

THE MAKING OF A LEADER

Developing Key Competencies Through a Formal Leadership Development Program

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DESCRIPTION

At Humber River Health (HRH), department leaders oversee a wide range of responsibilities, including patient care coordination, facilitating family meetings, managing staff, and monitoring unit-level performance. Following COVID-19, HRH embraced a large number of first-time leaders, creating opportunities for fresh perspectives and growth. An opportunity was identified to create a formal learning space for new leaders to embody best practices in leading unit-level operations in alignment with HRH policies. Following consultation with key stakeholders, an in-person leadership development program was offered, targeting HRH front-line leaders in both patient-facing and non-patient-facing areas.

OBJECTIVE

Develop and implement a formal leadership program for front-line leaders and achieve an effectiveness rating of over 80 out of 100 per module.

ACTIONS TAKEN

- Following senior team and front-line leadership consultation, key topics were derived and the program was formally designated as "Humber's Leadership Academy".
- Program development resulted in a creation of five modules focusing on healthcare operations, financial and people management.
- Each module was offered three times to accommodate leaders' varying schedules and availability.

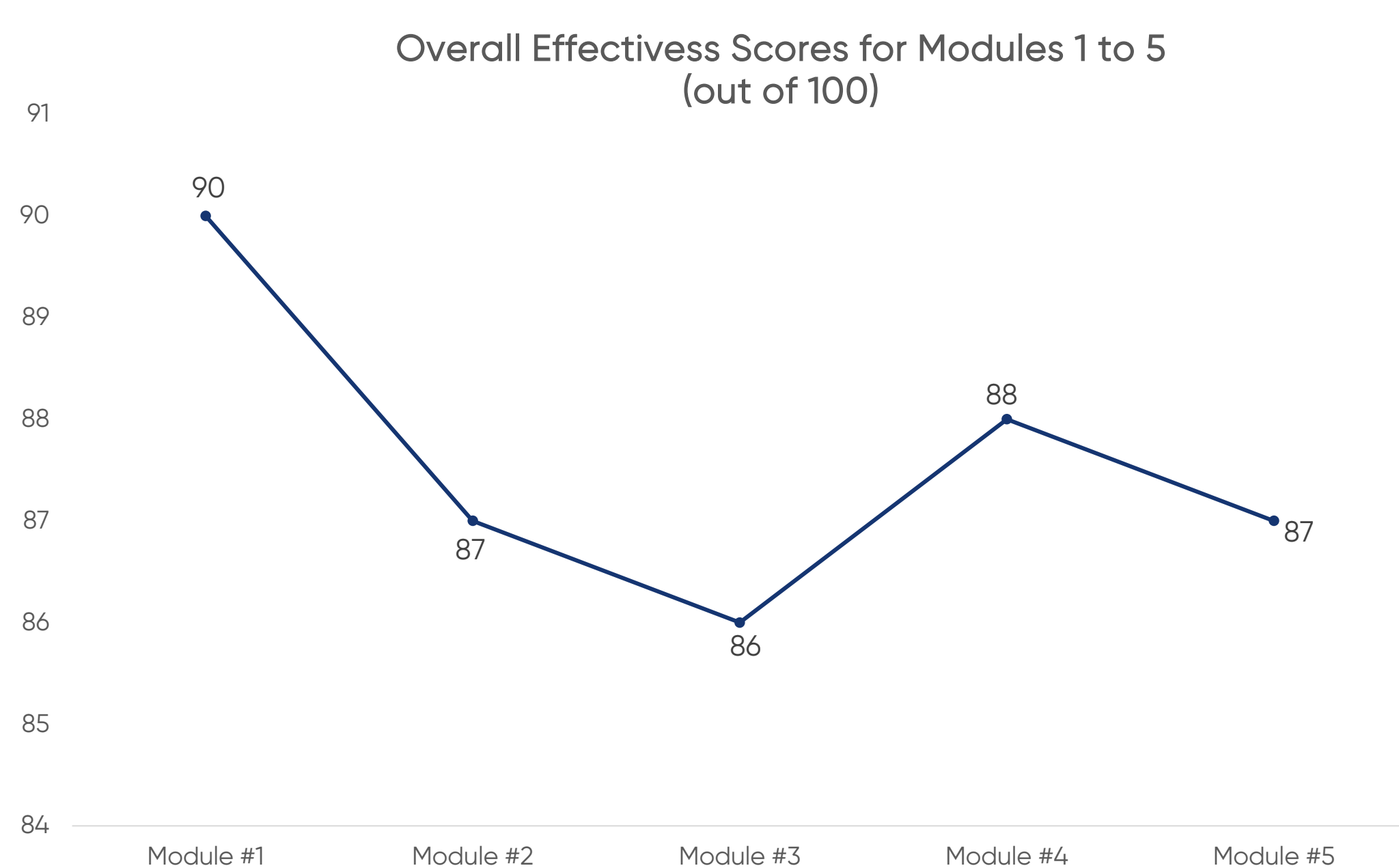


Figure 1. Overall Effectiveness Score for each Module from the Post-Session Feedback Survey.



