

Background

Developing leadership competencies in front line staff is imperative to improve patient satisfaction, staff satisfaction, and patient outcomes in today's healthcare settings.

Feedback from ambulatory staff suggested a need for more growth and development opportunities in the organization. Leaders recognized the value that could be added from an organizational investment in developing staff.

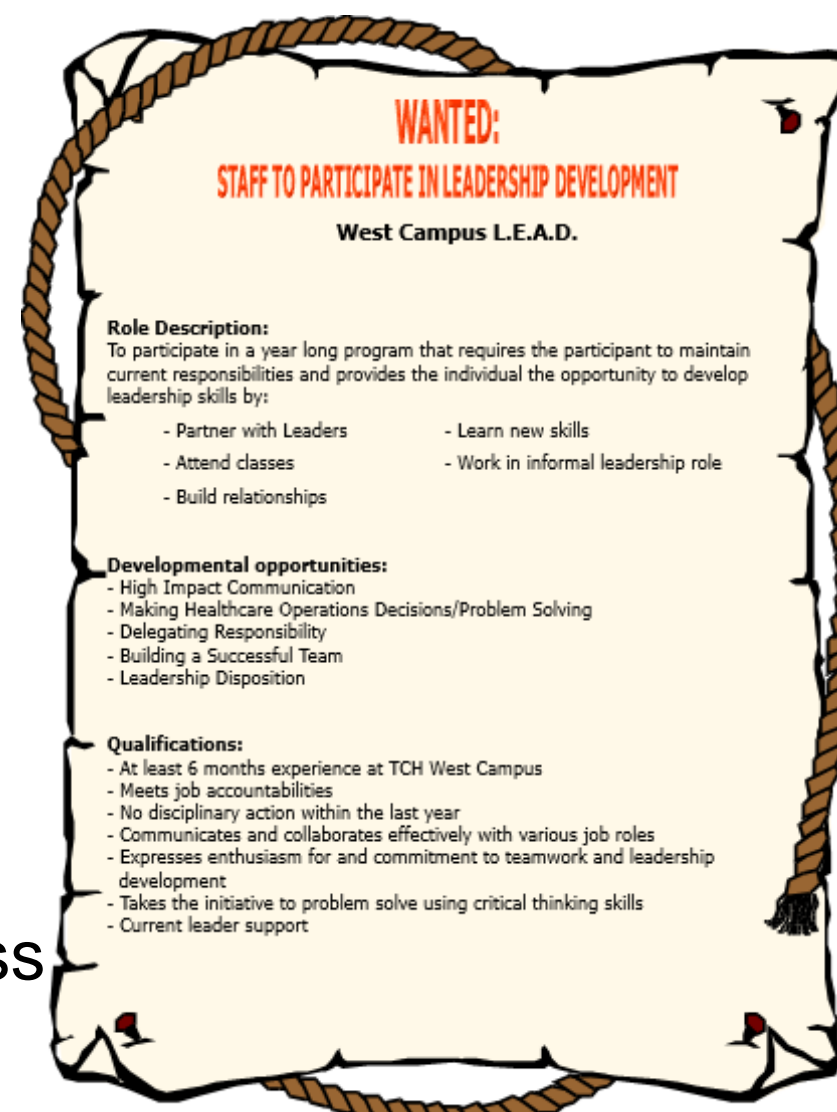
The LEAD Program was developed at Texas Children's Hospital West Campus and piloted in the ambulatory setting.

Project Aims

The project aim was to identify and cultivate existing talent within front line staff and provide them with the tools, resources, and learning opportunities to enhance their professional growth.

Our promise to participants:

- Collaboration with participants
- Provide leadership guidance
- Remove barriers for program completion
- Provide regular feedback on progress and development



Methods

- Application for the year-long program consisted of a resume and letter of intent describing interest in leadership development
- Selected applicants underwent a panel interview using targeted selection methodology
- An introductory meeting was held. Mentors were selected and assigned to each LEAD participant. Staff and leaders reviewed and signed a Participant Agreement which outlined established expectations for the program as well as roles and responsibilities for both mentors and participants.
- Weekly meetings with mentors to review and report progress

