

2023 VIZIENT CONNECTIONS SUMMIT

**TOGETHER**  
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SEPT. 18–21, 2023  
WYNN, LAS VEGAS

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# SHARP

## Fostering Leadership Development and Succession Planning With a Leader Capability Model

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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*

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# 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

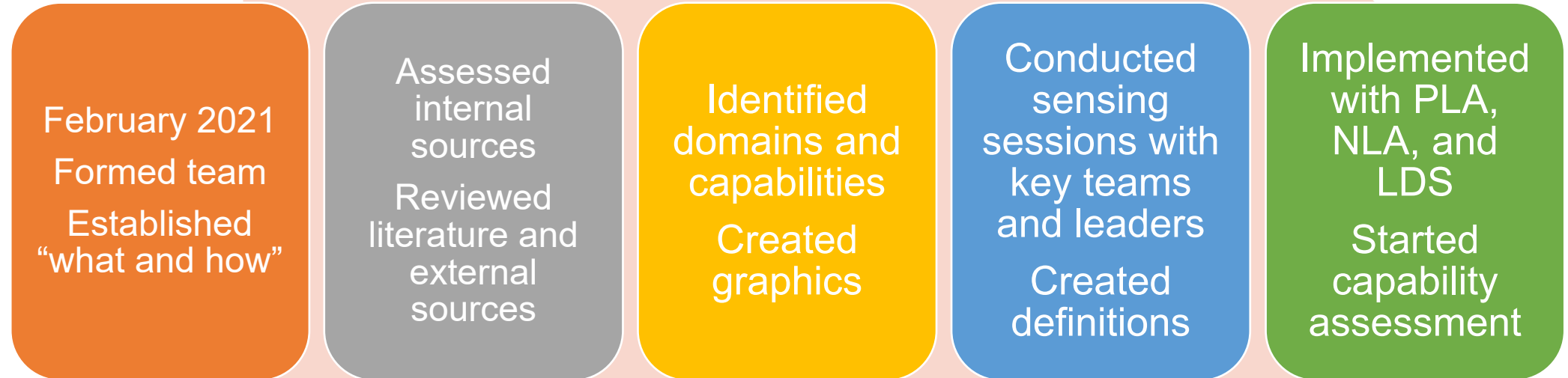


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# Model Development



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

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# 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

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# Leader Capability Model

## Outer Concentric Circle

Model foundation

## Inner Concentric Circle

Universal capabilities represented in model domains

## Core

Model domains



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# Domains and Capabilities



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# Who has Formal Leadership Development Programs?



