



Robert Wood Johnson Foundation

Change Leadership Initiative (CLI) Current Participants' Program Quality Feedback

March 2021, updated in July 2022

tccGROUP
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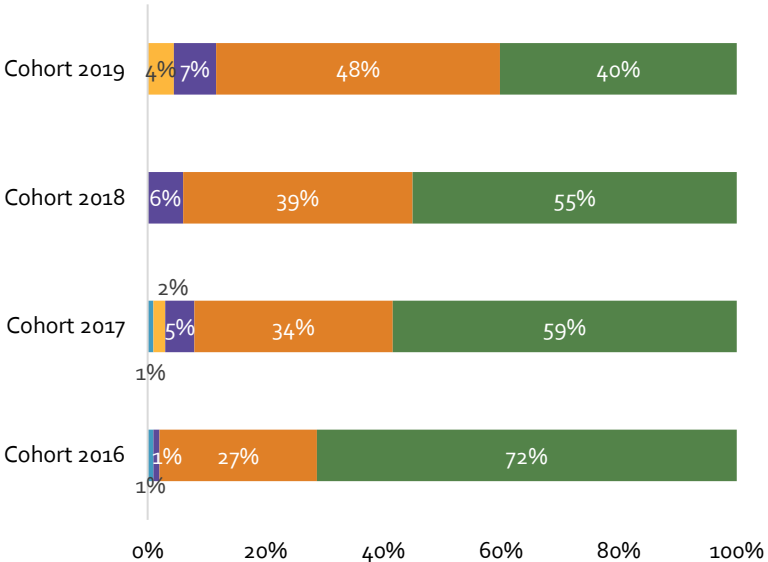
Methodology

- Online survey
- Administered by TCC Group yearly with most recent survey in August 2020
- Audience: Current Participants (For the 2020 survey, this includes cohorts 2017 – 2020)

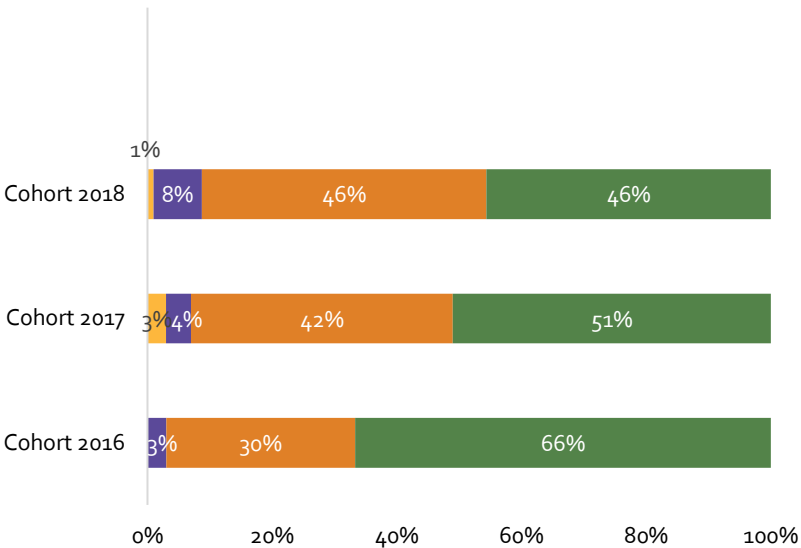
Satisfaction with Program Experience by year in the program

Q: Please use the scale provided to indicate how satisfied you are with your program experience up to this point in time.

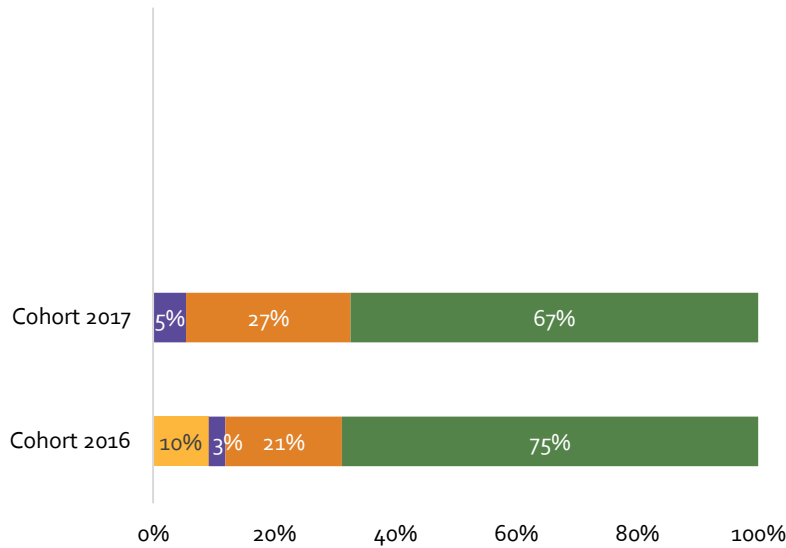
Satisfaction in 1st Year of the Program



Satisfaction in 2nd Year of the Program



Satisfaction in 3rd Year of the Program



■ Very Dissatisfied ■ Dissatisfied
■ Neither Satisfied nor Dissatisfied ■ Satisfied
■ Very Satisfied

2020 Survey Ns: Total responses= 307, CS=68, COHL=67, HPRS=95, IRL=77.
 2019 Survey Ns: Total responses=283, CS=59, COHL=66, HPRS=82, IRL=76.
 2018 Survey Ns: Total responses=394, CS=82, COHL=98, HPRS=110, IRL=104.

