



# LeaderShift Project: Compensation Analysis and Career Pathways Research

Community and Primary Health Care Sector Career Pathways Map

March 2019

# Table of Contents

## LeaderShift Project: Compensation Analysis and Career Pathways Research

---

### Community and Primary Health Care Sector Career Pathways Map

1. Purpose of This Document
2. Sector Leadership Profiles
3. Career Progression and Advancement
4. Development Tools, Supports, and Resources
5. Competencies
6. Career Pathways Maps

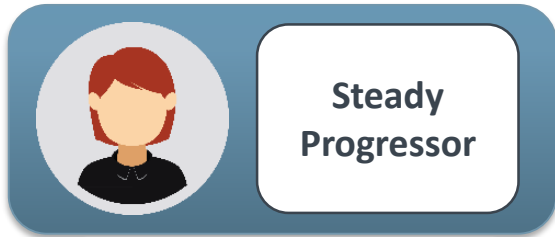
# Purpose of This Document

The Community and Primary Care Health Sector Career Pathways Map is meant to be a tool to support career and professional development across Ontario's various sub-sectors..

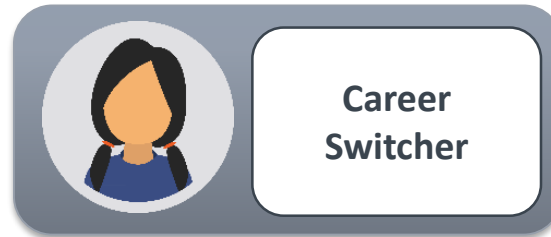
- The map is meant to be a resource and tool for:
  1. Individuals working in the sector who would like to transition to roles with increasing leadership responsibilities
  2. Individuals working outside of the sector that would like to transition to a role in the community and primary health care sector
  3. Individuals providing mentorship and/or career management to those working in the community and primary health care sector
  
- The document includes:
  - Common leadership profiles of those working in the community and primary health care sector
  - Different career paths to progression and advancement
  - Development tools, supports and resources, both formal and informal
  - Leadership competencies that will be important to enhance through gradual progression, advancement and development
  
- The community and primary health care sector includes the following sub-sectors:
  - Home and community care
  - Interprofessional team-based models of primary care
  - Community mental health and addictions

# Sector Leadership Profiles

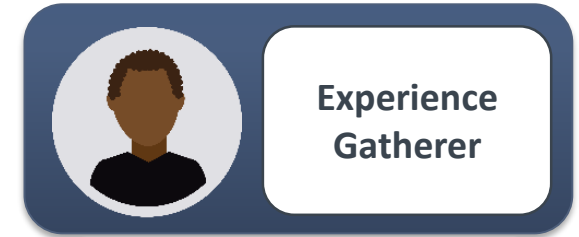
There is significant variety in the career pathways of leaders in the community and primary health care sector, generally most individuals fall into one of three main categories: Steady Progressor, Career Switcher, and Experience Gatherer.



- Steady Progressors grow from front line service delivery or functional areas through increasing levels of responsibility and leadership
- These individuals usually spend their career working within the same sub-sector, often with the same organization
- These individuals often have deep subject matter expertise in a particular health domain



- Career Switchers transition into the community and primary health care sector after beginning their career in an unrelated sector (e.g., financial services, technology) often after a life-event or another trigger (e.g., lived experience, sick parent or child, starting a family)
- These individuals may move into front-line service delivery or directly into management positions
- These individuals often have leadership experience and management skills but require additional support to learn about the community and primary health care sector