Figure 3. Responses to the question: 'What worked well about the session?' Module 1-5 combined Post-Session Feedback Survey results.

The Resources Provided in the Session are Useful

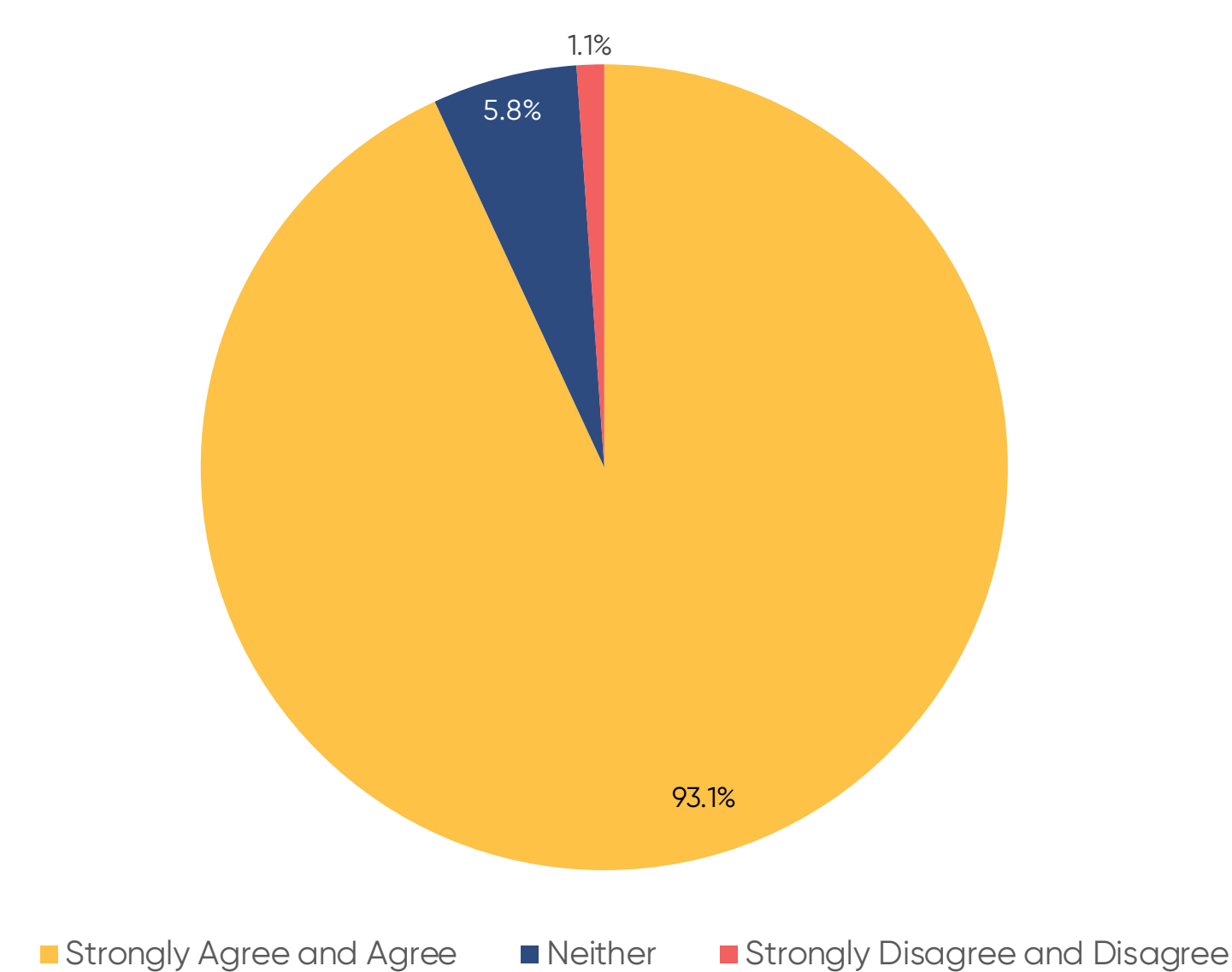


Figure 2. Responses to the question: 'The resources provided in the session are useful.' From Module 1-5 combined Post-session Feedback Survey results.