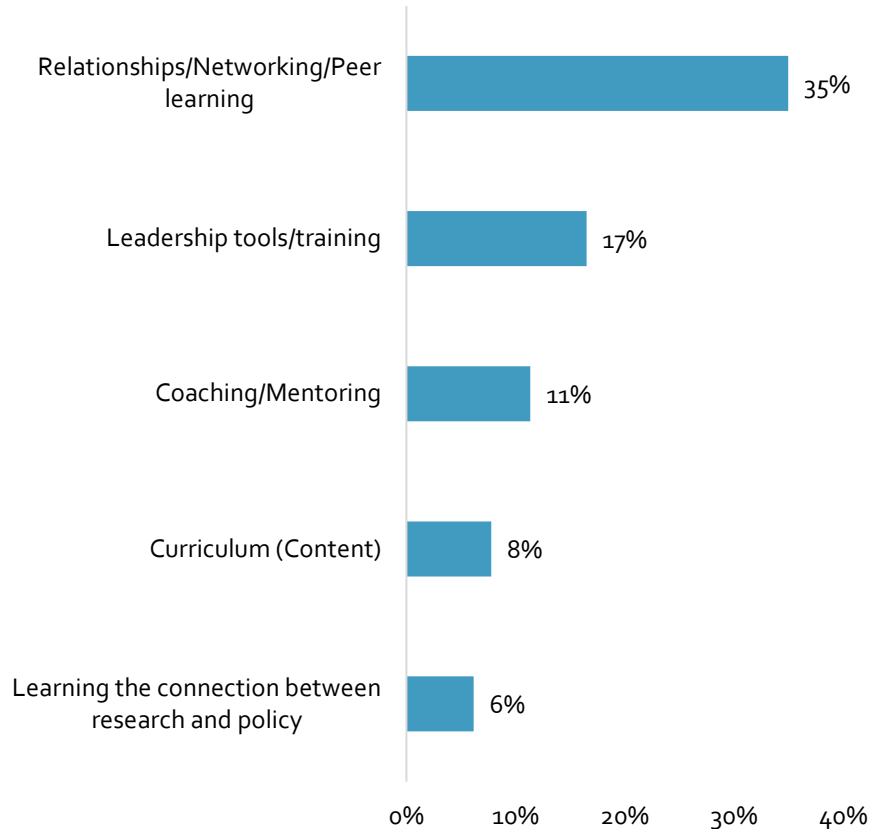
With each cohort, satisfaction with their first-year program experience has waned over time.

A cohort's program satisfaction tends to remain fairly constant through their years in the program. Thus, variability in satisfaction between the cohorts across the years appears to be due in part to where the cohort's satisfaction levels started in their first year of the program.

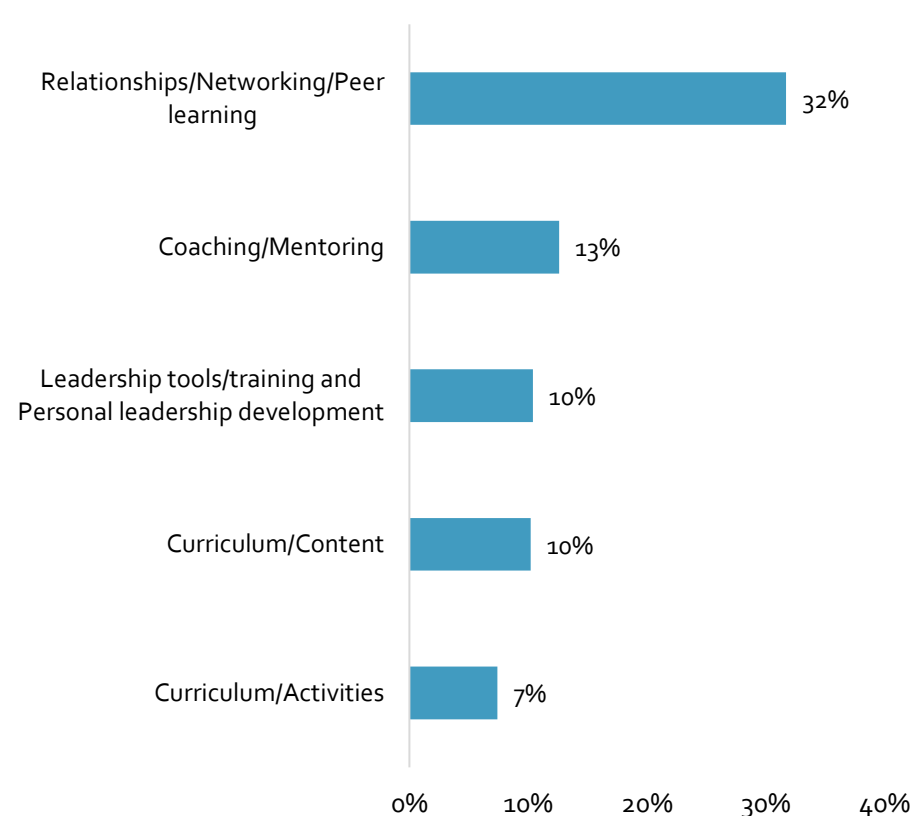
Most Valuable Aspects of the Change Leadership Programs

