Date: March 4, 2013

Title: Leadership Restructure and Educational Curriculum

Organization: Mayo Clinic

Briefly explain why this “Best Practice” was developed: Opportunity and need to enhance leadership skills with increasing focus on efficiency and effectiveness.

Description: After the resignation of one of two Therapy Directors in 2010, we restructured entire therapy leadership team in 2011. This included the development of new job titles and job descriptions with much higher minimum and preferred qualifications (e.g. in some cases doctoral degrees, board specialty certifications, etc.) with a ramp up time to achieve. All leaders, except remaining Director, were required to apply for the position in which they were interested. Once the new leadership team was established, a formalized leadership curriculum was established to facilitate consistent obtainment of knowledge and skills for all leaders.

Describe the steps to implementation: Focus groups, multiple level leader interviews, HR and Administrative engagement, Enterprise wide engagement

How long has it been in use within your organization? Approximately 2 years

Describe the benefit it has brought to your organization: Standardized knowledge and training for all therapy leaders, which has allowed us to be consistent with our approach to leadership.

Evidence\justification to support this practice: Too numerous to list all, but some include: Processes run more smoothly, Performance appraisals and other time sensitive tasks are done more timely, significant long standing challenges have being addressed, enhanced ability of Director to focus on strategic planning rather than operational details, Supervisors and managers feel more confident in their knowledge and skills.

Direct evidence as a result of this practice: Leaders pre-post survey shows their appreciation for formal structured education which has resulted in a common knowledge base for all.

Are you willing to share this with others, and is there a cost associated? Yes – no cost
Is this commercially available? No

Any additional information or resources: Leadership Curriculum Timeline

Contact for additional information:

Julie Hobbs, PT, DPT, PhD, CHES
Director / Practice Chair – Department of Physical Medicine and Rehabilitation
Mayo Clinic - Rochester, MN
Hobbs.julie@mayo.edu
507/266-6465