Participant Tools

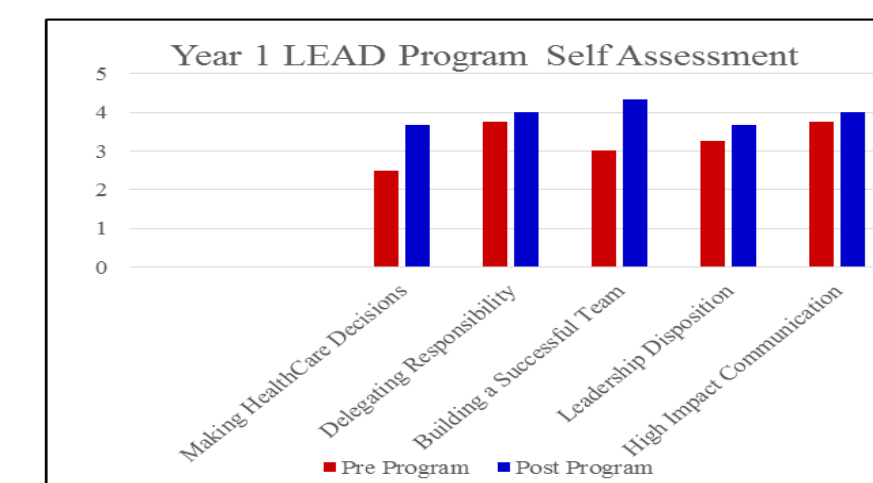
- Development Classes offered:
 - Professionalism / Leadership Skills / Emotional Intelligence
 - Team Dynamics / RPR (Results, Process, Relationships) / Empowerment / Coaching
 - Crucial Conversations
 - Listening and Feedback / Service Recovery / Issue Escalation and Resolution
- Short and long term projects to complete during the program
- Journaling encouraged
- Exposure to leaders from all departments, leadership meetings and strategic project involvement
- Direct access to organizational development consultant for ongoing mentorship

Results

- 2 participants from inaugural class now in formal leadership roles
- First year project examples
 - Quality improvement process for enhanced clinic communication using electronic medical record
 - Participants planned team building activities for ambulatory departments
- End of 1st Year Participant Feedback: ***“What impacted my growth the most was the networking, new resources I didn’t have before, and the classes for personal and professional growth – a huge plus!”***

The program “helped me to learn how to more effectively communicate in different ways with different individuals.”

“Meeting with mentors has enhanced my understanding of interpersonal relationships and the challenges faced by healthcare leadership.”



Likert Scale
Self - Assessment
0 = No Knowledge
1 = Some Knowledge
2 = Neutral
3 = Knowledgeable
4 = Expert Knowledge

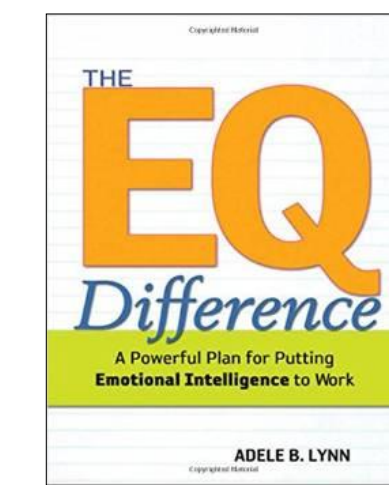
- Second year project examples
 - Medical Assistant onboarding and training development
 - Quality Improvement project to expedite lab results for PACU procedures
 - EPIC documentation clarifications
 - Improving the Patient Experience

Discussion

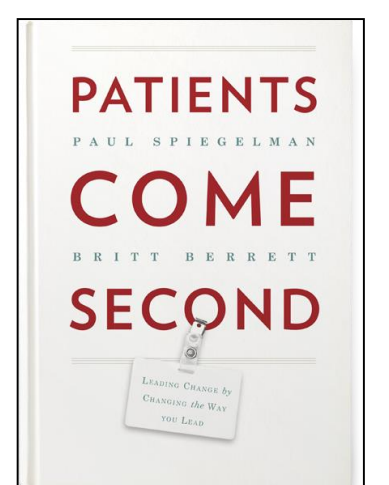
- Based on feedback from the post program survey, changes were made for second year:
 - Added more structure to project plans
 - More strongly encouraged and supported shadowing opportunities with leaders
 - Used program graduates as informal mentors for current LEAD participants
 - Supplemented classroom learning with leadership books



Patterson, K. et al. (2012). *Crucial Conversations*. Retrieved from www.vitalsmarts.com.



Lynn, A. (2005). *The EQ Difference*. Retrieved from www.lynnleadership.com.



Spiegelman, P. & Bennett, B. (2013). *Patients Come Second*. Retrieved from www.patientscomessecond.com.

- Awareness and interest for the LEAD Program has increased in its second year due to internal marketing & recognition
- Plan to expand program to other departments, such as Respiratory Therapy based on interest and available mentors
- Continued senior leadership support of the program is necessary to provide meaningful experiences and growth opportunities for potential future leaders.



End of Year 1 Celebration with LEAD participants and hospital executive leadership

“Leadership always influences or determines outcomes — not some of the time, but all of the time.” - Mark A Wallace, President and CEO of Texas Children's Hospital