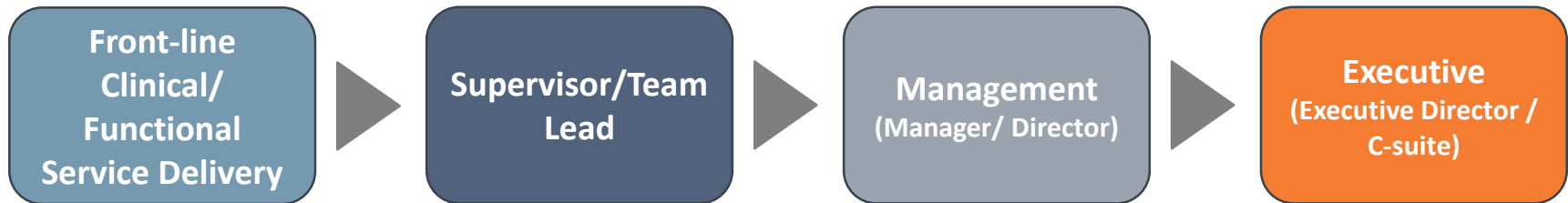


- Experience Gatherers move between the community and primary health care sector and broader health domains and adjacent sectors (e.g., acute care, long-term care, education, social services)
- These individuals spend their career taking on increasingly more complex roles and responsibilities, returning to the community and primary health care sector as an executive
- These individuals often have valuable system-level perspective on the health system and help transfer knowledge and values between different sectors and domains

# Career Progression and Advancement

Leaders typically progress through a number of advancements throughout their careers as outlined below.

## Career Advancement Categories



- An individual may take on a number of different positions within each category
- There may be significant variability in the length of time spent within each category
- Progression may not be linear as individuals move between organizations of different size and complexity or make adjustments given certain life events and circumstances

# Development Tools, Supports and Resources

The following chart outlines some of the key types of formal and informal development tools, supports and resources that may be helpful along an individual's career path. These apply broadly and are not unique to a particular leadership profile.

	Category	Description and Examples
Formal	<b>Clinical/ Functional Training</b>	<ul style="list-style-type: none"> <li>Education and training as regulated health professional (e.g., nursing, social work, occupational therapists, psychologists, psychotherapists)</li> <li>Education and training as front-line service provider (e.g., counsellor, case management and coordination, community education and health promotion, personal support worker)</li> <li>Education and training in functional support areas (e.g., human resources, finance and accounting, information technology, information management, administration)</li> </ul>
	<b>Impact Projects or Assignments</b>	<ul style="list-style-type: none"> <li>Project or task given to employees which is new to them and beyond their current knowledge or skill level for development and growth purposes (e.g., research project, quality improvement project, internal committees and working groups, strategic projects, supporting participation in leadership tables)</li> </ul>
	<b>Secondments/ Rotation Programs</b>	<ul style="list-style-type: none"> <li>Time-limited change in role or organization to support skill, experience, and leadership development (e.g., transfers within organizations between different departments or between different organizations within the community and primary health care sector)</li> </ul>
	<b>Management Continuing Education</b>	<ul style="list-style-type: none"> <li>Education and training focused on leadership and management in the health sector (e.g., certificate or masters degrees in healthcare management and leadership from colleges, universities and organizations such as the Canadian College of Health Leaders)</li> <li>Education and training focussed on technical or functional skills (e.g., Lean Six Sigma, human resource, financial management, social media, project management, statistics and data analysis, governance)</li> <li>Education and training focussed on competency development (e.g., strategic leadership, coaching, conflict resolution, change management)</li> </ul>

# Development Tools, Supports and Resources (continued)

The following chart outlines some of the key types of formal and informal development tools, supports and resources that may be helpful along an individuals career path. These apply broadly and are not unique to a particular leadership profile.