Q: As you work to achieve a Culture of Health in your community, what aspects of your change leadership program have been most valuable?

2019 Survey Results- top 5 categories



2020 Survey Results - Top 5 categories



Despite the pandemic, relationships/networking remain the most perceived valuable aspect of the program. However, in a switch from 2019, leadership tools/trainings dropped considerably in reported value.

There was no notable difference based on the participants' cohort.

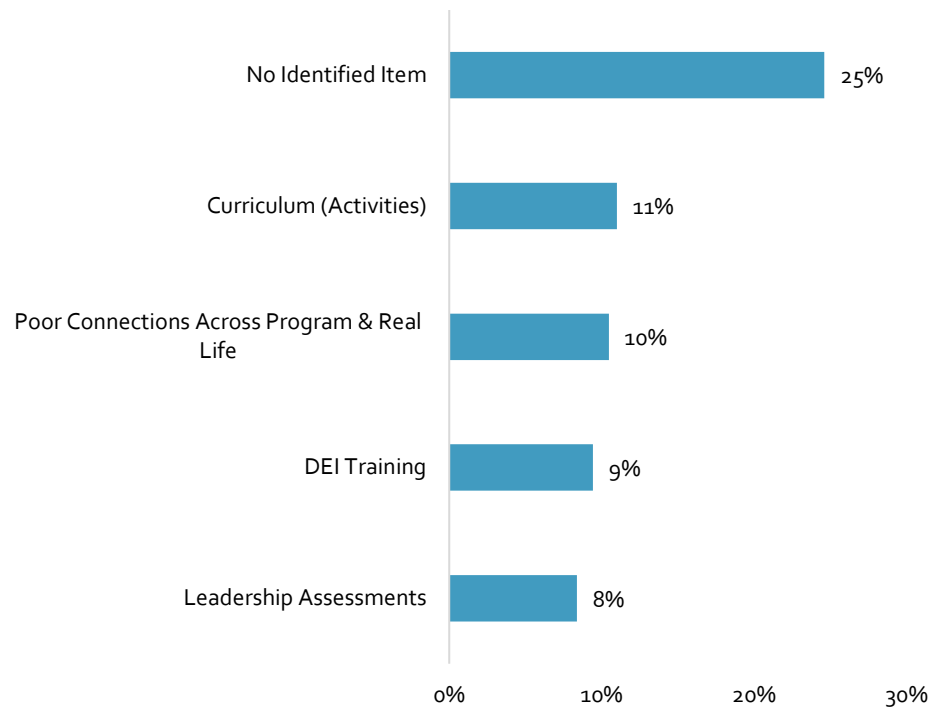
2020 Survey Ns: Total responses= 301, CS=69, COHL=68, HPRS=89, IRL=74. 2020 analysis included 491 distinct category mentions.

2019 Survey Ns: Total responses=204, CS=40, COHL=43, HPRS=77, IRL=44. 2019 analysis included 309 distinct category mentions.

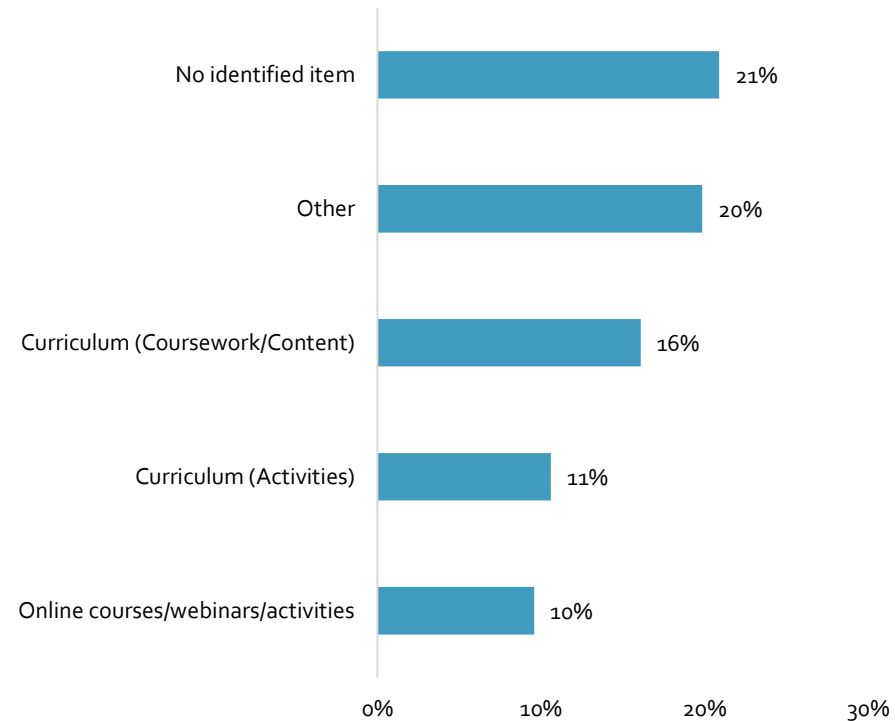
Least Valuable Aspects of the Change Leadership Programs

