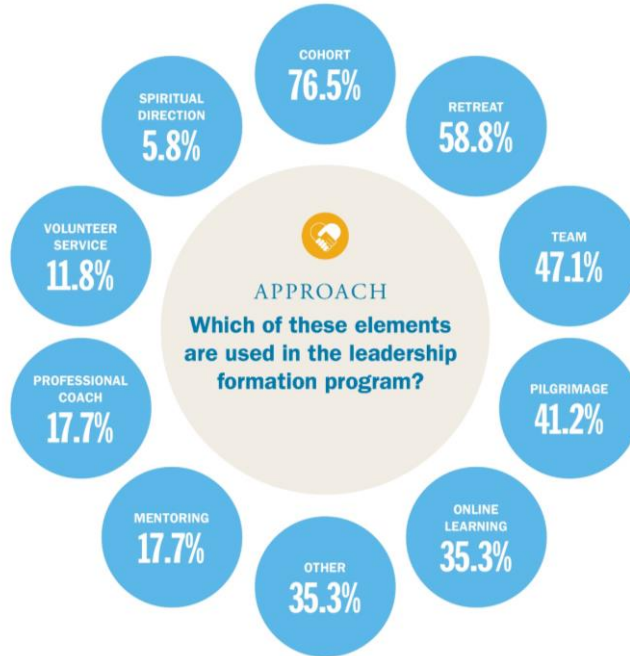
QUARTERLY

5.9%

ANNUAL

29.4%

OTHER



Developing a Reliable and Valid Measurement Tool for Leadership Formation

Phase 1

Developing the construct

Naming desired outcomes

Phase 2

Developing key metrics

Step 1: Item generation

Step 2: Content Adequacy Assessment

Step 3: Questionnaire Administration

Step 4: Factor Analysis (Exploratory and Confirmatory)

Step 5: Internal Consistency Assessment (Reliability)

Step 6: Construct Validity

Step 7: Replication

Phase 3

Piloting the instrument

Alpha

Beta

Phase 4

Share findings with CHA members

Use of tool by Catholic health systems

Data collection

Benchmarking

Shared learnings