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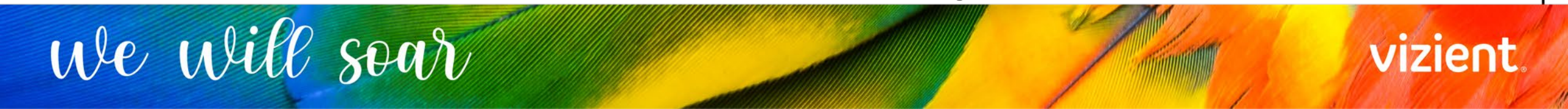
Fostering Leadership Development and Succession Planning With a Leader Capability Model

Laurie Ecoff, PhD, RN, NEA-BC, CNL
Vice President, Terrence and Barbara Caster Institute for Nursing Excellence

Melissa Vivas, MSN, RN, CNL
Manager, Sharp University — Learning Transformation & Knowledge Management

Sharp HealthCare, San Diego, Calif



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Learning Objectives

- Discuss the development of a leader capability model.
- Describe how a leader capability model can be applied to interprofessional teams of leaders.
- List three outcome measures to demonstrate the impact of a leader capability model.

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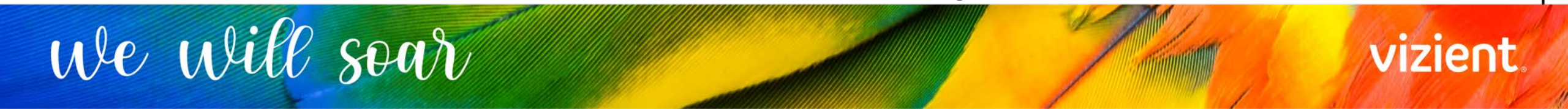

Acknowledgements – Model Developers

- ***Amy Adome, MD, MPH**, Senior Vice President, Chief Clinical and Transformation Officer*
- ***Cassandra Crowe, MBA, CPXP**, Chief Experience Officer*
- ***Kathy Summers, MSM, RN, CCM, LSSBB**, Director of The Office of Transformation*
- ***Janet Villalobos, SPHR, SHRM- SCP,** Vice President, Talent Management*
- *Additional developers: Senior Vice President and Director HR/Talent Management*

Who Uses a Model to Guide Leadership Development?

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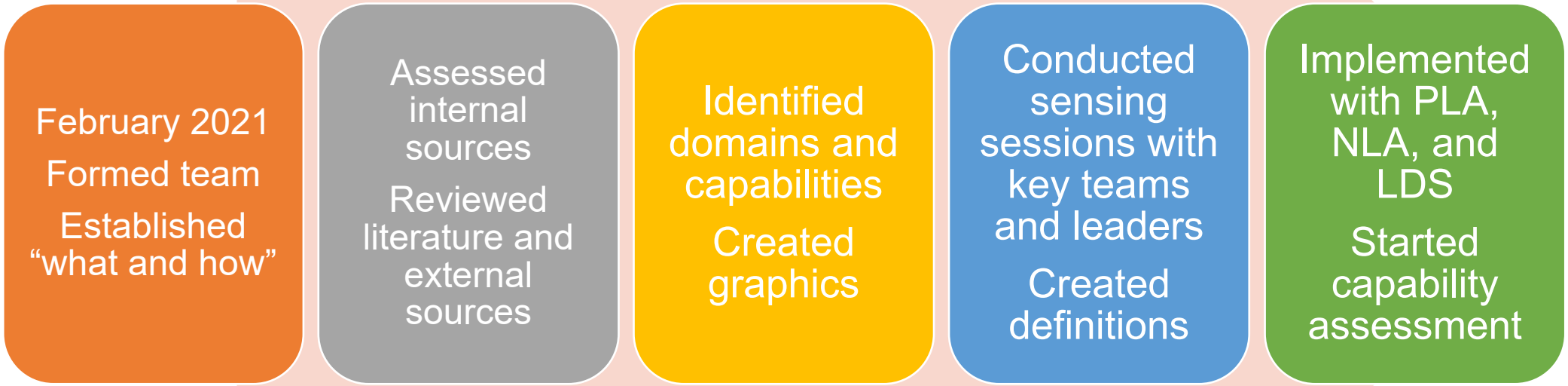
Model Development

