


Building Leadership Capability in Times of Transition and Change

Beyond Best Intentions

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Business Realities - 2009

- Significant Transformation & Change in Healthcare
- Increasing Demands for Operational Effectiveness / Efficiency
 - Learning Agile Workforce
 - Engaged Workforce
 - Re-image “Human Capital”
 - Build Sustainable Leadership Capacity

Transformation & Change is Everywhere

- Diagnostic Imaging
- Implantable Devices
- Precision Therapeutics
- Wired Hospital

Operational Effectiveness & Efficiency

- Clinical Quality
- Patient Safety
- Organizational Viability
 - Work System Design / Lean - Six Sigma
 - Organization Effectiveness
 - Productivity
 - Workforce Strategy

Learning Agile / Engaged Workforce

- Associate Participation
- Knowledge Acquisition / Utilization
- Communities of Practice
- Continuous Learning / Experiential Learning
- Sense-making

Re-Framing Perspectives on Human Capital

- Mental Model 1 : *“Cost to the Business – Limit our Exposure”*
- Mental Model 2 : *“Strategic Corporate Asset – Develop & Enable”*
- *Leaders as “Chief Financial Officers of Human Capital”*

Human Capital Development - Current State

- Myth of Workforce Competence
- “Follow the Dollars”
 - Compliance Training (Joint Commission, etc.)
 - Professional Recertification / CEUs / CMEs
 - Leadership Capability Enhancement
 - Evolving world of significant change and transformation in health care settings
- Percent Curriculum Complete

Workforce Strategy / Critical Position Planning

- *To what extent does our workforce understand our firm's strategy, how well we're doing, and what we must do to be strategically successful?*
- *What are our firm's strategic capabilities and what is our inventory of top talent in our strategic positions?*
- *To what extent are we getting the critical behaviors necessary to make our business model a reality?*
- *To what extent are our strategic positions creating the wealth (revenue enhancement or cost reduction) that sustains our growth, provides job security, and reinforces the success of our business model?*
- © Richard Beatty, Mark Hueslid et.al

Key Competencies - Performance

- Critical Thinking / Problem Solving
- Bias For Action
- Passion for the Mission
- Servant Leadership
- Developing Others
- Strategic Agility
- Leading Change and Transition

Key Competencies – Potential

Based on Lominger's CHOICES Instrument for Learning Agility

- Mental Agility

Describes people who think through problems from a fresh point of view and are comfortable with complexity, ambiguity, and explaining their thinking to others.

- People Agility

Describes people who know themselves well, learn from experience, treat others constructively, and are cool and resilient under the pressures of change.

- Change Agility

Describes people who are curious, have a passion for ideas, like to experiment with test cases, and engage in skill building activities. Can take the heat for being out ahead.

- Results Agility

Describes people who get results under first time or tough conditions, inspire others to perform beyond normal, and exhibit the sort of presence that builds confidence in others.

Discerning High Professionals / High Potentials

- **High Professional**

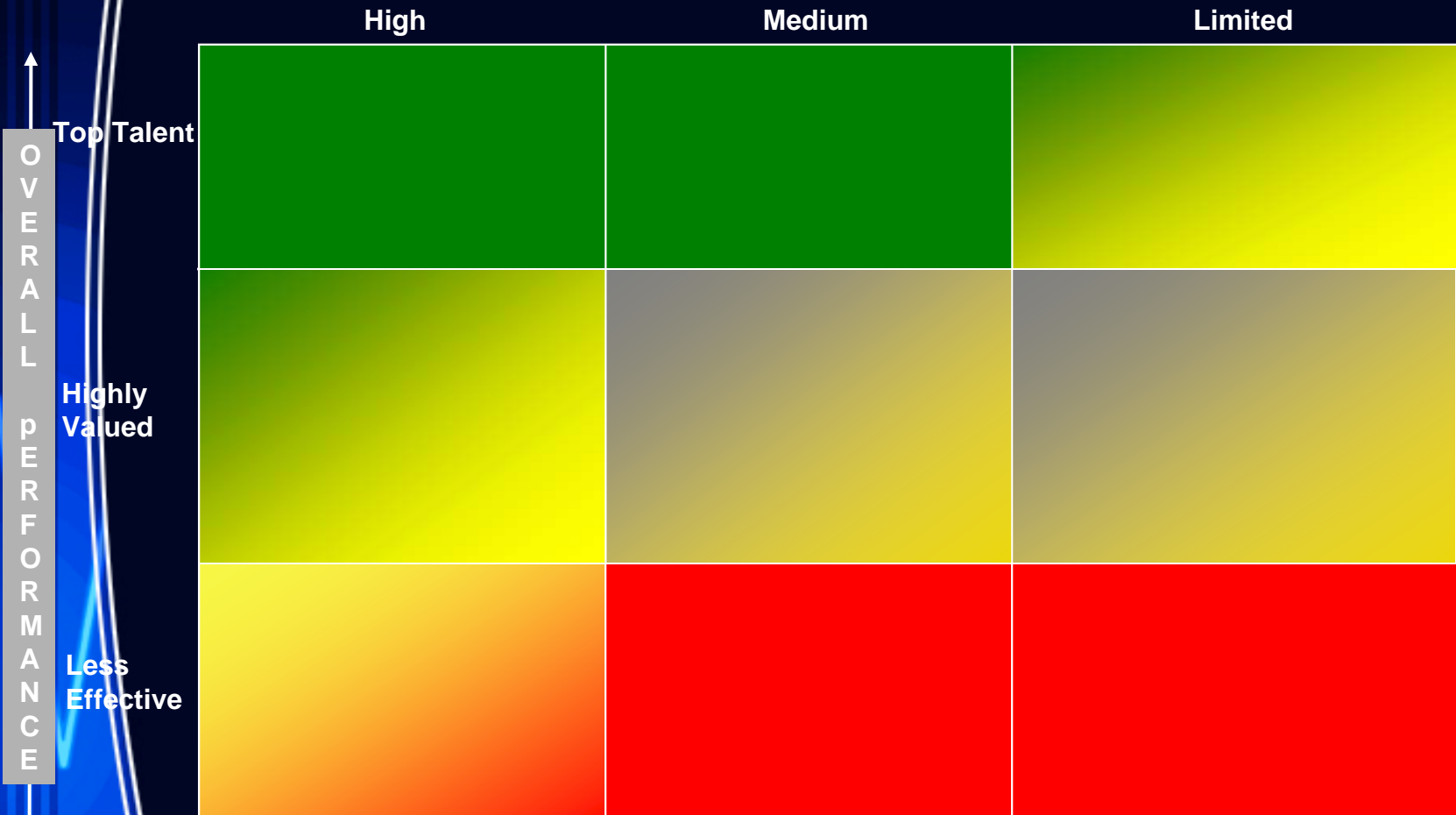
- Consistently produces exceptional results and high performance ratings in a defined but focused area. Knows current job extremely well. Does not always adapt to new situations, particularly those outside of his / her functional area.
- Very valuable to the organization – may be promotable within functional / technical area.