	Category	Description and Examples
Formal	<b>Reviews and Assessments</b>	<ul style="list-style-type: none"> <li>Reviews and assessments to identify and understand natural tendencies, behaviours, personality, and working styles (e.g., 360 assessments, myer-briggs, predictive index)</li> </ul>
	<b>Leadership Table Participation</b>	<ul style="list-style-type: none"> <li>Participation in sector, regional, or provincial tables and working groups (e.g., association working groups, initiative steering committees, advisory groups, lead organization)</li> </ul>
Informal	<b>Leadership without Title</b>	<ul style="list-style-type: none"> <li>Opportunities to cultivate and demonstrate skills in whatever position an individual is in through attitude, providing help and support, being dependable, being open and flexible, and being creative (e.g., bringing ideas for solutions to problems, building relationships across teams, demonstrate commitment and initiative)</li> </ul>
	<b>Mentorship</b>	<ul style="list-style-type: none"> <li>Receive and/or provide guidance, advice, support and role modeling through a mentor relationship to build capacity and support development</li> </ul>
	<b>Coaching</b>	<ul style="list-style-type: none"> <li>Support performance, improvement, and development through support, motivation, and feedback to solve problems, explore opportunities, and decide on a plan of action.</li> </ul>
	<b>Network Building</b>	<ul style="list-style-type: none"> <li>Development of relationships within the community and primary health care sector, its sub-sectors, or the health system more broadly (e.g., conferences, meetings, association events, presentations)</li> </ul>