- Informative representation of a system; helps people know and apply concepts
- Describes what exemplary leadership looks like in an organization
- Articulates the capabilities needed to actualize an organization's mission, vision, values, and strategic plan

Model Development



PLA: Physician Leadership Academy
NLA: Nursing Leadership Academy
LDS: Leadership Development Sessions

Model Development

Internal Leadership Sources

- Mission, Vision, Values
- Pillars of Excellence
- The Sharp Experience
- HRO Leader Practices
- Leader Behavior Standards
- Nursing Leadership Model

External Leadership Sources

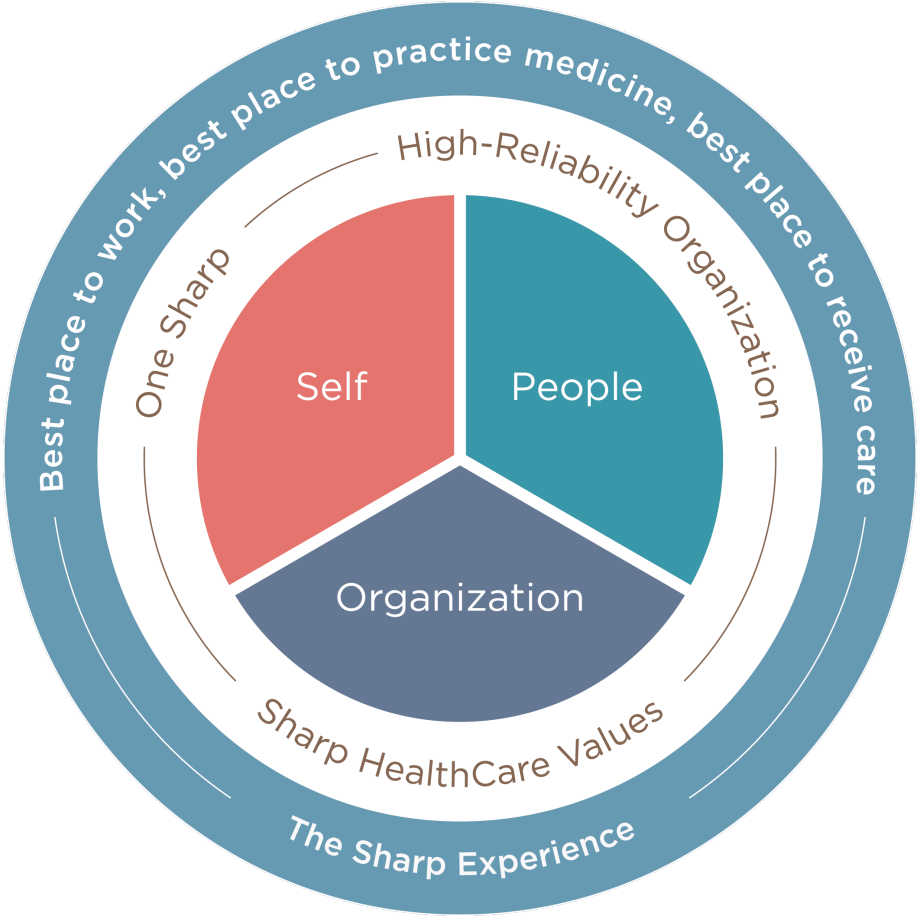
- American College of Healthcare Executives
- American Organization for Nursing Leadership
- Kouzes and Posner Five Practices of Exemplary Leadership
- Association for Training and Development

Leader Capability Model

Outer Concentric Circle
Model foundation

Inner Concentric Circle
Universal capabilities represented in model domains

Core
Model domains



Domains and Capabilities

Who has Formal Leadership Development Programs?