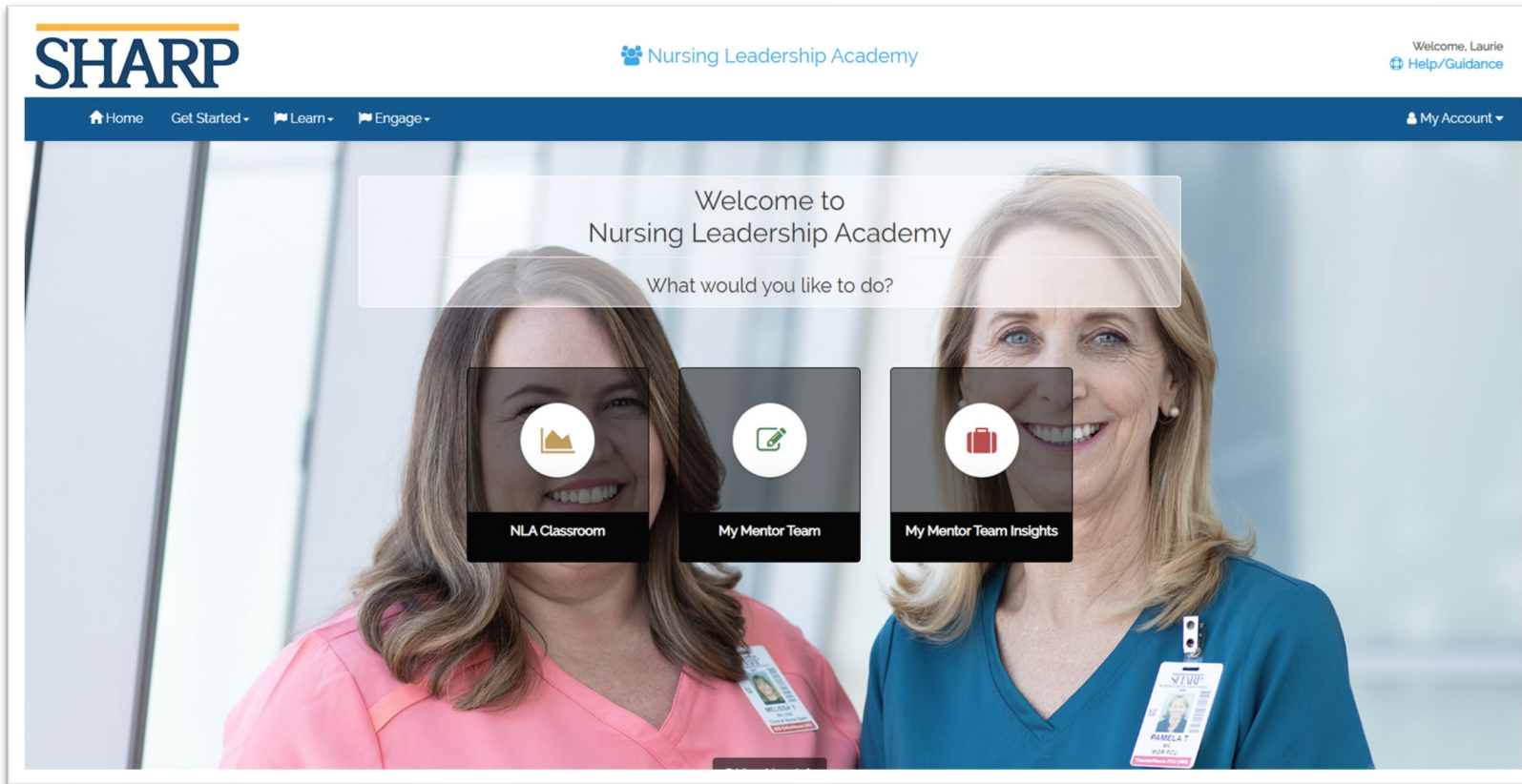
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# Nursing Leadership Academy



- 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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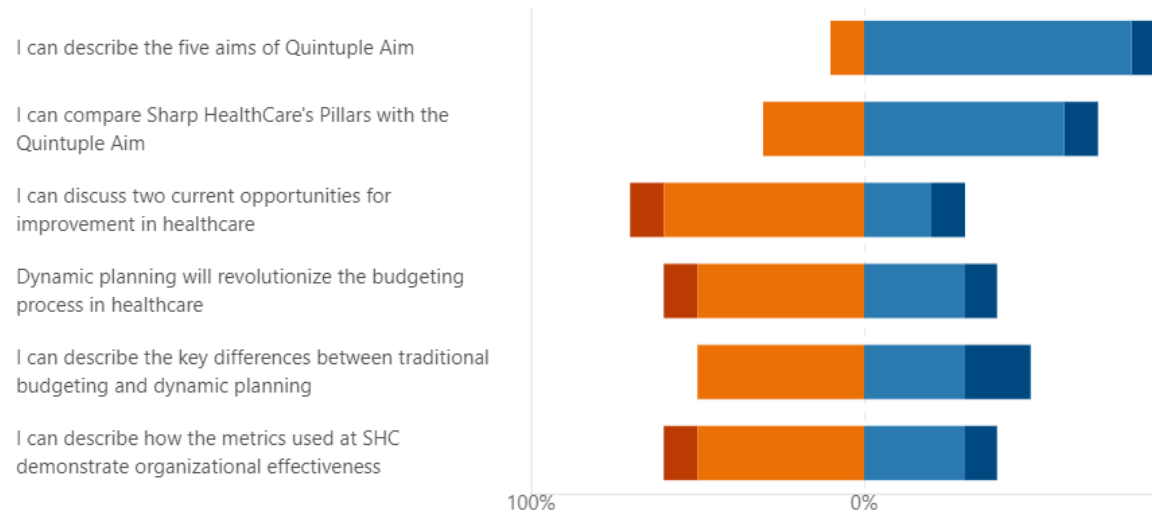
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# Nursing Leadership Academy (Outcomes)