	<b>Peer Community of Practice</b>	<ul style="list-style-type: none"> <li>Connections and relationships with peers at the same level of development that interact regularly to share experience, collaborate, problem solve, and transfer knowledge</li> </ul>

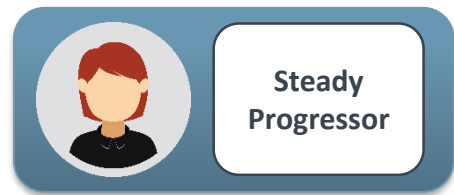
# Competencies

There are a number of competencies that will be important to enhance through gradual progression, advancement and development opportunities. These were identified during engagement activities with sector leaders in the community and primary health care sector and based on best practices in leadership development.

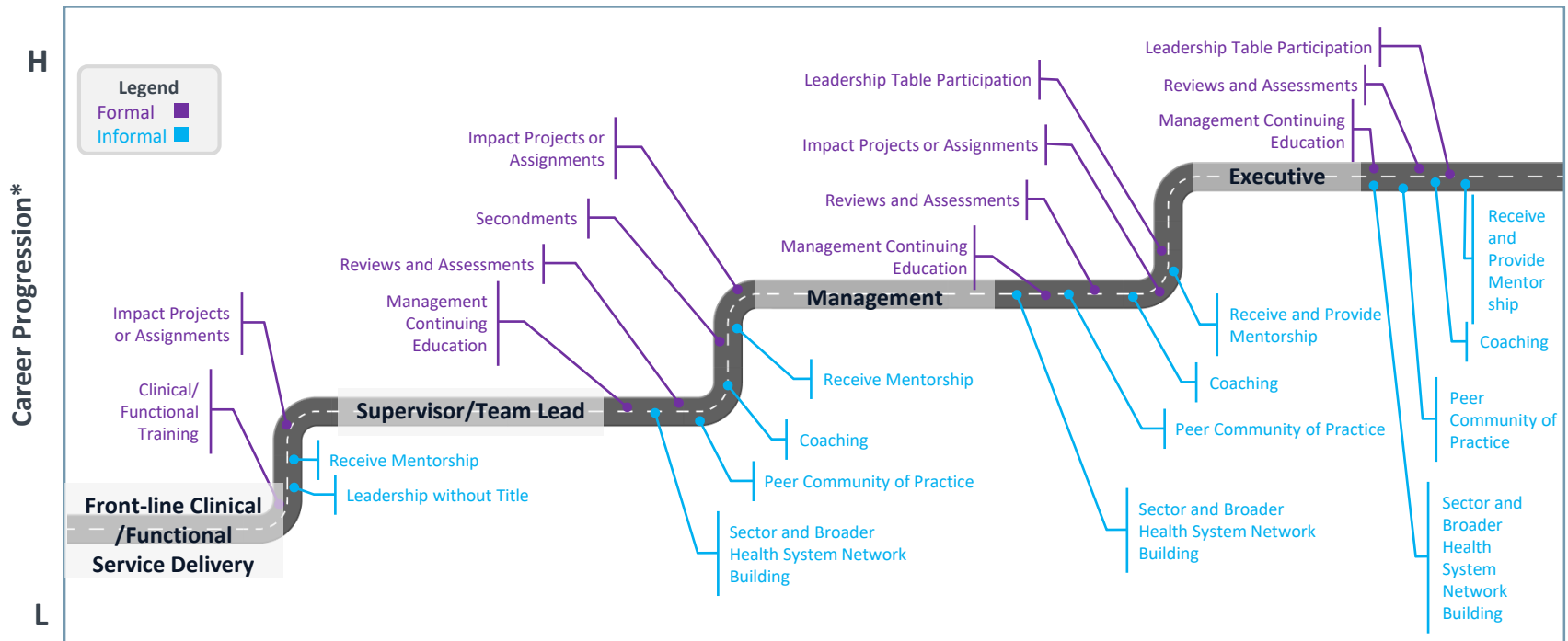
-  Patient/Client-centred Service Orientation
-  Systems Thinking and Understanding
-  Critical and Analytical Thinking
-  Innovation and Creativity
-  Drive and Motivation
-  Forward-looking Strategic Thinking
-  Adaptability, Flexibility and Comfort with Ambiguity
-  Influence, Mobilize and Motivate Others
-  Garner Support, Inspire Action, and Build Momentum
-  Risk Management and Assessment
-  Value and Mission Alignment
-  Evidence Informed Decision-Making
-  Commitment to Lifelong Learning and Development
-  Accountability
-  Collaboration, Cooperation and Teamwork
-  Communication
-  Ethics, Integrity, Respect and Professionalism
-  Self Care
-  Knowledge Translation
-  Change Leadership and Management
-  Social Intelligence and Relationship Building
-  Conflict management
-  Networking and Partnership
-  Quality Management and Improvement



