2016 Year-End Dashboard

Submitted by Kelli Brooks, Michael Hocker, Lance Evans, & Caryl Hess
January 2017
Executive Summary

• All curricula are rooted in six research-based authentic leadership development competencies
• Excellent stewards of fiscal and human resources
• Impressive 198% increase in program participation while maintaining consistently high program satisfaction ratings
• Effective longitudinal and cohort-based programs have created a pipeline of authentic leaders
• New programmatic offerings, revenue-generating opportunities, and scholarly pursuits continue
• Needs: Internal support from Advancement, Marketing, and Information Technology
The foundation for all curriculum development, cohort learning, and program evaluation are a set of six research-based, authentic leadership competencies:

1. Teamwork
2. Emotional Intelligence
3. Business Acumen
4. Professionalism
5. Communication and Collaboration
6. University and Health System Culture
Increased Participation 198% with:

- Only 0.41% increase in overall spending
- Consistently high satisfaction ratings
**Expenditures by Budget Category**

**Value and Impact:**
Program participation increased by 198%, while spending only increased 0.41% from 2015 to 2016.

Total spending:
- 2015 – $89,905
- 2016 – $90,269
Value and Impact:
Cost per participant $354.72
Well below national norms. Calculated using all personnel and non-personnel expenses.

Definitions:
Enterprise = Mixed Audience;  University = All Colleges;  Hospital = Health System;  External = Beyond AU and AU Health System
Expenditures by Audience

- **Enterprise**: $85,154 (2015) and $78,851 (2016)
- **University**: $1,360 (2015) and $3,473 (2016)
- **Hospital**: $3,390 (2015) and $7,775 (2016)
- **External**: $0 (2015) and $170 (2016)
- **Total**: $89,905 (2015) and $90,269 (2016)

**Value and Impact:**
- This shared service reached all employees.
- Generated $4,500.00 in revenue and donations.

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Longitudinal Programs That Have Impact

Pipeline I – Leading Self
Pipeline II – Leading Others
Women Leaders Pipeline – Leading Self and Within the Organization
Alumni Program Pipeline – Leading for Results
The longitudinal Pipeline Programs continue to be a success, with metrics indicating a consistent pattern of interest and satisfaction, as well as significant levels of learning and behavioral change.

**Updates:**
- The **Women Leaders Pipeline Program** was piloted from October through December 2016 with 14 physicians, dentists and research scientists.
- Ongoing program evaluation of all Pipeline programs indicated high levels of satisfaction, as well as significant learning and behavioral change at the $p<0.05$ and $p<0.01$ levels.

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Thank you so much! Your Leadership and the Pipeline I & II programs helped me prepare for the next step in my career. I’m very excited!  
---Donna Fields, MBA

The Pipeline Leadership programs have been so meaningful to me that I am excited to share this resource with other colleagues on my team.  
---Henry Holt, III, MDiv

I wanted to pass along how valuable the Women Leaders Pipeline program has been for me. I have definitely acquired some valuable tools and information that I can take to the bank. I would highly recommend the program. Thank you so much for providing this opportunity!  
---Pascha Schafer, MD
Pipeline I Program
Participants vs. Applicants

<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
<th>Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>2015</td>
<td>27</td>
<td>52</td>
</tr>
<tr>
<td>2016</td>
<td>24</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>109</td>
</tr>
</tbody>
</table>

Pipeline I Program Ratings

<table>
<thead>
<tr>
<th>Year</th>
<th>Impact on Leadership Development</th>
<th>Recommend to Colleague</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4.8</td>
<td>4.8</td>
</tr>
<tr>
<td>2015</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>2016</td>
<td>4.7</td>
<td>5.0</td>
</tr>
</tbody>
</table>

Augusta University Health
Note: Pipeline II was offered twice in 2016: 2016a (January through February) and 2016b (August through November)
Women Leaders Pipeline Program was first offered in the fall of 2016 as a pilot (October through December).
Alumni Program Pipeline

The Office of Leadership Development supports the ongoing development of its Pipeline graduates through the Alumni Program Pipeline.

Select Participant Comments:

• “I very much appreciate the opportunity to hear from senior leadership (Russell Keen) about the vision for where we are going.”

• “I appreciate knowing that as a group we are supported and encouraged by administration.”

• “Russell’s presentation was very motivating and authentic.”

Note: The Alumni Program was first offered in Fall 2016
Highly Successful Cohort-Based
On the Road Courses
The On the Road program continues to be a highly successful program that provides one to two hour leadership development courses to AU and AU Health units and departments in their native environments. Metrics consistently indicate high levels of satisfaction.

**Updates:**

- The On the Road program has expanded offerings from 12 to 13 courses
- Diversified delivery settings (e.g., professional development meetings) and audiences (e.g., administrative units, physician and nursing personnel, students and residents)

The feedback we received from attendees following the On the Road courses was great! Attendees appreciated the training, felt like the subject matter was very relevant to their roles at the institution, helped them overcome challenges, empowered them, and facilitated ongoing professional development.

--Candice Henderson, MBA
On the Road Program Ratings

- 2015: 4.7
- 2016: 4.7
- Average to Date: 4.7

On the Road Participants

- 2015: 366
- 2016: 577
- Total: 943

‡ = July through December 2015
On The Road Participants by Audience

Definitions:  
- **Enterprise** = Mixed Audience;  
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- **Hospital** = Health System

‡ = July through December 2015

<table>
<thead>
<tr>
<th>Audience</th>
<th>2015‡</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>52</td>
<td>36</td>
</tr>
<tr>
<td>University</td>
<td>303</td>
<td>173</td>
</tr>
<tr>
<td>Hospital</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>366</td>
<td>577</td>
</tr>
</tbody>
</table>
In collaboration with AU Workforce Development, we offer one- and two-day Crucial Conversations® workshops by in-house certified professionals that fosters open dialogue around high-stakes, emotional, or risky topics.