## Formative Evaluation

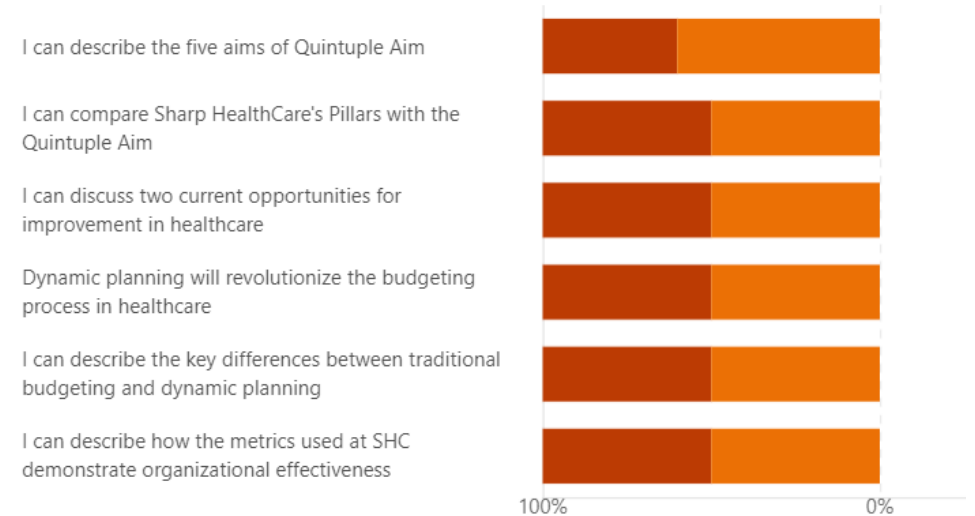
Please rate the following statements BEFORE the class:

■ Strongly Agree
 ■ Agree
 ■ Disagree
 ■ Strongly Disagree



Please rate the following statements AFTER the class:

■ Strongly Agree
 ■ Agree
 ■ Disagree
 ■ Strongly Disagree



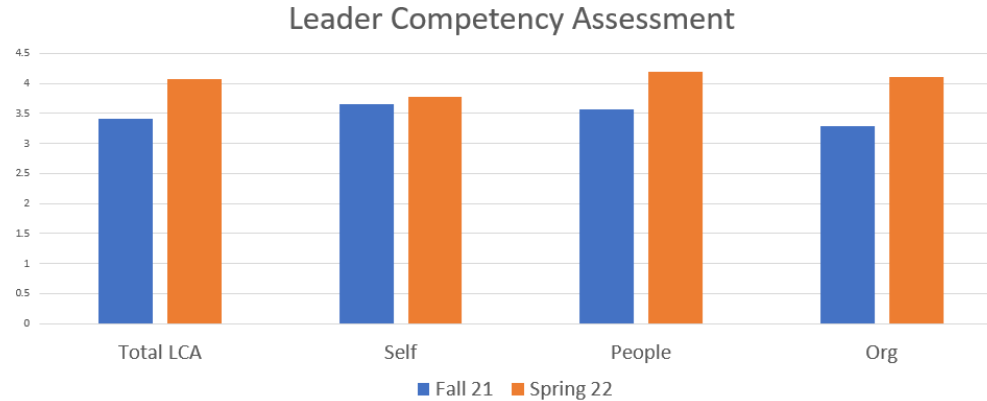
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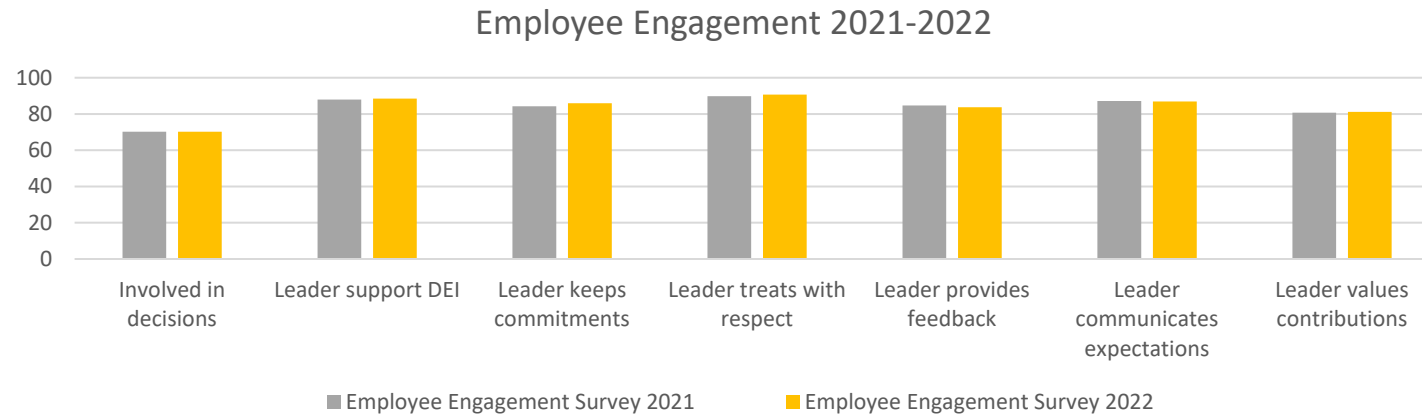