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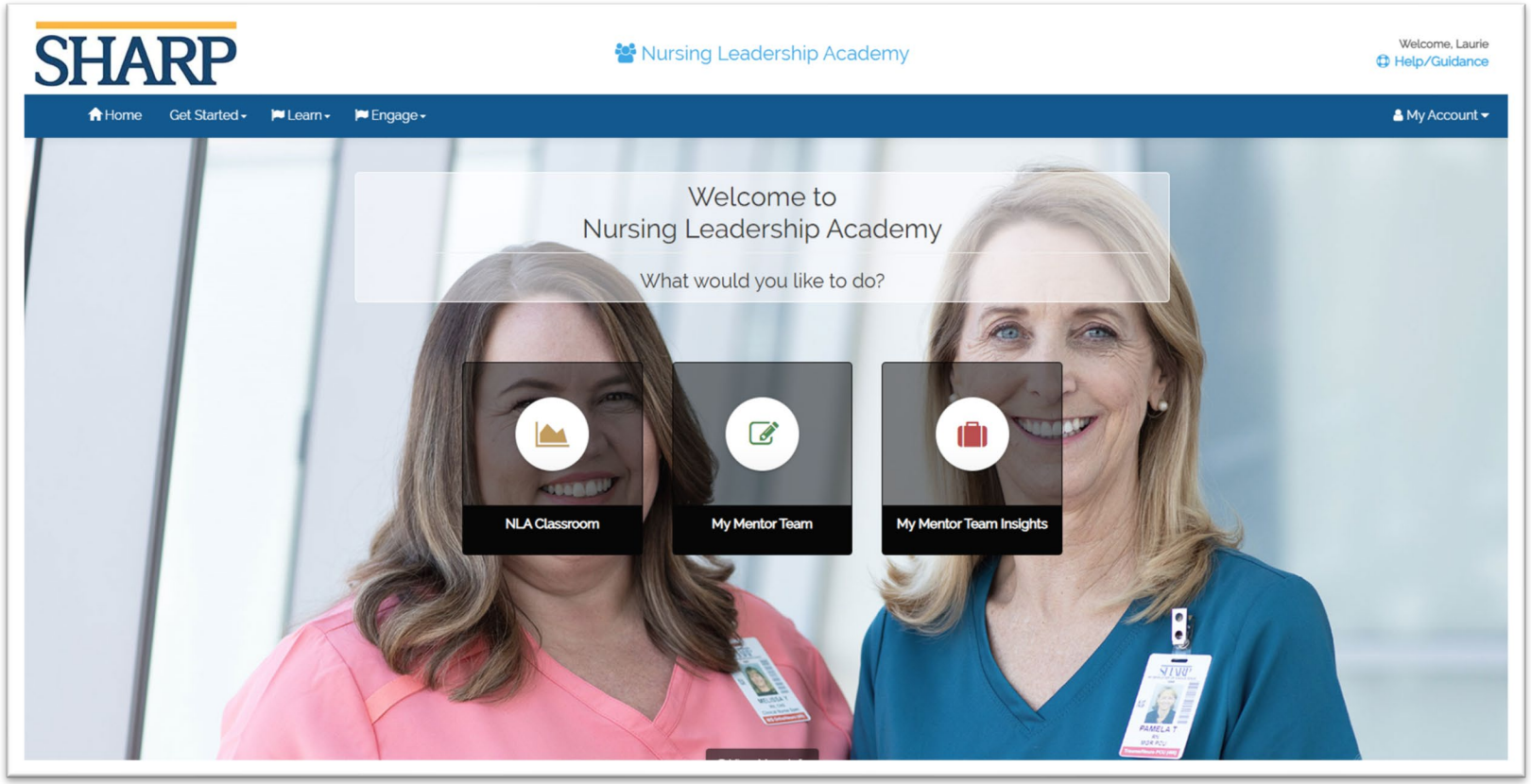
Nursing Leadership Academy



