



CHLNet Benchmarking Study

MAY 14, 2014

Background and Purpose

- ▶ Follow-up to 2007 CHLNet sponsored CBoC (low response rate 10%)
- ▶ Baseline assessment of leadership capacity and capabilities required
- ▶ Four Questions framed the survey:
 - ▶ 1. Is there a leadership gap in Canada?
 - ▶ 2. What is the size of the gap?
 - ▶ 3. How important is the gap?
 - ▶ 4. What is being done to close the gap?

3

Process

- ▶ Eight months with ad hoc working Group: Owen Adams, Ivy Bourgeault, Graham Dickson, Beatrice Keleher Raffoul, David Williams, Bill Tholl and Kelly Grimes
- ▶ Survey December to February 2014
- ▶ Three sample frames: CHLNet/HEAL, ACAHO and others (CHA Guide)
- ▶ Pretest
- ▶ 10 to 15 minutes to complete
- ▶ Leadership development inventory updated

4

Myths and Misconceptions

- ▶ Leadership gap not a knock against current leaders
- ▶ More about capacity and skills mix
- ▶ Elitism concept, not only about executive leaders
- ▶ More distributed leadership

5

Response Rates

- ▶ Metrics@Work administered survey
- ▶ CHLNet/HEAL 61%
- ▶ ACAHO 50%
- ▶ Other 8%

6

Is there a leadership gap in Canada?

Results

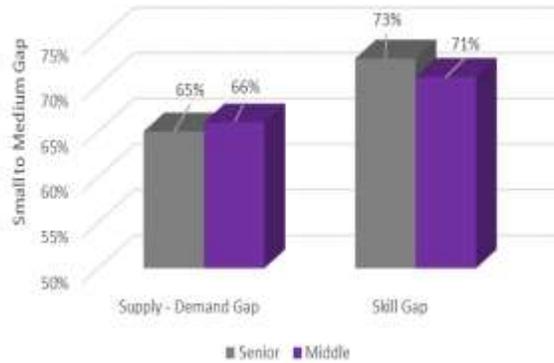
- ▶ Yes. But results are divided.
- ▶ ACAHO Members responded "No" more often than Total Respondents with respect to its future leadership's capacity when asked: "Do you believe your organization has the leadership capacity to respond to future challenges and reforms?"
- ▶ (ACAHO 42.1% vs. Total 32.2%).

7

What is the size
of the gap?

Results

Figure 1: Size of Leadership Gap

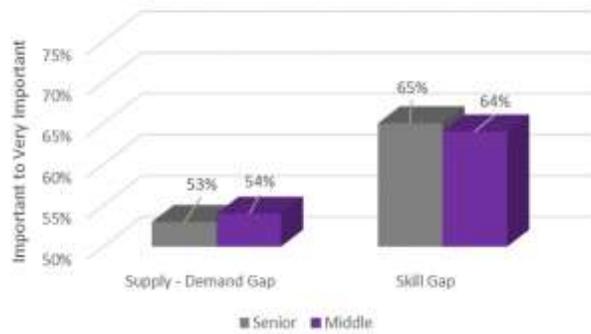


8

How important
is the gap?

Results

Figure 2: Importance of Leadership Gap

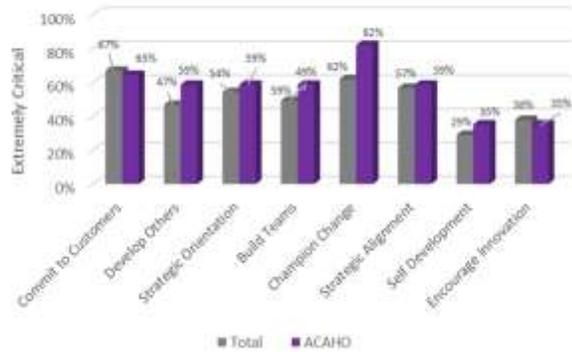


9

Critical Leadership Capabilities

Results

Figure 3: Critical Leadership Capabilities

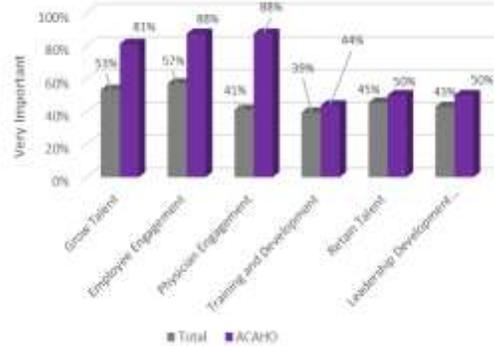


10

Important HR Strategies

Results

Figure 5: Important HR Strategies



11

What is being done?

Results

- ▶ Time for leadership development (38% Total vs 56% ACAHO)
- ▶ Leadership development budget increases (1.04% 2007 to 1.65% 2014)
- ▶ Leadership development programs more formal programs but 29% only rated satisfied/very satisfied with programs (ACAHO higher 44%)
- ▶ Leadership capabilities framework – 47% Total vs 63% ACAHO
- ▶ Succession planning – 39% Total vs 63% ACAHO
- ▶ Emerging leaders identified – 38% Total vs 75% ACAHO

12

What more needs to be done?

- ▶ Leadership gap supported by PHSI 2014 results
- ▶ Shared vision required
- ▶ Leadership capabilities framework for common language
- ▶ Recognition of health leaders as a collective
- ▶ Investments in leadership development and talent management strategies
- ▶ Investments in research and knowledge mobilization efforts

13

Conclusion

- ▶ Some truth to perception there is a leadership gap in Canada although half see as same as five years ago
- ▶ ACAHO more concerned about extent of gap and how strong their leaders are on critical leadership capabilities
- ▶ More skills gap than supply-demand
- ▶ Not protecting time for leadership development and low satisfaction with budgets and programs
- ▶ Leadership a key foundational enabler of system performance and health reform

14

“ We view leadership as the foundation for the other key enablers (of health system transformation) because it supports and provides momentum to move actions towards attaining health system goals. ”

HEALTH COUNCIL OF CANADA, 2013

BETTER LEADERSHIP, BETTER HEALTH - TOGETHER