# Nursing Leadership Academy (Outcomes)

## Summative Evaluation



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



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# 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



Review 12-month Curriculum Summary  
MARCH 2023 - MARCH 2024

Best place to work, best place to practice medicine, best place to receive care

High-Reliability Organization

One Sharp

Self

People

Organization

Sharp HealthCare Values

The Sharp Experience

CLICK ON IMAGE TO EXPLORE THE LEADER CAPABILITY MODEL DEFINITIONS

← BACK

Sharp University Presents

## Sharp Leaders

Model the Way

The 69th Quarterly Leadership Development Sessions

1 TO 3:30 PM, WEDNESDAY, MARCH 1  
9 TO 11:30 AM, THURSDAY, MARCH 2

Leaders at Sharp HealthCare are responsible for ensuring the organization operates in a way that is consistent with our mission, vision and values. We do this by recognizing that to gain commitment and achieve the highest standards, we leaders must demonstrate the behaviors we expect from others. Sharp leaders are clear on their guiding principles and continue to set the example of delivering The Sharp Experience. By doing so, we uphold our brand promise to team members and those we serve.

The materials below have been carefully curated and thoughtfully created by Sharp University to enhance your learning experience and support your leadership journey. We appreciate the opportunity to serve you.



SESSION AGENDA  
LEARNING OUTCOMES  
& EVALUATION PREVIEW

You DO NOT need to sign up for a Kahoot! or Mentimeter account to access these materials. Please select CANCEL to continue.

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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



**Leader Accountability**

**Expectation:** All leaders are responsible for their own development and the development of those they lead.


**Purpose:** To develop the key leadership qualities and behaviors (outlined by the Leader Capability Model) that support Sharp's mission, vision and values.

**Directions:** Click on each key learning and complete each task by the due date (in red). There is ONE key learning task per domain: Self, People and Organization.


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[CLICK HERE TO WATCH A HOW TO VIDEO](#)


## LEADER ACCOUNTABILITY




**SELF DOMAIN**  
KEY LEARNING #1  
**DUE BY: MARCH 8**




**PEOPLE DOMAIN**  
KEY LEARNING #2  
**DUE BY: MARCH 17**



**ORGANIZATION DOMAIN**  
KEY LEARNING #3  
**DUE BY: MARCH 29**





**DEFINITION:** Lifelong learning is the ongoing, intentional, and self-motivated pursuit of knowledge, skills and abilities for personal and professional development, self-sustainability, career development and career security. *The leader engages in reflective practice — learning from each experience and fostering reflective practice in others.*

**Key Learning #1: Reflect on your Leadership Development Session experience**

Share one thing you learned during the session, one thing you will use right away and one thing you want to learn more about.

1. Click on "Document Here" under your title.
2. Share with your direct supervisor (through your preferred method of communication, i.e. your next 1x1, e-mail, Teams messages, phone call, etc.)









LEADS & SUPERVISORS	MANAGERS & DIRECTORS	VPs & COOs	SVPs & CEOs
 DOCUMENT HERE	 DOCUMENT HERE	 DOCUMENT HERE	 DOCUMENT HERE
 SHARE WITH DIRECT SUPERVISOR	 SHARE WITH DIRECT SUPERVISOR	 SHARE WITH DIRECT SUPERVISOR	 SHARE WITH DIRECT SUPERVISOR
<b>DUE BY: MARCH 8, 2023</b>			

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# Lessons Learned

- **Inclusion**
- **Consistency**
- **Alignment**
- **Clarity**



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# Key Takeaways

- Engage
- Enculturate
- Evaluate



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# Questions?

The SHARP logo features the word "SHARP" in a bold, dark blue, serif font. Above the letters "H" and "A" is a thick, horizontal orange bar.

## Contact:

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