Measuring the Impact of Senior Leadership Formation

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System Mission Leader Survey
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Background
Framework for Senior Leadership Formation
CARA Survey
Objective Metrics
RESPONDENTS

Participating Systems

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

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% Director
- 29.4% Other
- 17.6% Manager

- 17.6% Manager
- 88.2% Vice President
- 88.2% Senior Vice President
- 88.2% Executive Vice President
- 88.2% President
- 88.2% Chief Executive Officer
- 29.4% Other
**METHOD**

What is the format of the program?

![Diagram showing that 81% of sessions are in person and 19% are through distance learning.]

**DURATION**

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

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

Who Conducts the Program?

- My health system: 75.0%
- My health system collaborating with another health system: 12.5%
- Faculty from university or academic center: 31.6%
- Outside senior leadership formation center: 18.8%
- Some other group: 43.8%

**TIMING**

Frequency of Gatherings

- 23.5% Monthly
- 5.9% Every Other Month
- 35.3% Quarterly
- 5.9% Annual
- 29.4% Other
Which of these elements are used in the leadership formation program?

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

Which content topics are included in your leadership formation program?

- Mission and Values: 93.7%
- Catholic Social Teaching: 93.7%
- Ethics: 93.7%
- Vocation — Call and Response: 91.2%
- Sponsorship: 87.5%
- Spirituality and Theological Reflection: 87.5%
- Heritage/Tradition: 87.5%
- Relationship to the Broader Church: 87.5%
- Holistic Health Care: 75.0%
- Leadership Style: 75.0%
- Diversity: 50.0%
- Other: 50.0%
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