- 9-month hybrid program, launched 9/2021
- 27 topics organized by Leader Capability Model
- 20 interprofessional faculty
- Uses electronic Learning Management System and Mentor platform
- Monthly learning circles – My Mentor Team
- Formal graduation

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Nursing Leadership Academy

- Cohort vision and brand
- Formative and summative evaluation
- Course evaluation with knowledge assessment
- Pre-post assessments
- Employee engagement
- Longitudinal career progression

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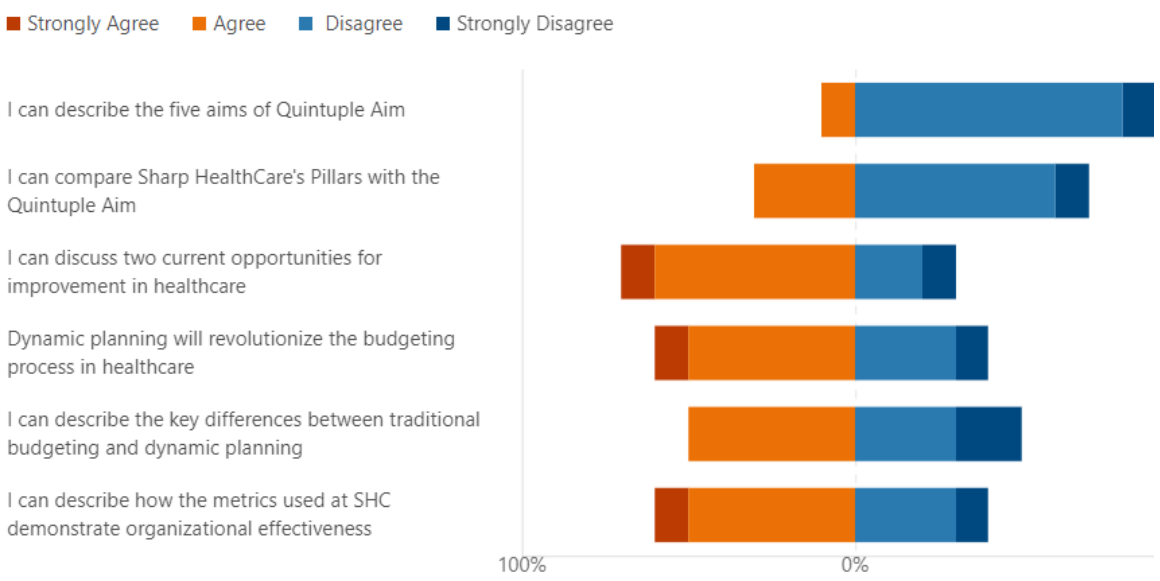
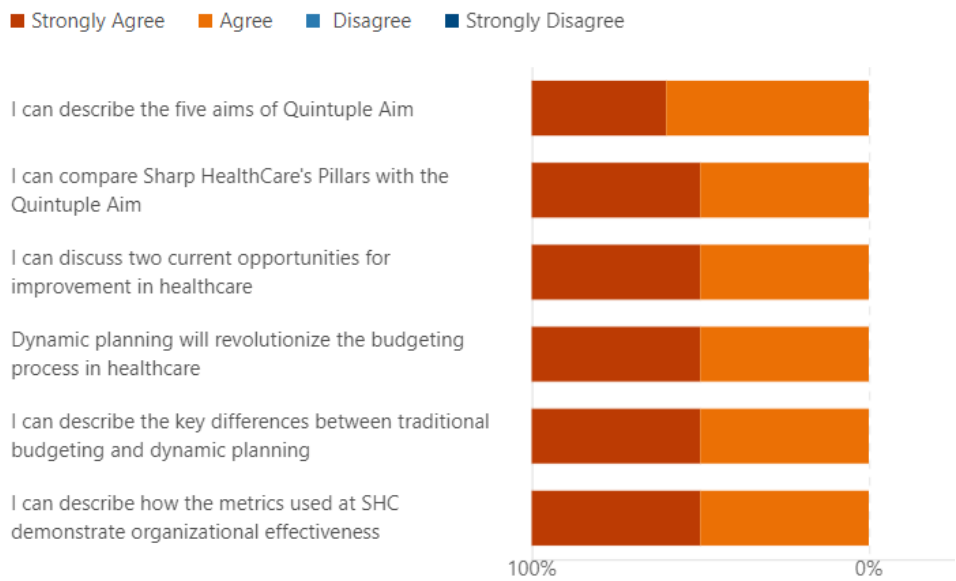
Nursing Leadership Academy (Outcomes)