Q: As you work to achieve a Culture of Health in your community, what aspects of your change leadership program have been least valuable?

2019 Survey Results – Top 5 categories



2020 Survey Results – Top 5 categories



In 2020, the content of the curriculum and the online courses, webinars and activities were among the top 5 least valuable aspects of the programs.

A fifth of the respondents did not identify any aspect of the program as least valuable.

There was no notable difference based on the participants' cohort.

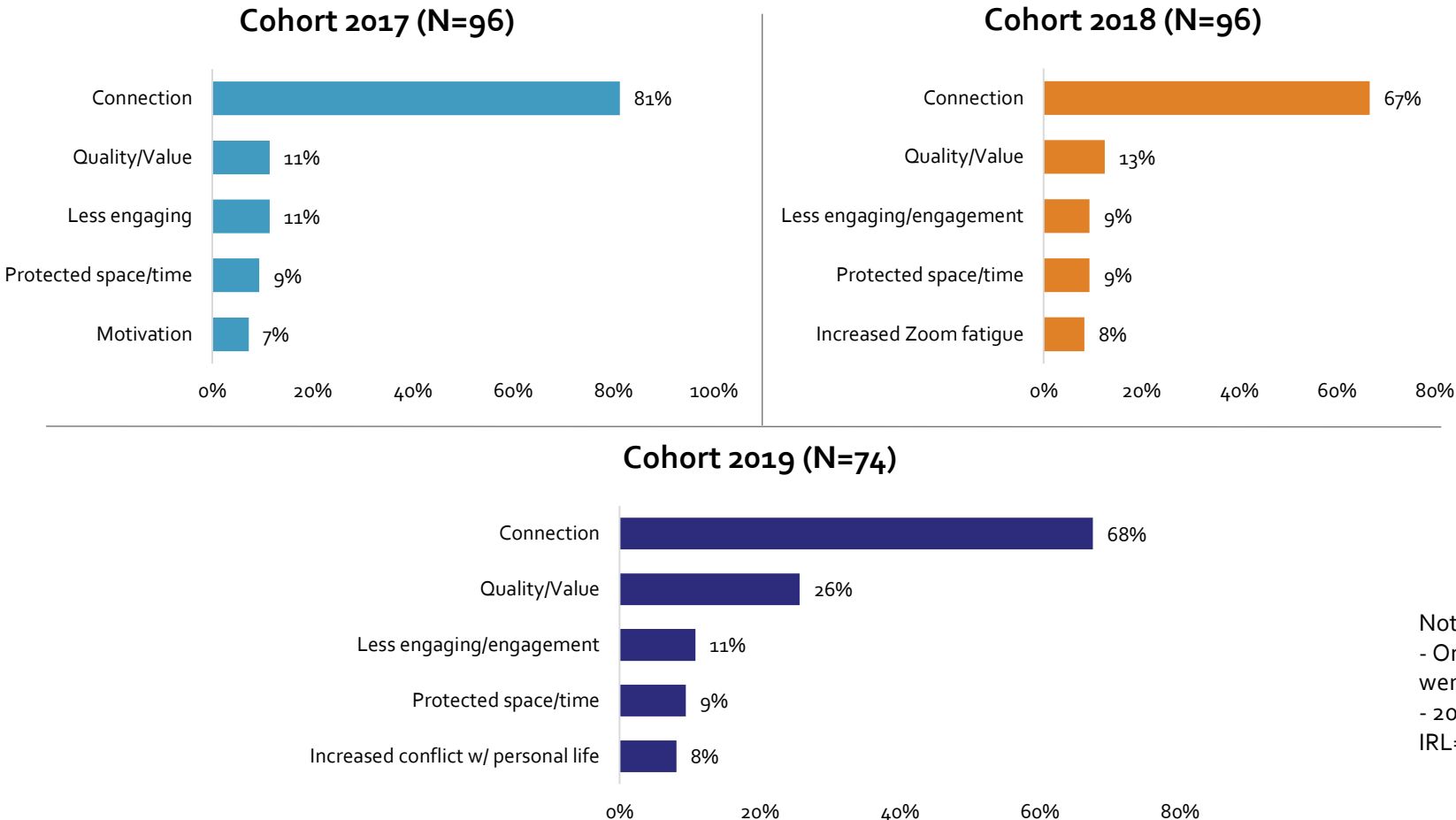
2020 Survey Ns: Total responses= 275, CS=64, COHL=65, HPRS=81, IRL=65. 2020 analysis included 276 distinct category mentions.

