



Center for Health Care Quality (CHCQ)

Transformation and Remediation Goal Completion Report

Recommendation	Targeted Goal (considered complete when)	Team Leader	Team Members
16. Develop and Implement a Leadership and Management Skills Development Program.	A comprehensive leadership and management skills development program has been implemented and measurable improvement in supervisor and manager satisfaction has been established.	Virginia Yamashiro	Mike Shults Heather Chamizo Paul Hendricks
Date Completed			
3/29/19 and ongoing			
Summary			
Executive Summary	<p>CHCQ managers and supervisors have completed the adopted standards of the CDPH Leadership Development program. Further leadership and management development training is ongoing, including Strengths Finders, Lean process improvement (white, yellow and green belt), Leading Change, Conflict Resolution, Exemplary Leadership Practices and other designated CAL HR leadership classes. Managers and supervisors have completed the annual individual development plan and performance appraisal summary for all direct reports. The manager and supervisor satisfaction survey as part of the onboarding and retention survey was developed in 2016 and surveys were conducted in 2016 as a baseline indicator and 2018 as progress indicators. There were 133 participants in 2016 and 130 participants in 2018. The survey results ranged from an overall satisfaction improvement of 5-10 % in areas that included opportunities for advancement, professional development, recognition of staff performance, responsiveness to staff concerns, and communication with management. About 48% of participants indicated that informal and formal mentoring is useful in advancing or gaining these skills and 73% indicated that they feel valuable and recognized for their work. We plan to conduct these surveys again in 2019 and include additional measures in effectiveness of job performance.</p>		
Achievements Deliverables	<ol style="list-style-type: none"> 1. UC Davis consultants provided Leadership Development offsite day of training in 2017 and periodic classes in 2018 to gather input in designing leadership learning experiences with strengths based management classes, workshops and coaching. 2. Conducted Strength Finders individual assessment to all staff, consultants, supervisors and managers starting in 2018 and ongoing team training with supervisors and manager as a unit and individual coaching and mentoring and strengths building for the next 2 years. 3. Conducted district office managers a administrators academy in 2015. CHCQ will repeat the Academy every 2-3 years with the next one scheduled for August 2019. 4. Supervisor Academies (new and advanced) held in 2016, 2018. CHCQ will repeat the Academy every other year with the next Academy scheduled for July 2019. 5. Implement and monitor compliance of the required 20 hours leadership training and development every 2 years for supervisors and managers in CHCQ. 6. Completed CHCQ onboarding and retention all staff surveys including managers and supervisors in 2016 and 2018. 		
Status	<p>Well qualified and committed supervisors and managers are performing at positions at the district offices and HQ. Leadership development training and coaching is ongoing through formal training, experiential learning and mentoring. Supervisor and manager's job satisfaction is measured through surveys and responses analyzed for the improving leadership training plans and strategies.</p>		
Planned Follow Up	<p>New supervisors and managers will complete the mandatory 40-80 hours of Leadership Development Program and the required 20 hours leadership training every 2 years. The Leadership Steering Committee is expanding Strength Finders training do all employees and individual and team coaching for supervisors and managers at District Offices and HQ. Supervisor and manager surveys to evaluate job satisfaction, effectiveness, and opportunities for advancement.</p>		