Formative Evaluation

Please rate the following statements BEFORE the class:

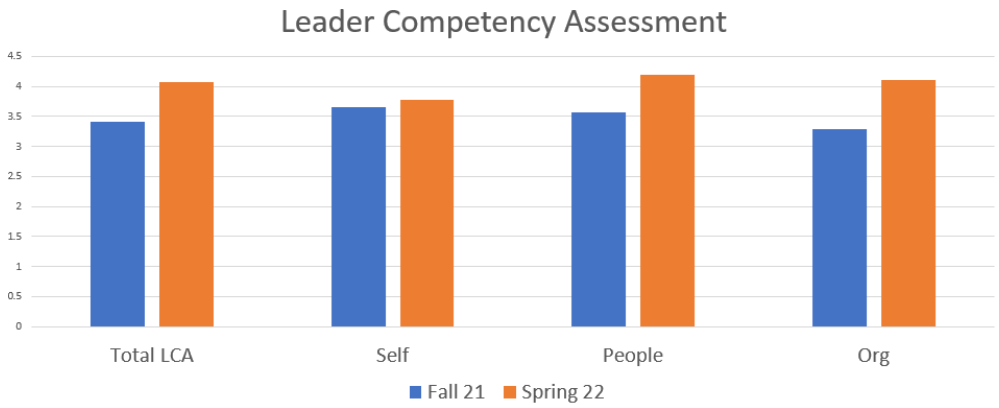


Please rate the following statements AFTER the class:

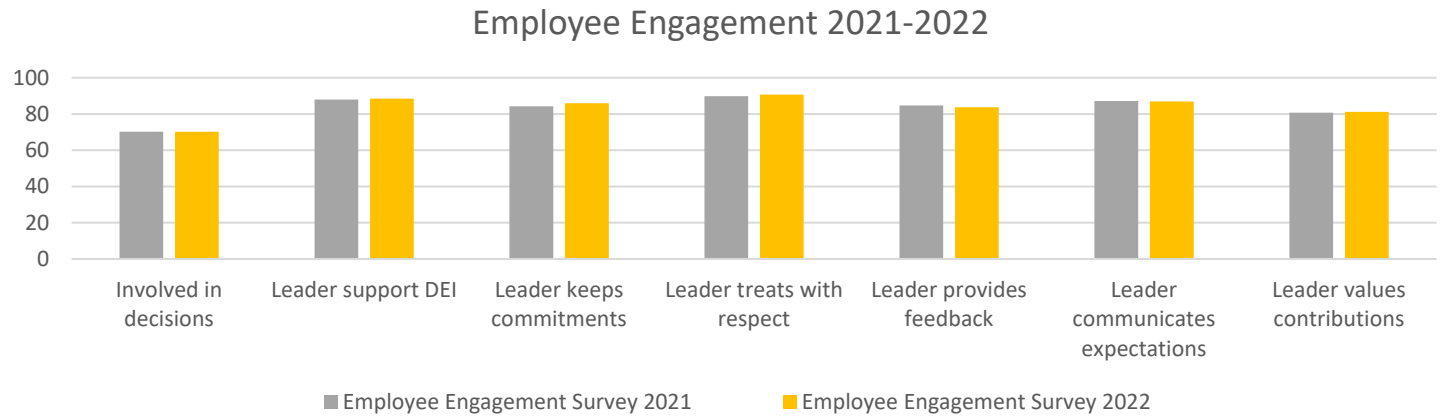


Nursing Leadership Academy (Outcomes)