2019 Survey Ns: Total responses=181, CS=33, COHL=40, HPRS=67, IRL=41. 2019 analysis included 191 distinct category mentions.

Participants that responded to the question, but were not able to identify something as least valuable are included in the "no identified item" category.

Losses to the Program Experience due to the COVID-19 pandemic— Top 5 categories by cohort

Q: During the last year of your program, many of the planned in-person meetings had to become virtual due to the COVID-19 pandemic. How did this change affect your participant experience? What did you **lose** by this change?



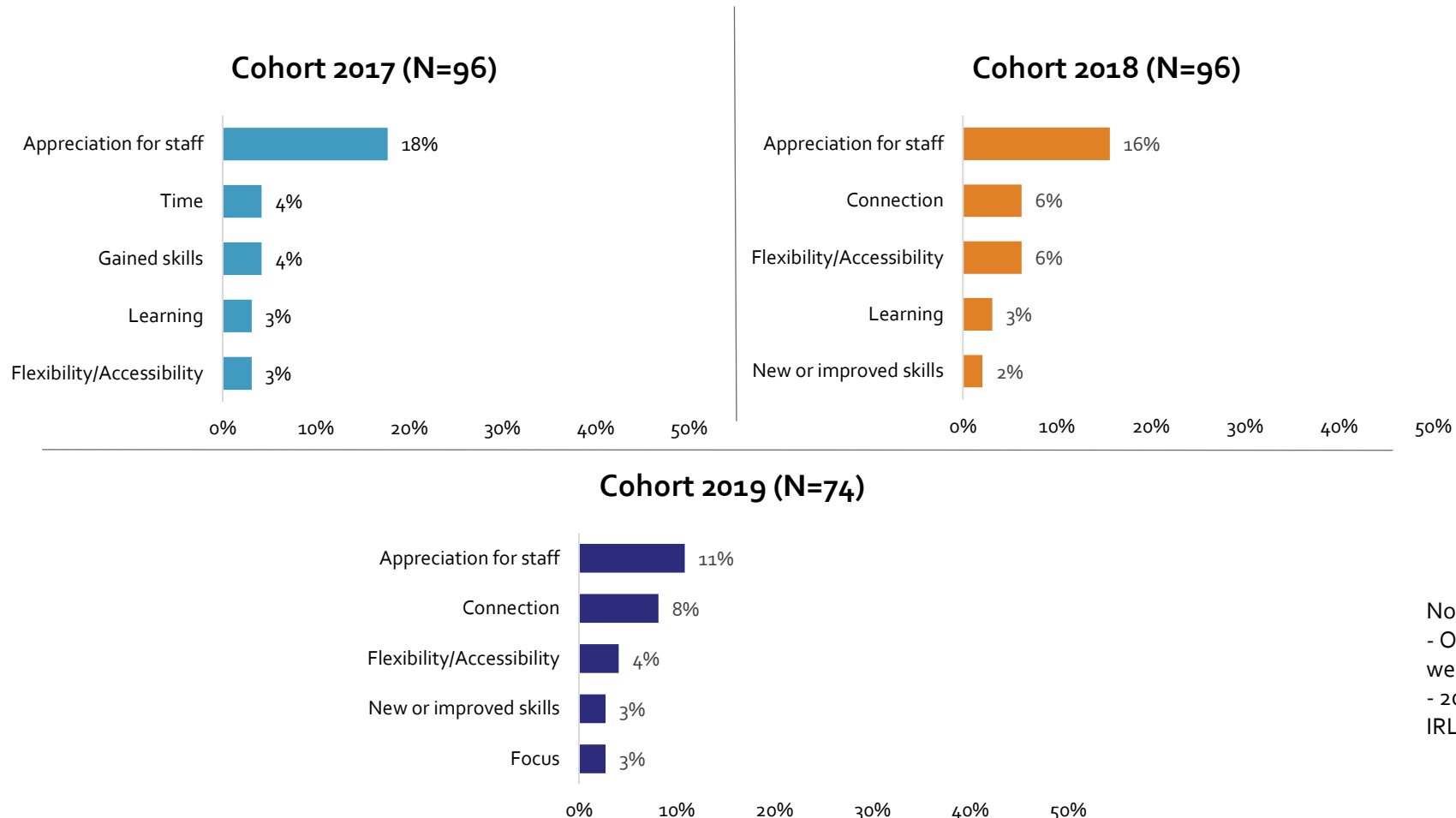
Loss of **connection**, which represents comments related to the loss of networking opportunities, collaboration opportunities, deeper interactions, and so on, were overwhelming cited by participants as the greatest loss of their program experience.

