



CCHL Professional Leadership Development

Executive Summary: Exclusive Think Tank for Senior Long-Term Care Leaders on Leadership Development Priorities for 2022

December 9, 2021

Introduction

To develop our research and leadership development strategy for Long-Term Care (LTC), we hosted an initial Think Tank with senior LTC leaders. This report summarizes the key findings, which will provide the foundation for a follow-up Think Tank as we refine our approach and cultivate our LTC community.

Purpose

- To provide a forum for Long-Term Care (LTC) senior leaders across the country to connect and share experiences and best practices,
- To inform the CCHL research priorities in LTC in the coming year,
- To consolidate the most pressing leadership development needs and support for LTC leaders in the current context, and
- To develop a nation-wide community of peer colleagues.

Approach

This report is informed by a two-pronged approach:

- Notes from the Think Tank focus groups, and
- Additional points from the CCHL's ongoing contact with partner organizations and international research.

Participation

- 30 survey responses
- 6 small group leaders and CCHL staff

Results

Many responses were offered, which are presented in full below. They will provide the basis for the follow-up discussion to zero in topics of ultimate focus, having established an initial pool of possibilities.

Research - population (Who)

1. a) Which group(s) (level of leadership and/or profession) should we prioritize for research in the next 6 months?

Top three responses were:

- CEOs and executives
- Registered Nurse (RN) and Registered Practical Nurse (RPN) supervisors
- Front-line managers

Other mentions: CCHL members in LTC, Directors of Care, middle managers, human resources professionals (specifically regarding succession planning), and new managers.

Research – topic focus (What)

1. b) What topics related to leadership are most important to investigate?

Top responses were:

- More effective leadership
- Governance models in LTC

The next group included how to strengthen, enable, and grow front-line leaders; how to prepare for the next pandemic; succession planning; quality improvement; change management/leadership; emotional intelligence; leveraging the work that Healthcare Excellence Canada (HEC) has done and sharing tools to support leaders; and integrating LEADS organization-wide.

Other mentions: support for executives, leadership skills for newly promoted leaders, how to break down internal silos, how to avoid short-termism, undertaking a gap analysis of current state vs what is needed, how to integrate LTC in the health system, how to implement a peer support network, fostering resilience, conflict resolution, how to recruit to LTC, and retaining clinical leaders.

Leadership Development (Who)

2. a) Which people/level of leaders in your organization would you **prioritize** for development in the next six months?

Top responses were:

- Front-line nurses/leaders
- Senior leaders

Followed by:

- Executives
- Informal leaders

Leadership Development (What)

2. b) What *training, development, or support* do leaders in your organization need most in the next six months? (This could relate to topics, key capabilities, activities (e.g., coaching, mentoring, interactive webinars), etc.)

Top responses were:

- Cultivating a healthy workplace
- Critical thinking
- Peer support
- Recruiting staff

Other mentions: self-awareness, resilience, building relationships, change management/leadership, mentoring and developing others, systems transformation, addressing the HR crisis, training for new hires, crisis response, rebuilding and recovery, risk management, EI training, addressing burnout and PTSD, peer support and mentorship, coaching with a focus on QI, collaboration, tools to support leaders.

Implications

Senior leaders and HR and organizational development (OD) professionals in LTC might consider the following questions:

1. What *research* related to leadership in LTC might better enable leaders to achieve strategic priorities in your sector?
2. To achieve *strategic priorities* in your organization in the current pandemic context, given your people's capacity, on what should leaders be focusing?
3. What *knowledge* and *leadership capabilities* are needed most to advance those focuses?
4. Which *leaders* should be prioritized for development and support?
5. Which leadership development and support interventions would most effectively enable this learning? Given your *internal capacity*, what are you able to offer internally? What areas might you need *external support*?
6. How can you communicate the relevance and importance of training (i.e., *why now?*)?
7. How can you create ways for leaders to *connect*?
8. Which senior leaders and HR/OD professionals from *other organizations* can you look to for support and to share best practice?

Next Steps

We will **circulate** this document to those who attended the Think Tank and other CCHL LTC members for their consideration. We will also use these preliminary results as the basis for discussion during the **follow-up Think Tank**, which is intended to enable us to hone our focus, research- and leadership development-wise.

For more information on any of our programs or services, contact us at:

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