Summative Evaluation



N=20. Total LCA, People and Organization, p = .000



Physician Leadership Academy

- Piloted a new all virtual 12-month program in 2022
- 21 topics organized by Leader Capability Model
- Mix of internal & external subject matter experts
- Electronic Learning Management System & Microsoft Teams/Forms
- Learning circles led by senior/executive leadership
- Formative and summative evaluation

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Physician Leadership Academy

- 9-month in-person program beginning end of Sept 2023
- Smaller cohort (30 physicians)
- Cohort welcome reception
- Pre & post assessments
- Physician Experience Council Workgroups
- Capstone projects
- New Physician Mentoring program

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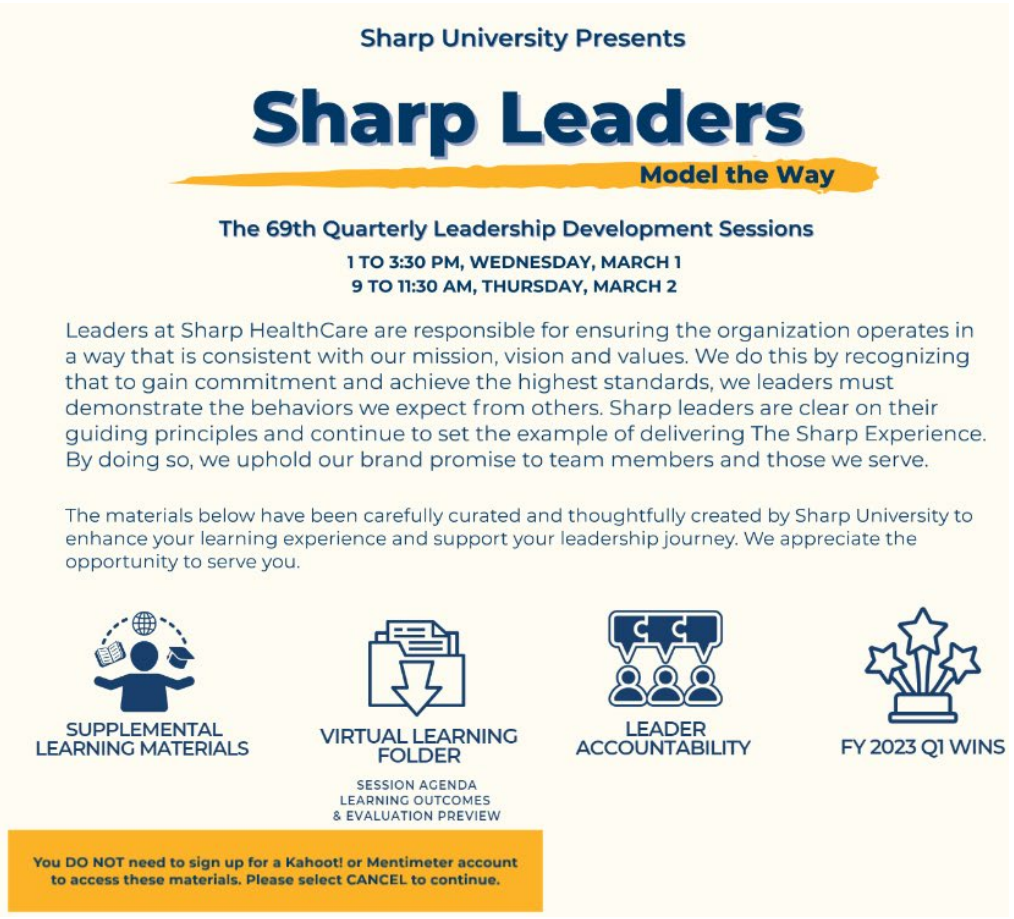
Leadership Development Sessions