Loss of the **quality or value** of the experience was the 2nd highest theme. This referred to perceptions that components of the program (e.g., trainings, graduation) or the overall program itself were not as good as they had been prior to the pandemic. This theme also includes the sentiments of those who felt the overall value gained from their participation in the program had lessened due to the pandemic.

Notes:
 - Only HPRS had exiting participants from Cohort 2016. Their responses were not included in this analysis.
 - 2020 Survey Ns: Total responses= 266, CS=65, COHL=66, HPRS=64, IRL=71. 2020 analysis included 529 distinct category mentions.

Gains to the Program Experience due to the COVID-19 pandemic— Top 5 categories by cohort

Q: During the last year of your program, many of the planned in-person meetings had to become virtual due to the COVID-19 pandemic. How did this change affect your participant experience? What did you **gain** by this change?



Compared to 377 losses mentioned (from 245 respondents), there were 116 gains mentioned (from 95 respondents).

Mostly, participants spoke of gaining an **appreciation** for their program staff's or NPC staff's efforts to still implement the program as best as possible, despite the challenges.

New opportunities for **connection** and increased **flexibility** were the 2nd and 3rd most highly referenced gains.

Notes:

- Only HPRS had exiting participants from Cohort 2016. Their responses were not included in this analysis.
- 2020 Survey Ns: Total responses= 266, CS=65, COHL=66, HPRS=64, IRL=71. 2020 analysis included 529 distinct category mentions.

The background of the slide features a series of concentric circles in various shades of blue, creating a sense of depth and movement. The circles are centered on the right side of the slide, with the innermost circle being the darkest and the outermost being the lightest. The word "Appendices" is centered within the innermost circle.

Appendices

Most Valuable Aspects of the Change Leadership Programs- Examples of the 2020 Top Five Categories

	Aspect of Change	Example 1	Example 2
1	Relationships/ Networking/Peer learning	"The most valuable aspects related to the program have been related to networking and in person training. Each time we have had the opportunity to come together I have made a new connection, learned from my colleagues (...)"	" Networking with other change leaders ; learning from my fellow team members"
2	Coaching/Mentoring	"The coaching sessions . Those allowed us to discuss at length what the class sessions taught us. And it allowed us to apply it to our own situation and research."	" Mentorship and connections with people doing similar and parallel work in different sectors"
3	Curriculum (Content)	"The aspects most valuable have been the leadership vision plan, public policy modules in earlier years, and overall learning about the various forms of communication styles in health policy settings (...)"	" Data Visualization, Writing lead statements, communicating complicated topics in bite-size chunks that are easy to digest"
4	Leadership tools/training	" Understanding my own leadership styles/personal profiles and how it shows up in my work; increasing awareness of other leadership styles and personal profiles in order to increase helpful dialogue (...)"	"The leadership training, including learning about values and leadership styles and making the most of our own strengths"
5	Curriculum (Activities)	"The annual conferences were great learning experiences and opportunities for connecting with other [program] fellows and Change Leaders. Select Friday webinars were also useful"	"(...) some of the activities around learning to manage teams "

Least Valuable Aspects of the Change Leadership Programs – Examples of the 2020 Top Five Categories

	Aspect of Change	Example 1	Example 2
1	No Identified Item	"I cannot identify any experience that was of least value to me. The entire experience had educational value to my life, personally and professionally"	" Everything provided meaning all of the courses and opportunities held some value . If I can not use them now, they are at least added to my "tool box" for the future"
2	Other	"I feel the way the program is structured, an 'us versus them' narrative can easily arise . As leaders, it's imperative that we move away from echo chambers that reinforce our own bias, and I think we could have done a bit more to move the needle"	"There were a lot of changes in leadership and administrative roles that caused some bumps in the road along the way"
3	Curriculum (Content)	"The first-year coursework. At times the coursework felt redundant and not necessarily as though it was leading me to better understand how to be an effective leader and implement systems change"	"There needs to be better alignment between program content and cohort knowledge base . Facilitators need to spend the time understand the collective knowledge of any audience before delivering canned content that does not challenge participants because of their advanced knowledge"
4	Online courses /Webinars/ Online activities	"Some of the online course sessions, especially during my first year in the program . Some of the information was too simplistic, or without enough clarity around their application to my work"	"Some of the online learning activities feel more like busy work than learning "
5	Curriculum (Activities)	"Some summer institute activities were not valuable or even harmful to our cohesion as a cohort (...)"	" Self-care modules, Cohort engagement on webinars, WIPs "

Losses to the Program Experience due to the COVID-19 pandemic— Examples of the Top Five Categories

