

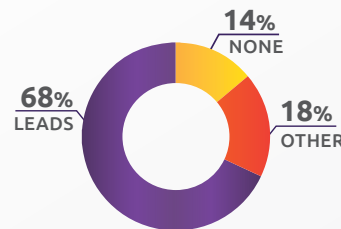


# Minding our Leadership Gap

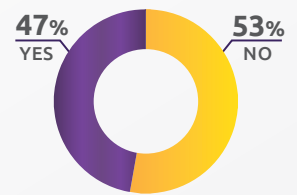
CHLNet is a value network representing over 40 partner organizations who share a commitment to building health leadership capacity in Canada. Two benchmarking surveys conducted in 2014 and 2019 show progress.

## FACTORS REDUCING THE “LEADERSHIP WORRY INDEX”

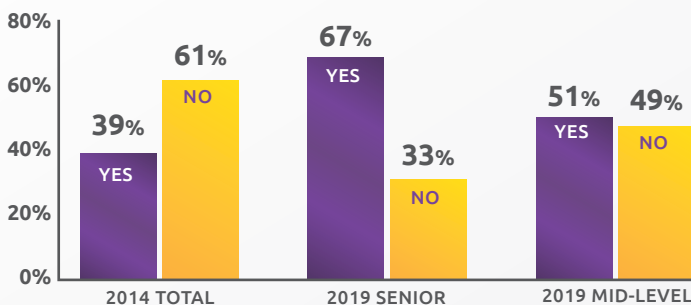
Making progress in taking leadership development more seriously as more leaders are using a capability framework with LEADS the most common.



2019 leadership capability framework option



2014 leadership capability framework adoption

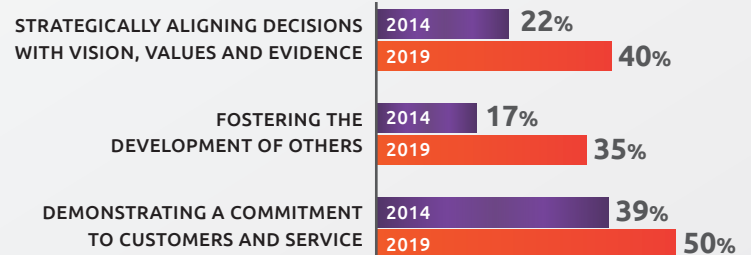


Succession planning (2014 & 2019)

Succession planning for senior health leaders more of a priority with 2/3 of organizations reporting they had a formal approach.

The scores of how well leaders demonstrate key leadership capabilities have improved although overall remain low.

### Comparing 2014 data to 2019: specific leadership capabilities

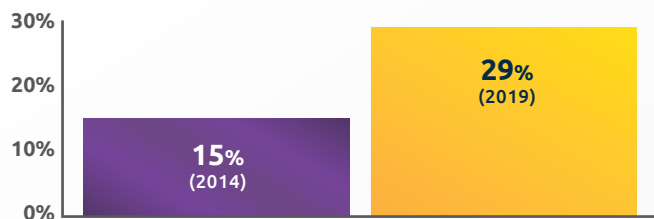


# FACTORS INCREASING THE “LEADERSHIP WORRY INDEX”

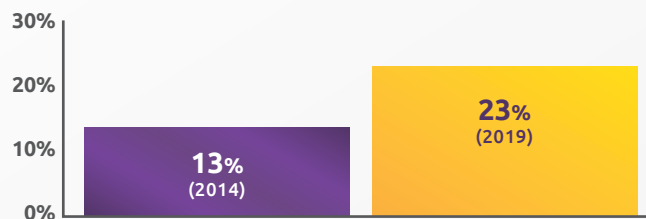


Growing concern about the supply/demand gap for senior leaders.

Innovation a key leadership capability for 21st century care remains low for health leaders.



% of respondents reporting a large and very large supply/demand gap for senior health leaders

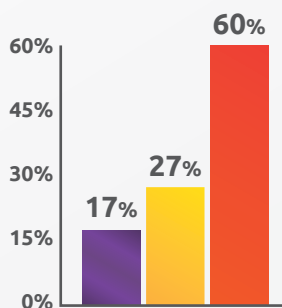


% of respondents reporting that senior health leaders encourage and support innovation

## New & emerging worry factors include:

### THE “VERTICAL LEADERSHIP GAP”

Growing disconnect between what CEOs and COOs think in the organization surveys and the perspective of individuals. An example is the high priority put on increasing physician/nurse engagement.

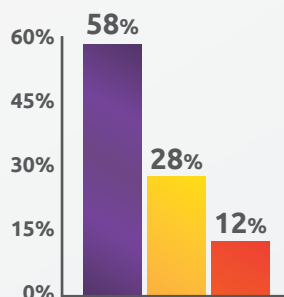


2019 perceived priority of increasing physician/nurse engagement

■ NURSES  
■ PHYSICIANS  
■ ORGANIZATIONAL LEADERS

### THE “DIVERSITY GAP”

Increased concern about the lack of diversity, including gender in senior leadership positions

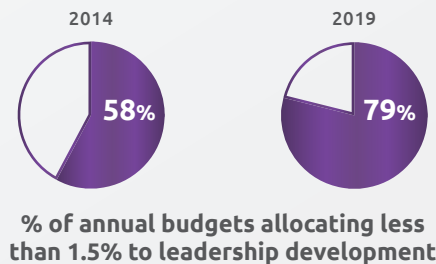


Ratings on diversity of perspectives on gender, as reported by org. leaders

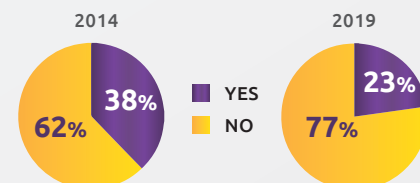
■ HIGHLY REFLECTIVE  
■ SOMEWHAT REFLECTIVE  
■ NOT VERY REFLECTIVE

### LOW INVESTMENT IN LEADERSHIP DEVELOPMENT

Downward trend in the amount of budget and time allocated for leadership development



% of annual budgets allocating less than 1.5% to leadership development



Protected time for leadership development