

Leadership Performance and Development Plan

Overview

February 2015

Leadership Performance & Development Plan

- The Leadership Performance and Development Form is a tool for leaders, in collaboration with their supervisors, to discuss and document
 - ▶ 1) Key performance results and expectations;
 - ▶ 2) Professional learning goals; and
 - ▶ 3) Feedback on performance results and development progress.



About the LP&D Plan

- For all Health Leaders
- LEADS Based : Integrates with the LEADS Framework and LEADS 360
- Results Focused: Aligns with the Health PEI Strategic Direction and Quality Framework

Leadership Performance and Development Plan - Outline

1. Performance Plan

1. **Achieve Results:** What is your mandate, annual priorities and performance goals?
2. **Engage Others:** How will you work with others and support your team to achieve results?
3. **Develop Coalitions:** How will you engage with patients, families and stakeholders to ensure services respond to patient / client / resident needs?
4. **Systems Transformation:** How will you model and promote innovation, systems thinking, and knowledge sharing?

2. Comments and Feedback

3. Development Plan

1. **Leads Self:** Leadership Capabilities Assessment and Development Plan (To be Completed Following the LEADS 360)

P&D Template Section 1: Achieve Results

- Mandate.1 paragraph. Include:
 - ▶ Service / program summary, including key responsibility areas; Budget; FTE.
- Priorities
 - ▶ Strategic Priorities: Projects you lead which link to the strategic priorities
 - ▶ Quality Priorities: Projects you lead which link to Quality Priorities
 - ▶ Operational Priorities: Priority projects within your area of responsibility.
- Targets
 - ▶ Bulleted list of annual targets related to key priorities (2-3. No more than 5).
- Performance Summary
 - ▶ To be completed with supervisor at year end
- Performance Review
 - ▶ To be completed by supervisor at year end

Achieve Results – Examples of Priorities

- **Examples of Priorities**

- ▶ Strategic Priorities include: Include Wait times in Emergency Departments, Improve Length of Stay and Patient Flow, Implement CPOE, Implement EMR, etc.
- ▶ Quality Initiatives include LEAN Projects, AC red flags and ROP's. Examples – Medication reconciliation, falls prevention, Advanced Clinical Access.

- **Format**

- ▶ Provincial Strategic or Quality Initiative
 - Specific deliverables for your program area

- **Sample**

- ▶ Decrease wait times in Emergency Departments
 - Implement LEAN Project recommendations and develop action plan for ER review

Engages Others; Develops Coalitions; Systems Transformation

- Sections under each area:
 - ▶ To complete now:
 - Goal Statement
 - Performance Metric
 - Activities to Achieve Goal
 - ▶ To complete at year end
 - Performance Summary (To review with Supervisor)
 - Performance Review (To be completed by supervisor)

Example: Develop Coalitions

- Goal
 - ▶ The division will involve patients and families in quality improvement and service planning initiatives by inviting participation on committees and working groups.
- Metric
 - ▶ Number of committees and working groups with patient / family / stakeholder members
- Activities
 - ▶ Identify key groups which should include patient, family and or stakeholder representation
 - ▶ Develop and implement a recruitment and orientation process
 - ▶ Develop and implement a communication plan

Example: Engages Others

- Goal
 - ▶ Ensure that all direct reports have up to date development plans
- Metric
 - ▶ Rate of Completion of Development Plans submitted to HR.
- Activities
 - ▶ Communicate and review the development planning process and expectations to direct reports
 - ▶ Schedule meetings with direct reports to review and provide feedback on plans.
 - ▶ Schedule and conduct annual reviews of development plans with direct reports

Example: Systems Transformation

- Goal
 - ▶ Model and promote the use of standard engagement tools to communicate system direction to staff by regular participation in Quality Boards and Huddles
- Metric
 - ▶ Sign-off on Quality Board Pyramids
- Activities
 - ▶ Ensure an annual schedule and process for Division
 - ▶ Become trained and proficient in the process
 - ▶ Schedule meetings into calendar

Section 2: Comments

- Documentation of Supervisor and your comments at the end of the year.

Section 3: Development Plan (LEADS Self)

- The focus of this section is on YOUR development. It builds on strengths and your development priorities.
- Your data: LEADS 360 feedback as well as other development feedback and information.

LP&D Plan Schedule

- Executive Level: Plans completed by Dec. 31, 2014
- Senior Level: To be completed by March 31, 2015 (Within 4 months of LEADS 360 debrief)
- Mid-level: Target – Within 4 months of LEADS 360 debrief, with final deadline Sept. 1, 2015

LEADS Self Tools & Resources



Health PEI

One Island Health System

Tools and Links

- **For more information:**
 - ▶ Garth Waite, Organizational Development Lead. glwaite@gov.pe.ca. 368-5806
 - ▶ Health PEI Staff Resource Center: <http://www.healthpei.ca/src/>
 - ▶ Leadership Performance and Development Form: <http://www.healthpei.ca/src/forms>
 - ▶ Health PEI Leadership Profiles (Executive, Senior and mid-level leaders). Call Garth Waite. 368-5806
- **Other Links**
 - ▶ HPEI Pursuing Quality and Excellence: <http://healthpei.ltsee.com/>
 - ▶ UPEI: <http://www.upei.ca/skillsdevelopmentandlearning/welcome>
 - ▶ PEI Public Service Commission Learning and You: <http://www.gov.pe.ca/psc/learn>
 - ▶ LEADS Collaborative: <http://www.leadersforlife.ca/>
 - ▶ Canadian College of Health Leaders: <http://www.cchl-ccls.ca/>
 - ▶ HealthCareCan: <http://www.healthcarecan.ca/learning/>
 - ▶ Canadian Health Leadership Network (CHLNet): <http://chl.net.ca/>
 - ▶ CMA Physician Leadership Institute: <https://www.cma.ca/En/Pages/physician-leadership-institute.aspx>
 - ▶ Canadian Society of Physician Executives: <http://www.cspexecs.com/>
- The **Leadership Performance and Development Form** was developed under the Advisory Committee on Organizational Development through the Leadership Pathways Project.