- Program for ~2,000 leaders
- 12-month curriculum
- Presenter application and program agenda/breakout room topics
- Internal and external subject matter experts
- Engagement – Pre/During/Post



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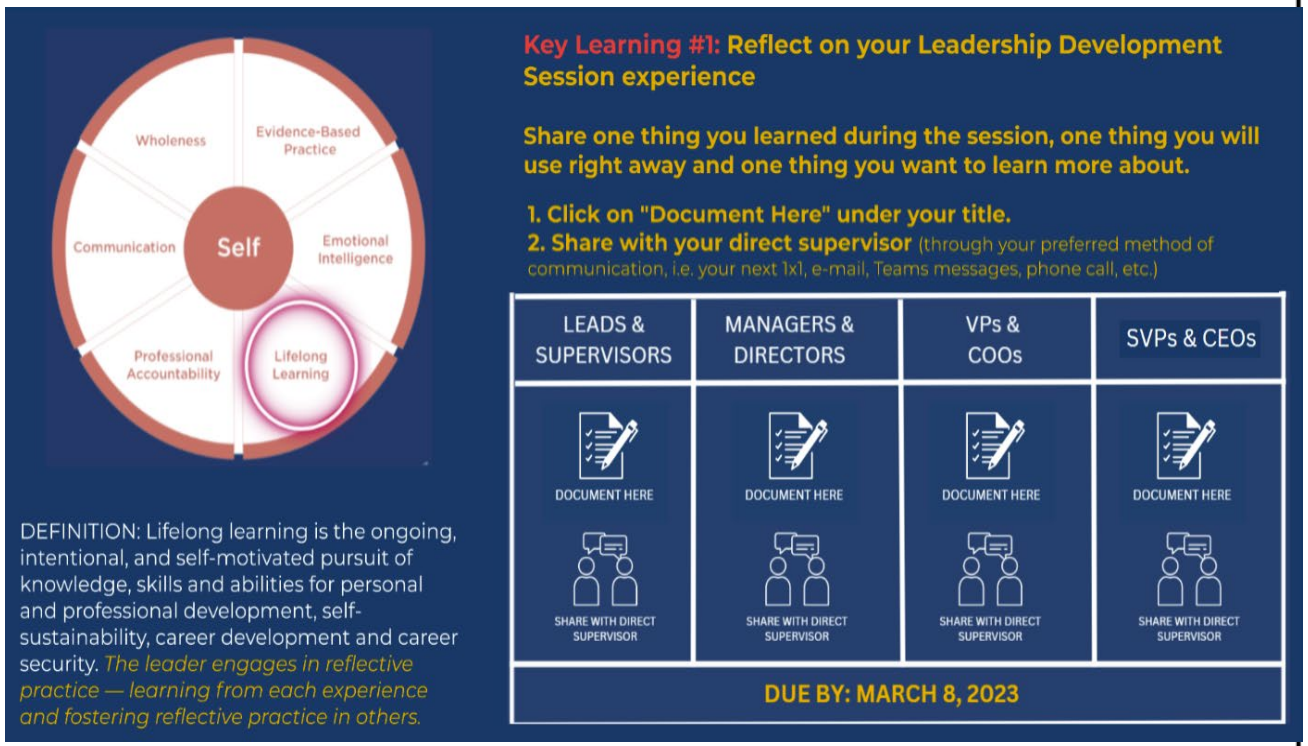
Leadership Development Sessions (Outcomes)

- Leader Accountability process aligns with Leader Capability Model
- Outcomes: Clarity of expectations, enhanced responsibility, and increased engagement between leaders and team



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Lessons Learned

- Inclusion
- Consistency
- Alignment
- Clarity

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Key Takeaways

- **Engage**
- **Enculturate**
- **Evaluate**

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Questions?

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Contact:

- Laurie Ecoff, laurie.ecoff@sharp.com
- Melissa Vivas, melissa.vivas@sharp.com

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