CHLNet is a value network representing over 40 partner organizations who share a commitment to building health leadership capacity in Canada. Two benchmarking surveys conducted in 2014 and 2019 show progress.

**FACTORS REDUCING THE “LEADERSHIP WORRY INDEX”**

Making progress in taking leadership development more seriously as more leaders are using a capability framework with LEADS the most common.

Succession planning for senior health leaders more of a priority with 2/3 of organizations reporting they had a formal approach.

The scores of how well leaders demonstrate key leadership capabilities have improved although overall remain low.

**Comparing 2014 data to 2019: specific leadership capabilities**

<table>
<thead>
<tr>
<th>Capability</th>
<th>2014</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategically Aligning Decisions</td>
<td>22%</td>
<td>40%</td>
</tr>
<tr>
<td>with Vision, Values and Evidence</td>
<td>40%</td>
<td>50%</td>
</tr>
<tr>
<td>Fostering the Development of Others</td>
<td>17%</td>
<td>35%</td>
</tr>
<tr>
<td>Demonstrating a Commitment to Customers</td>
<td>39%</td>
<td>50%</td>
</tr>
<tr>
<td>and Service</td>
<td></td>
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</tr>
</tbody>
</table>
FACTORS INCREASING THE “LEADERSHIP WORRY INDEX”

Growing concern about the supply/demand gap for senior leaders.

% of respondents reporting a large and very large supply/demand gap for senior health leaders

Innovation a key leadership capability for 21st century care remains low for health leaders.

% of respondents reporting that senior health leaders encourage and support innovation

New & emerging worry factors include:

THE “VERTICAL LEADERSHIP GAP”
Growing disconnect between what CEOs and COOs think in the organization surveys and the perspective of individuals. An example is the high priority put on increasing physician/nurse engagement.

THE “DIVERSITY GAP”
Increased concern about the lack of diversity, including gender in senior leadership positions

LOW INVESTMENT IN LEADERSHIP DEVELOPMENT
Downward trend in the amount of budget and time allocated for leadership development

2019 perceived priority of increasing physician/nurse engagement

Ratings on diversity of perspectives on gender, as reported by org. leaders

Protected time for leadership development

For more information, read the Bench II report, available at CHLNet.ca