- **High Potential**

- The best there is. Takes your breath away. Typically in short supply but in high demand. Performs well in almost everything they take on. Learns fast. Transfers learning from one area to the other. Resourceful.
- Has the ability to take on major stretch assignments in new areas with promotions or lateral movements.

Nine Block Assessment

POTENTIAL/PROMOTABILITY



Critical Positions at Catholic Healthcare Partners

- Executive Leadership
 - *Divisional Presidents, Regional CEO's, Functional SVP's, Facility CEO's*
- Physician Relations
- Strategy / Planning / Business Development
- Patient Care Services
- Mission
- CFO
- Quality / Clinical Informatics
- Physician Leaders
- Human Resources
- Case Management
- Emergency Department Operations

Individual Developmental Planning

- Co-created by leader and supervisor
- Commitments Made
- Impact Map



CHP
UNIVERSITY

*Enriching Our Present
Creating Our Future*

CHP UNIVERSITY

- Comprehensive selection of educational programs designed to meet the needs of a diverse group of learners.
- CHP University is NOT a building or a campus, but instead consists of online courses, instructor led workshops and conferences and symposia.
- Offerings are organized within
 - Leadership Development Institute
 - Staff Development Institute
 - Center for Patient Safety and Clinical Transformation

CHP Leadership Academy

- Nationally acclaimed program in partnership with the Center for Creative Leadership
 - Focused on developing leadership competence and sustainable leadership capacity.

CHP Leadership Academy

DESIRED RESULTS



- Respond more innovatively to the complex and changing environment.
- Work as a more collective, aligned system.
- Leverage identity as strategic advantage.
- Strategically develop talent.

DESIGN REQUIREMENTS

- Design, develop, and deliver an intense developmental experience that:
 - Brings together leaders from different regions.
 - Provides a practice field for leaders to test out different ways of leading.
 - Leverages the mission, vision and values.
 - Aligns and integrates learning and development with business outcomes.
 - Builds leadership capabilities.
 - Includes sustained, visible involvement by top leaders.
 - Stretches people to do more than they think is possible.

CHP Leadership Academy

Two Year Program – (14 months)

- Cohort of 28 executives; carefully designed curriculum that is presented during four intensives, and bounded by action learning
- Task Mastery Levels Identified
 - Awareness and Knowledge
 - Guided Application
 - Independent Application
 - Skilled Performance

Jefferson School of Health Policy and Population Health

- With CHP University, partner in a unique and innovative way to create an articulation agreement around:
 - Master of Science in Health Policy
 - *Certificate in Health Policy*
 - Master of Science in Healthcare Quality & Safety
 - *Certificate in Healthcare Quality & Safety*
 - Master of Science in Chronic Care Management
 - Certificate in Chronic Care Management
 - Master of Science / PhD in Population Health

2009 CHP Work Plan

- Management Selection
 - *Behavioral Event Interviewing*
 - *Psychometric Testing*
 - *Diversity*
- Performance Management – *Rigor & Accountability*
- Developmental Assignments - *Proactively Manage*
- SLT Core Training : *Patient Safety/Quality, Mission/Ethics, Finance, Diversity*
- Leadership Capability Reviews - *Regions & Home Office*
- Evaluation of Development Plans - *Improved Performance*
 - *Supervisor Accountability*
- Critical Position Planning (*Identification and Staffing of “A” Positions*)
 - *Redefinition of Strategic Leadership Team*
- Implementation of Accelerated Leadership Development Program (~20)