Select Participant Comments:

• “Core principles are excellent; facilitators were engaging and clear; very effective.”

• “Great program! Facilitators knew the content very well; plenty to take home and implement.”

• “The instructors were engaging and informed; skills learned will be very useful; I wish I had had this training earlier in my career.”

• “Excellent instructors. Each was engaging, clear, and communicated the material very effectively.”
Crucial Conversations® Participants

- 2015: 19
- 2016: 26
- Total: 45

Crucial Conversations® Program Ratings

- 2015: 5.0
- 2016: 4.7
- Average to Date: 4.8

‡ = July through December 2015
New Strategic Directions

Special Programs
Residency Leadership Program
Special Programming

We bring collaborative and customized learning experiences to meet the leadership and professional development needs of internal AU and AU Health units and departments, as well as to external organizations.

Internal AU and AU Health Units and Departments:
- AU Graduate School – *Leadership Development: Resiliency to Combat Stress Program*
- Department of Anesthesiology & Perioperative Medicine: *Smart & Lean Workshop*

External Organizations:
- Columbia County Chamber of Commerce – *Developing Leadership on Boards of Directors*
- LEADership Camp (Augusta Area High School Students) – *Express Pass to Leadership*
### Number of Special Programs

<table>
<thead>
<tr>
<th>Year</th>
<th>2015‡</th>
<th>2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>9</td>
<td>16</td>
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### Special Programming Educational Impact

<table>
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<tr>
<th>Year</th>
<th>2015‡</th>
<th>2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>281</td>
<td>685</td>
<td>966</td>
</tr>
</tbody>
</table>

### Special Program Ratings

<table>
<thead>
<tr>
<th>Year</th>
<th>2015‡</th>
<th>2016</th>
<th>Average to Date</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>4.7</td>
<td>4.7</td>
<td>4.7</td>
</tr>
</tbody>
</table>

† = July through December 2015

† = Number of faculty presentations × number of participants
Special Programming by Audience

**Definitions:**

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<thead>
<tr>
<th>Audience</th>
<th>2015‡</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>112</td>
<td>38</td>
</tr>
<tr>
<td>University</td>
<td>0</td>
<td>271</td>
</tr>
<tr>
<td>Hospital</td>
<td>107</td>
<td>237</td>
</tr>
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<td>External</td>
<td>62</td>
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<td>Total</td>
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Residency Leadership Program

This program is a joint collaboration between Graduate Medical Education (i.e., Residency), the Medical College of Georgia, and the Office of Leadership Development.

• 48 accredited residency programs.
• Longitudinal leadership development is needed across all residency programs.
• Dr. Michael Hocker, a Harrison scholar, is leading a task force to design and pilot a longitudinal residency leadership program in the Emergency Medicine Residency Program.

Michael B. Hocker, MD, MHS
Assistant Director
Office of Leadership Development
Appendix

We are reaching across campuses and beyond Georgia
At the Fall Faculty Welcome in August, Dr. Caughman established her goals for the year. One goal was to improve faculty communications across campuses.

To promote Dr. Caughman’s communication goal, AU and AU Health faculty and staff were invited to connect with colleagues from various areas throughout the enterprise through Randomized Coffee Trials (RCTs).

184 Faculty from AU and AU Health were randomly matched and met for coffee.

48 Staff from AU and AU Health also met for coffee.

Randomized post program survey results rated the coffee experience as “highly satisfied” (4.8 on a 5 point scale) with the communication experience.

“Great initiative!”
“Thank you for the opportunity.”
“It was a lot of fun!”
“This is a wonderful new program.”
“Great way to network and get to know others.”
As a service to the AU and AU Health, Caryl and Lance offer a variety of consulting services to individuals, departments, and units related to leadership, career development, faculty development, and executive coaching.
Technology Reach

Web Site Profile:

- 67% Female and 33% Male users
- Females range from 45-64 years in age
- Males range from 25-34 years of age
- 272 new female users
- 213 new male users
- Most new users are from Carolina’s, New York, Ohio, and Texas
- International use is dominated by India and Germany

Twitter Activity:

- 61 new followers in 12 months
- August and September are the slowest months
Scholarship


3. **Hocker MB**. Leadership and Dealing with the Difficult Provider. Podium presentation at the 2016 Annual Meeting of the Georgia College of Emergency Physicians – Medical Directors and Leadership Forum; December 2016; Lake Oconee, GA.

4. **Evans L, Hess CA**. Examples and Solutions to Unconscious Gender Bias in the Workplace. Roundtable discussion accepted for presentation at the 3rd Biennial Women & Leadership Conference; June 2017; Rhinebeck, NY.


6. Grant Collaborations involving Mentoring by **Hess, CA**:
   - DOD OCRP OC140582 (Maihle, PI), 09/01/2015 – 08/31/2020; OCRP Ovarian Cancer Academy – US Army Medical Research Acquisition Activity (USAMRAA); *The Ovarian Cancer Academy 2015-2020: A Team-Based Approach Involving Mentoring*.
   - NICHD K12085817 (Diamond M; PI, Maihle N; Research Director), 07/01/2015 – 06/30/2020; Women’s Reproductive Health Research Career Development Program Involving Mentoring.
   - R25 HL106365 (Pace B; PI, Maihle N; Co-I, Co-Director), 09/01/2014 – 08/31/2018; PRIDE – *Functional and Applied Genomics of Blood Disorders*; To develop a career development program with mentoring for early career investigators from under-represented groups within the biomedical sciences.