



Healthcare Leadership Development

A guide to creating a leadership development program in healthcare organizations



Strong leadership in healthcare is critical to organizational survival. The transition from an individual contributor or manager to a leadership role is a significant change in skillset and professional identity. Organizations that invest in helping high-potential employees prepare to serve as leaders is a wise strategy that can help your organization attract and retain talent; enhance operational efficiency, and increase success in navigating critical health equity initiatives.

Healthcare organizations need leaders with the skills and expertise to lead people, create a culture of wellness, manage change, and find new opportunities. The healthcare environment is evolving rapidly. Leadership development is how healthcare organizations get the workforce they need to address the challenges ahead.

What is a Leadership Development Program?

Companies are investing over [\\$14 billion](#) on leadership development programs, but most healthcare executives agree that the health equity challenges brought into national focus due to the COVID-19 pandemic require a “new breed of leadership.” Many traditional academic programs are far behind the needs of the healthcare industry. A leadership development program is a solution aimed at improving the skill sets, abilities, and confidence of high-potential employees to prepare them to step into senior positions.

The challenges of today won't be the same as those of tomorrow.

Smart organizations know that leadership development must focus on the experiences, skills, and knowledge that will be most relevant to the future needs of the company. Common elements within a leadership development program include:

- Trauma informed leadership
- Health equity
- Cultures of wellness
- Peer support and shared learning
- Formalized mentorship and coaching
- Change management, continuous quality improvement, and negotiation
- Soft skills development, including empathy, compassion, relationship building, and communication
- Accountability to budgets, strategic goals and milestones

Leadership development programs can be delivered in a variety of ways. Cohort models are common in mid- and large scale organizations. Virtual models are highly in demand due to health and safety concerns as well as travel cost-savings restrictions; however, some organizations find that hybrid learning models help to reinforce online learning. Determining the best fit learning process and delivery model for your employees' needs will help improve program interest and completion. Questions to ask at this stage include:

- Do your future leaders need a virtual learning program right now?
- Do you want them learning with their peers or exploring on their own?
- Is a hybrid learning model of virtual education and in-person group sessions the best fit?

Recently, experts are [suggesting](#) that leadership development should be approached as continuous learning with key performance milestones versus a short, time-constrained training course. Keeping this in mind when developing or upgrading your organization's leadership development program will give your organization an advantage over others.



How to Start a Leadership Development Program

When developing or revamping a leadership development program there are key elements all programs should consider regardless of industry or size of the organization.

Connect program learning goals to organizational strategic goals. Review your organization's strategic goals and priorities and consider what skills your leaders need to accomplish them. It's critical to have a clear vision of how the skills being cultivated in your leadership development program connect to the business priorities.

Design the program to address urgent challenges while preparing for the future. Leadership development is a strategy aimed at long-term investment in the future while delivering skills training useful in addressing and solving immediate problems. Focus on pressing needs such as health equity, board diversification, and the burned out and demoralized healthcare workforce. By building in real world problems, learners will have the opportunity to build solutions that can be applied, tested, and integrated while they are in the program.

Focus on scaling, not just expanding the workforce. Growth and scale aren't the same. Understanding the distinction between the two and exploring how the organization can evolve to meet strategic goals, will prepare future leaders to approach challenges from a new lens.

Ensure that the employees win. Connect your leadership development program to internal career opportunities. Highlight the path for upward mobility clearly when recruiting as one of the benefits of employment with your organization, and consistently remind your employees of this opportunity. Healthcare executives often report that employees do not take advantage of these benefits, while employees often report that they are not aware of these opportunities or whether they are eligible.

Focus on the importance of wellness culture as well as skills. As companies grow, workplace culture traits and values tend to be diluted. Promoting a culture of wellbeing from the top down using a strategic and evidence-informed strategy will improve provider retention and patient care.

Resources for Leadership Development in Healthcare

Healthcare organizations are facing mass resignation in 2022. [A 2017 Work Institute Retention Report](#) estimates that replacing a worker costs 33% of a worker's annual salary or \$15,000 per employee for a salary of \$45,000. In addition to the financial burden of replacing an employee, companies lose indirect productivity costs from knowledge lost and time spent recruiting and training up new employees until new hires are "fully functional". **With career development being reported as a top reason why employees leave, investing in leadership development is critical to improve employee retention.**



It's not too late. Now is the time to invest in leadership development.

CGI understands the importance of profitability and competition in addition to the needs of patients, providers, and communities of care. We offer a variety of healthcare leadership education programs that can provide your high-potential employees with the skills, knowledge, and training to successfully transition into leadership roles when it comes time to replace your key leaders and executives.

CGI's healthcare leadership development solutions include:

Continuing Education in Healthcare Leadership

CGI is dedicated to offering high-quality, accessible, and flexible continuing education for today's healthcare providers. Continuing education webinars and certificate programs are available on-demand, and many are offered at no-cost. Certificates of completion are available for all offerings. New continuing education offerings are launched throughout the year. Custom continued education offerings and packages can be developed for organizations.

To explore CGI's catalog of online continuing education offerings, visit: <https://cgi.thinkific.com/>

Certificate in Healthcare Leadership

The Integrated Behavioral Healthcare Leadership Certificate delivers training in transformational servant leadership which directly results in desired clinical and financial outcomes. This certificate explores leadership styles and operational structures that promote integration amongst disciplines and healthcare providers.

Quick Facts:

- 100% online
- 15 months to complete
- No GRE required
- Program Tuition: \$5,350 USD

To learn more about the IBH Leadership certificate, visit: <https://cgi.edu/ibh-leadership/>

Master of Healthcare Leadership Program

The online Master's degree in healthcare leadership (MHL) delivers advanced training in leading and managing integrated healthcare delivery. The MHL Program prepares students to transform healthcare settings using firm foundations in population health management, strategic thinking, critical analysis, and innovative change-management. Required course offerings are designed to prepare graduates to successfully lead cultural change in healthcare while addressing the Quadruple Aim of Healthcare Improvement and Health Equity.

Quick Facts:

- 100% online
- 18 months to complete
- No GRE required
- Program Tuition: \$12,150 USD

To learn more about the MHL, visit: <https://cgi.edu/mhl/>

Tuition Assistance Partnership

CGI partners can gain access to exclusive tuition benefits, custom courses, and training packages. Join together with CGI to gain access to high quality integrated behavioral health education and training for your organization.

Partner with CGI for educational solutions that compliment your leadership development efforts and help your people lead with strategy, intention, and care.

To explore healthcare leadership education packages, contact partnerships@cgi.edu or call 480-285-1761 Ext. 7.



Conclusion

A scalable program for leadership in healthcare will enable your organization to:

- Address health equity challenges
- Create a trauma-informed culture of wellness that retains valuable employees and mitigates attrition during an era of Massive Resignation
- Improve the bottom-line with actionable ROI
- Attract, develop and retain talent and succession planning
- Drive strategy execution
- Increase success in navigating change with tools to empower employee growth

When your organization invests in its own employees, you are doing your due diligence in addressing the questions “Who will replace me when I retire?” and “How do we retain top talent in an era of massive resignation?” before it's too late.

Dedicating resources to leadership development is the best investment healthcare organizations can make. Growing your organization to scale builds capacity and enables true population health service which will have a lasting impact in the communities you serve.



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