#	Loss	Example 1	Example 2
1	Connection	"Lost synergy of sharing time and talents with other participants "	"It was difficult and somewhat of a deflating let down. But I say this because the programs in-person structure/ learning/culture was so impactful, and I think we (Cohort2) grew so close it became really isolating and didn't meet the bar that was raised by in-person convenings."
2	Quality/Value	"...I feel it is difficult to have all members' voices heard in learning virtually . Learn from each other's experience, getting to know our fellow leaders, and ask timely questions when doing so remotely is very difficult. The online sessions are very good, however, I feel too much info for hour after hour for days straight, and it is more difficult to assimilate after the sessions, all the matter discussed..."	"I did not have a good experience the last year. The virtual meetings should have focussed [sic] more on being with my cohort. The breakout room discussions were very shallow."
3	Less Engaging/ Engagement	"I definitely lost the sense of connectedness. It is too easy to not engage . However, this is an issue for all aspects of communication due to the COVID-19 pandemic."	"This significantly impacted my experience. I feel like my ability to make connections with folks and my own team have declined. Additionally, I feel less drive towards participation overall ."
4	Protected Space/Time	"I think that even though the virtual gatherings have been good does not provided [sic] the space to convey with other programs/cohort as the in-person gathering provided."	"somewhat easier, in that I didn't have to be away from my family (small kids), but harder to engage and block off time since i'm at home with the kids!"
5	Zoom Fatigue	"I find zoom harder and long stretches are exhausting. Also I find the fancy technology they offer frustrating and not much value added"	" Zoom burnout is real . It dont think there are many suggestions I have. Just awareness that it is hard to engae virtually [sic] for a program like this."

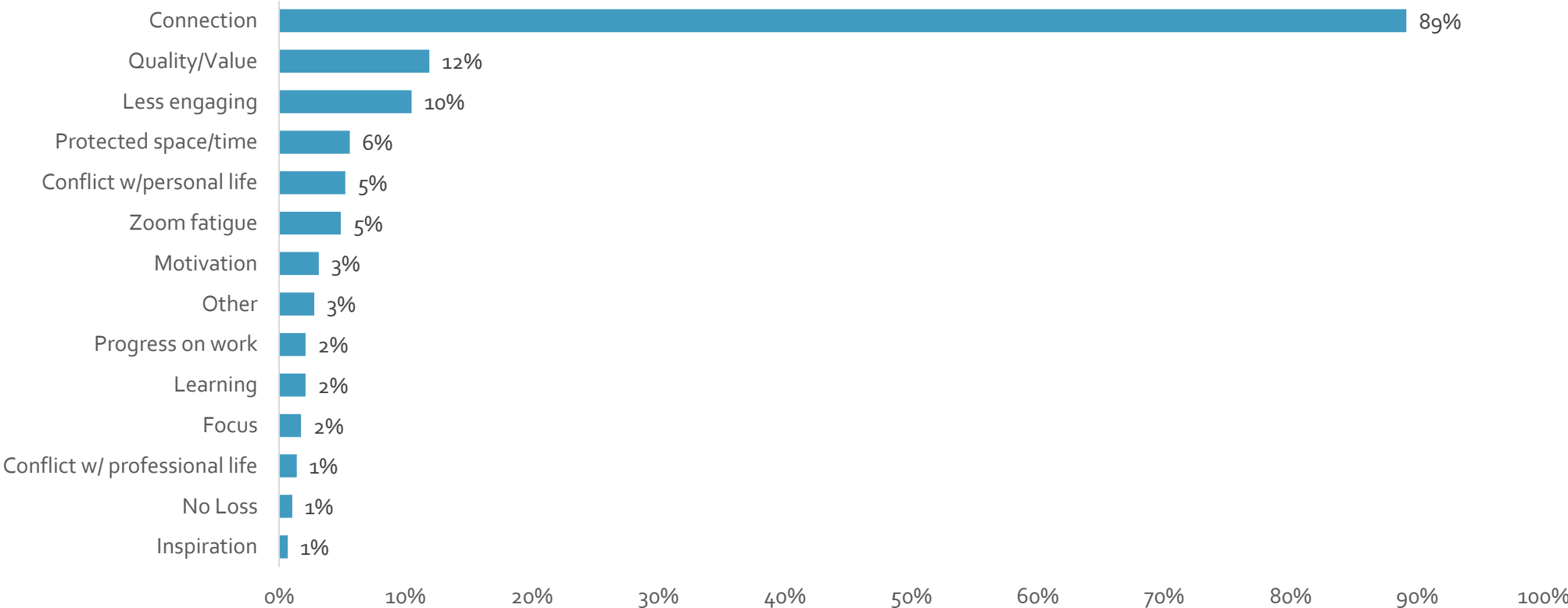
Gains to the Program Experience due to the COVID-19 pandemic— Examples of the Top Five Categories

