

Clinical Faculty Leadership EXpress – Cohort 1: End of Program Summary

A new approach: Fast-tracked leadership development for time constrained clinical faculty

The Clinical Faculty Leadership EXpress (C-FLEX) program pilot was developed by Healthforce Center at UCSF with guidance from the Clinical Affairs Committee (CAC) of UCSF's Academic Senate. The program addresses a leadership challenge on campus for clinical faculty who must assume responsibility for complex, interprofessional health system initiatives without the benefit of formal leadership training for these roles. While there are some leadership development resources available on campus, access to those opportunities is limited by program capacity and/or the amount of time required to participate.

Launched in fall 2017 for a cohort of 16 clinical faculty from across UCSF, C-FLEX was structured as a three-part pilot series providing foundational leadership skills in a highly accessible format (short time commitment, limited session length, and geographically convenient location). Clinical faculty participating in C-FLEX would be expected to:

- Demonstrate increased self-awareness and self-efficacy in their leadership capabilities;
- Acquire skills that enable them to identify new approaches to understanding and responding to complex issues and challenges;
- Exhibit greater capacity for fostering effective communication with stakeholders; and
- Gain a greater sense of community with colleagues across UCSF.

Results: An accelerated training format that leads to growth and development for faculty

The early impact and success of the pilot program was measured primarily by demand and engagement indicators. As a pilot program, the key questions for the evaluation were:

- Is there demand for this type of leadership development on campus (i.e., do faculty apply and do they attend)?
- Is the structure of the program accessible and convenient (i.e., do faculty attend all or most sessions)?
- Does the accelerated format allow for meaningful learning and development (i.e., are faculty engaged, do faculty use what they have learned, how likely are they to recommend the program to their colleagues)?

The demand for the first cohort exceeded the program capacity. The overall selection rate was 67% (16 participants selected from 24 applications) and participants represented all health professions schools. Given that the program was new (i.e., without existing name recognition or alumni to serve as ambassadors for recruitment) and the short application timeline, these numbers validate that C-FLEX meets a need among campus faculty.

Attendance at sessions (see Exhibit 1) was very high – much higher than a three-part program previously implemented on campus by Healthforce for a similar audience but with a longer session format – and was sustained across the three sessions.

Exhibit 1: Faculty attendance by session, C-FLEX cohort 1

Session	Attendance	Cohort size*	%
1	15	15	100%
2	13	15	87%
3	14	15	93%

*16 faculty accepted; one withdrew due to personal reasons before the first session

Participants found the logistics to be convenient (see Exhibit 2) and were highly engaged at seminars, as evidenced by the level of preparation (completing assigned pre-work and readings) and observed involvement during the sessions.

Exhibit 2: Logistical convenience of program, C-FLEX cohort 1

Question	Not at all (1)	To a little extent (2)	To some extent (3)	To a great extent (4)	To a very great extent (5)	Mean
The timing of in-person learning sessions (day, time & length) was convenient.	0	0	4	5	5	4.07
The number of in-person learning sessions fit my schedule.	0	0	2	5	7	4.36
The meeting location was convenient.	0	0	2	5	6	4.36

The results demonstrate that there is demand for accelerated leadership development and that the format is logistically accessible for busy faculty. But, does an accelerated format translate into meaningful leadership development for faculty? The results of the early program evaluation – and anecdotal evidence from participants – demonstrate some early success (see Exhibit 3). Participants rated the program highly in terms of expanding their leadership capacity, the relevance of the content, and likelihood of applying learning from the program to their work. With a longer follow-up interval, we expect that participants would have a greater ability to apply what they have learned. The Net Promoter Score (NPS), a measure of how likely participants are to recommend the program to a colleague, was 50 (scale is -100 to +100), which is considered to be an excellent rating.

Exhibit 3: Experience of overall program, C-FLEX cohort 1

Question	Not at all (1)	To a little extent (2)	To some extent (3)	To a great extent (4)	To a very great extent (5)	Mean
I expanded my leadership capacity.	0	0	3	6	5	4.14
The knowledge and skills I gained are relevant to my work.	0	0	1	4	9	4.57
I have applied C-FLEX learnings at work.	0	1	5	4	4	3.79
I am likely to apply C-FLEX learnings at work in the future.	0	0	2	6	6	4.29
I made connections with other clinical faculty at UCSF.	0	0	5	4	5	4.00

Additional learnings from evaluations:

- Notifying participants about trainings further in advance would make scheduling easier for them
- Conflict management/difficult conversations content was particularly helpful
- Opportunities to practice new skills through role-playing was effective
- **Participants express a desire to stay connected and learn how colleagues are using their new skills**

Recommendations: Leverage a successful pilot to provide accelerated leadership development to more faculty at UCSF and its affiliates

C-FLEX proved to be an accessible and accelerated format for providing foundational leadership development to clinical faculty at UCSF. The program fills a gap among campus development opportunities, leads to results for those who participate, and is ripe for scaling to reach many more faculty who desire leadership development.

Healthforce recommends a two-pronged approach for CAC moving forward: continue offering accelerated leadership development in the proven C-FLEX format, and in parallel, explore tactics for scaling the program to reach significantly more faculty at UCSF and its affiliates.

The first approach is already underway, with CAC seeking and securing partial funding for two additional cohorts of an accelerated leadership program. The program will be re-branded Faculty Leadership EXpress (FLEX) and be open to all faculty to increase the number of individuals who may benefit from accelerated leadership training. FLEX will adhere to the core objectives and successful components of the C-FLEX 2017 pilot. Healthforce looks forward to working with the CAC to offer FLEX during 2018 and to continuing the conversation about scaling for greater reach and impact.

Accompanying attachments

Attachment 1 – C-FLEX Seminar 1 Evaluation

Attachment 2 – C-FLEX Seminar 2 Evaluation

Attachment 3 – C-FLEX Seminar 3 Evaluation

Attachment 4 – C-FLEX Overall Program Evaluation