

Development of a return on investment tool for healthcare leadership development

KEY MESSAGES

1. Effective leaders are known for their optimism, transparency, high ethical standards, and their ability to inspire and motivate their followers – this leads to improved outcomes and better quality healthcare.
2. Poor leadership (including toxic, abusive or passive-avoidant styles) is associated with poor quality of care and high staff turnover.
3. Current evidence on healthcare leadership development programs is variable but consistently associated with enhanced leadership skills among participants and improved outcomes in their organizations.
4. A set of common indicators and financial metrics for assessing return on investment exist that can be used to develop a new ROI evaluative tool.

Background

Canadians see a need for improvement in how healthcare is legislated, financed, organized and delivered¹. Many provincial governments are seeking patient-centred change; a shift that requires strong leadership and staff engagement through proper development and coaching¹⁻³.

To facilitate this patient-centred change, leaders need to be developed based on key competencies and these programs must be evaluated⁴⁻⁶.

This brief summarizes the current evidence from a systematic scoping review on healthcare outcomes/ return on investment (ROI) indicators and metrics associated with leadership quality, leadership development programs, or existing evaluative tools used in healthcare organizations. This evidence will support the design of a ROI evaluative tool to assess the impact of leadership in healthcare organizations across Canada.