#	Gain	Example 1	Example 2
1	Appreciation for Staff	"...I know there's nothing that can be done, and [program] did the best they possibly could given the situation , but it is a huge detriment to my experience, personally."	"... RWJF program staff have done an exceptional job of managing the crisis and transitioning to the virtual environment."
2	Connection	"While it was disappointing not being able to meet in person during the convening, having to connect virtually allowed me to connect one-on-one with other participants . These meet-ups required more effort but still provided the opportunity to build and deepen relationships with others from my cohort."	"Having the virtual experience was good for me and a lot more convenient. It also gave me an opportunity to see everyone on zoom. In persona [sic] is difficult to see everyone , and I appreciated that!"
3	Flexibility/ Accessibility	"...I lost some of the connections and joyful moments, but the gained more flexibility ."	"Both gained (time because of not traveling, deeper connections, true support from others, flexibility) and lost (networking, face-to-face interactions)"
4	Learning	"I've really enjoyed our cohort and miss interactions and networking in that way. The learning however, has been equally strong."	"Attending virtual meetings during this year were still very informative and helpful for me. I did miss seeing fellow scholars and interacting with them in person. However, being virtual allowed me to type questions to attendees in group chat/private chat...in a way that is not a disruption to the meeting."
5	New or Improved Skills	"We did gain wonderful virtual meeting skills from the experience. This has helped me greatly in my clinical role as well. I can host and facilitate meetings. Interestingly, when you do meetings virtual, your listening skills are being polished."	"I missed the in-person meetings but gained more experience on the use of telehealth technology ."

All Losses to the Program Experience due to the COVID-19 pandemic

Q: During the last year of your program, many of the planned in-person meetings had to become virtual due to the COVID-19 pandemic. How did this change affect your participant experience? What did you **lose** and/or gain by this change?

2020 Survey Results (N=286 participants)

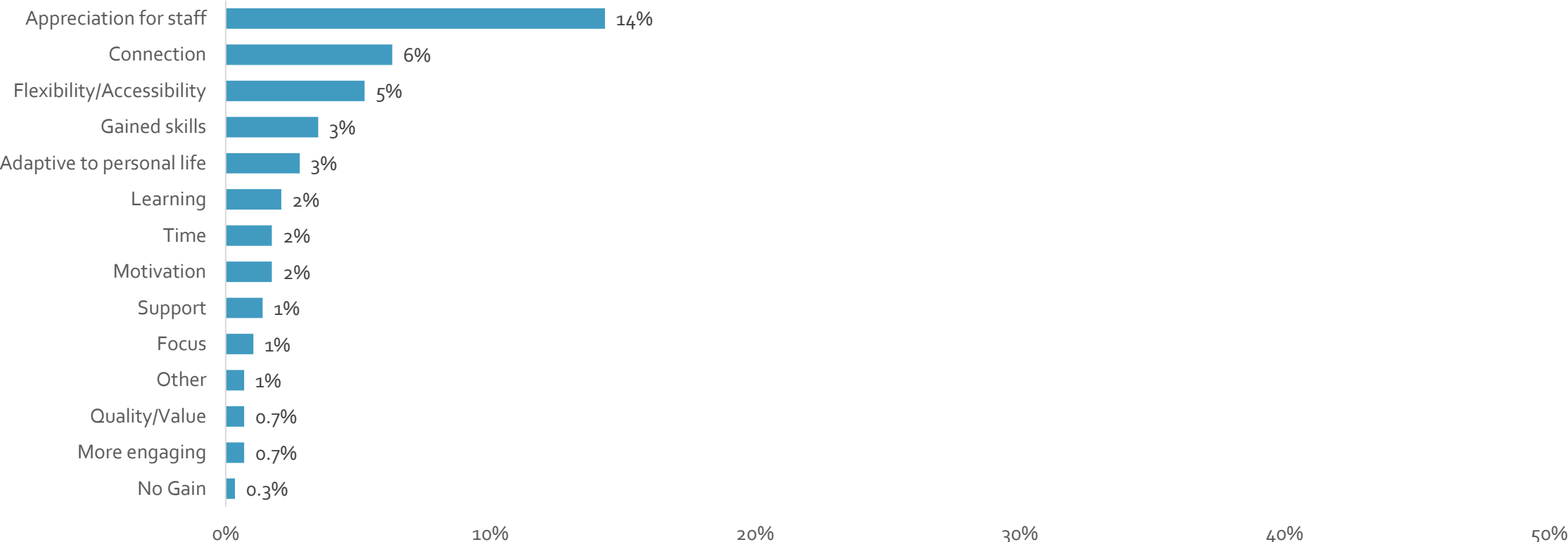


2020 Survey Ns: Total responses= 286, CS=65, COHL=66, HPRS=84, IRL=71. 2020 analysis included 529 distinct category mentions.

All Gains to the Program Experience due to the COVID-19 pandemic

Q: During the last year of your program, many of the planned in-person meetings had to become virtual due to the COVID-19 pandemic. How did this change affect your participant experience? What did you lose and/or **gain** by this change?

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