Confident Applying what I have Learned in my Current Role

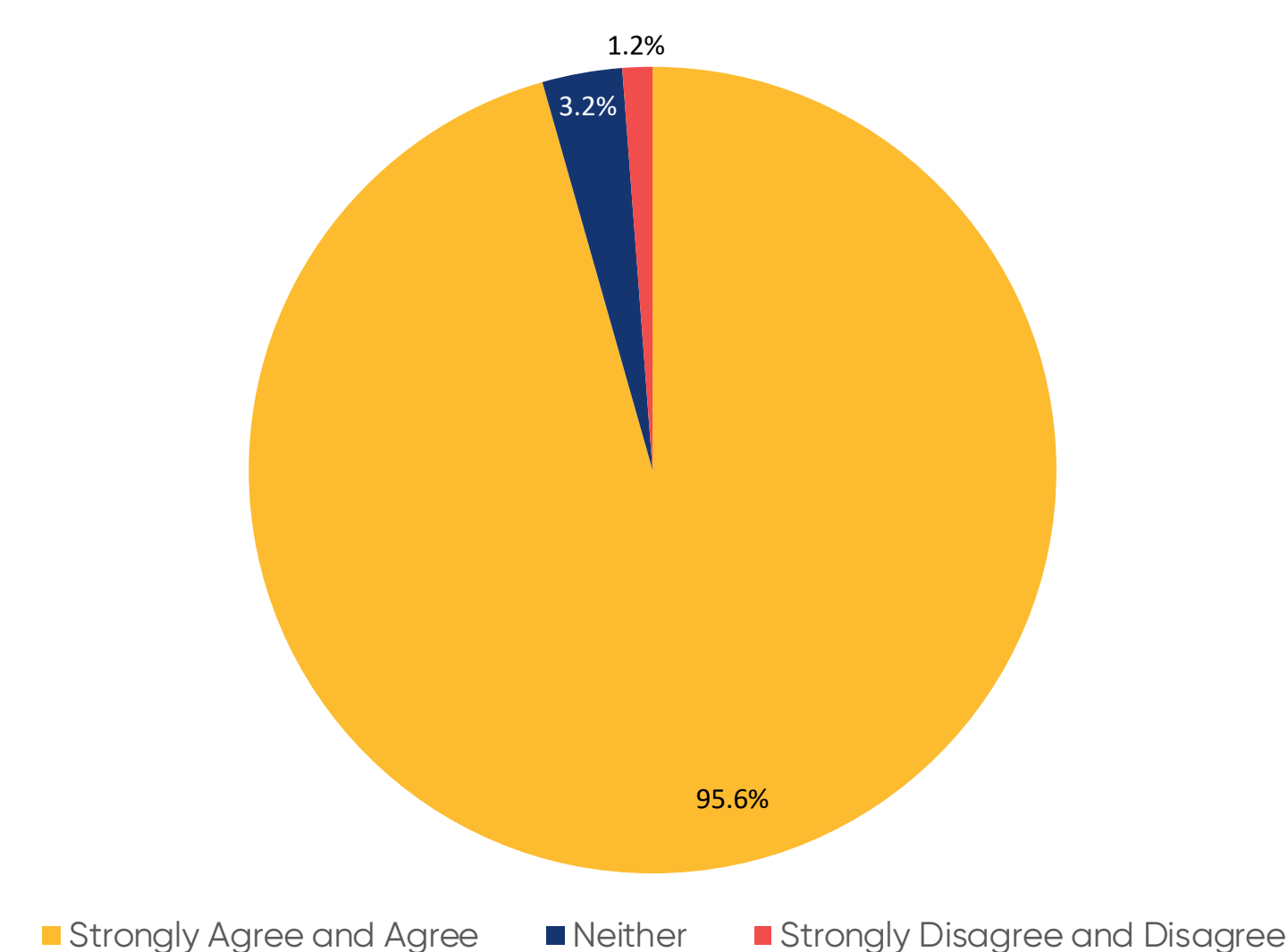


Figure 4. Responses to the question: 'Confident to apply what I have learned in my current role.' From Module 1-5 combined Post-session Feedback Survey results.

SUMMARY OF RESULTS

- Each module was attended by over 100 front-line leaders, with 64 participants attending all five modules.
- Post-session feedback survey results showed a high level of effectiveness, with each module ranging from 86 – 90 (out of 100).
- 95% of participants felt confident applying their learning to their current roles, and 93% found the provided resources and handouts useful.

LESSONS LEARNED

Participants appreciated interactive group activities and opportunities to apply what they have learned through small group case study discussions.

There is demonstrable value in investing in formal leadership development programs to empower emerging front-line leaders and promote a culture of growth, engagement, and retention.