# Steady Progressor – Career Path



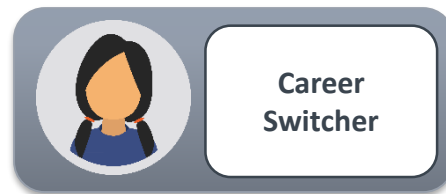
Steady Progressors grow from the front line through increasing levels of responsibility, often within the same sub-sector and even the same organization for their whole career



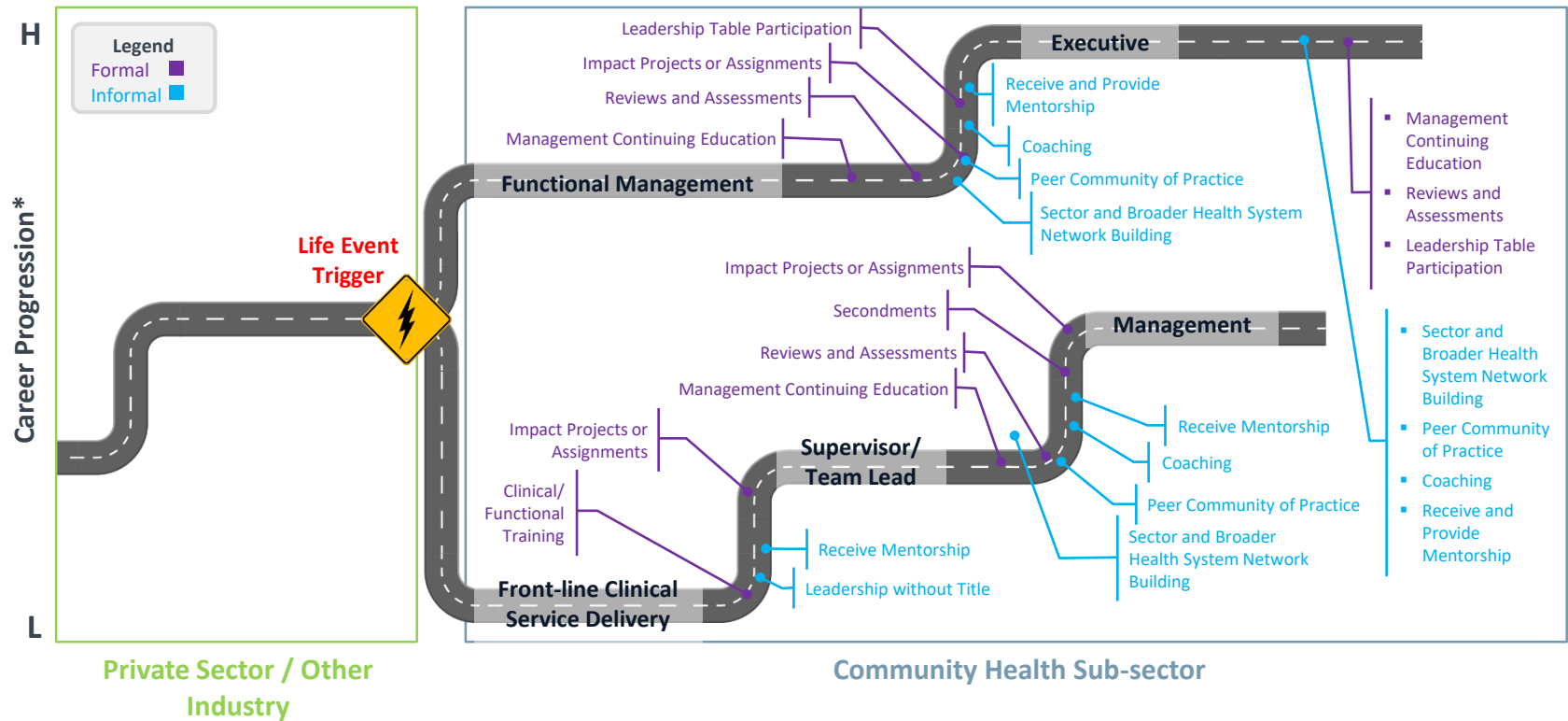
## Community Health Sub-sector

Competencies		
<ul style="list-style-type: none"> <li>▪ Patient/Client-centred Service Orientation</li> <li>▪ Systems Thinking and Understanding</li> <li>▪ Critical and Analytical Thinking</li> <li>▪ Innovation and Creativity</li> <li>▪ Drive and Motivation</li> <li>▪ Forward-looking Strategic Thinking</li> <li>▪ Adaptability, Flexibility and Comfort with Ambiguity</li> <li>▪ Influence, Mobilize and Motivate Others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Garner Support, Inspire Action, and Build Momentum</li> <li>▪ Risk Management and Assessment</li> <li>▪ Value and Mission Alignment</li> <li>▪ Evidence Informed Decision-Making</li> <li>▪ Commitment to Lifelong Learning and Development</li> <li>▪ Accountability</li> <li>▪ Collaboration, Cooperation and Teamwork</li> <li>▪ Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ethics, Integrity, Respect and Professionalism</li> <li>▪ Self Care</li> <li>▪ Knowledge Translation</li> <li>▪ Change Leadership and Management</li> <li>▪ Social Intelligence and Relationship Building</li> <li>▪ Conflict management</li> <li>▪ Networking and Partnership</li> <li>▪ Quality Management and Improvement</li> </ul>

# Career Switcher – Career Path

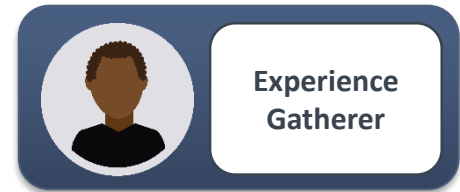


Career Switchers transition into the sector after beginning their career in an unrelated sector, often after a life-event or another trigger (e.g., lived experience, sick parent or child, starting a family)

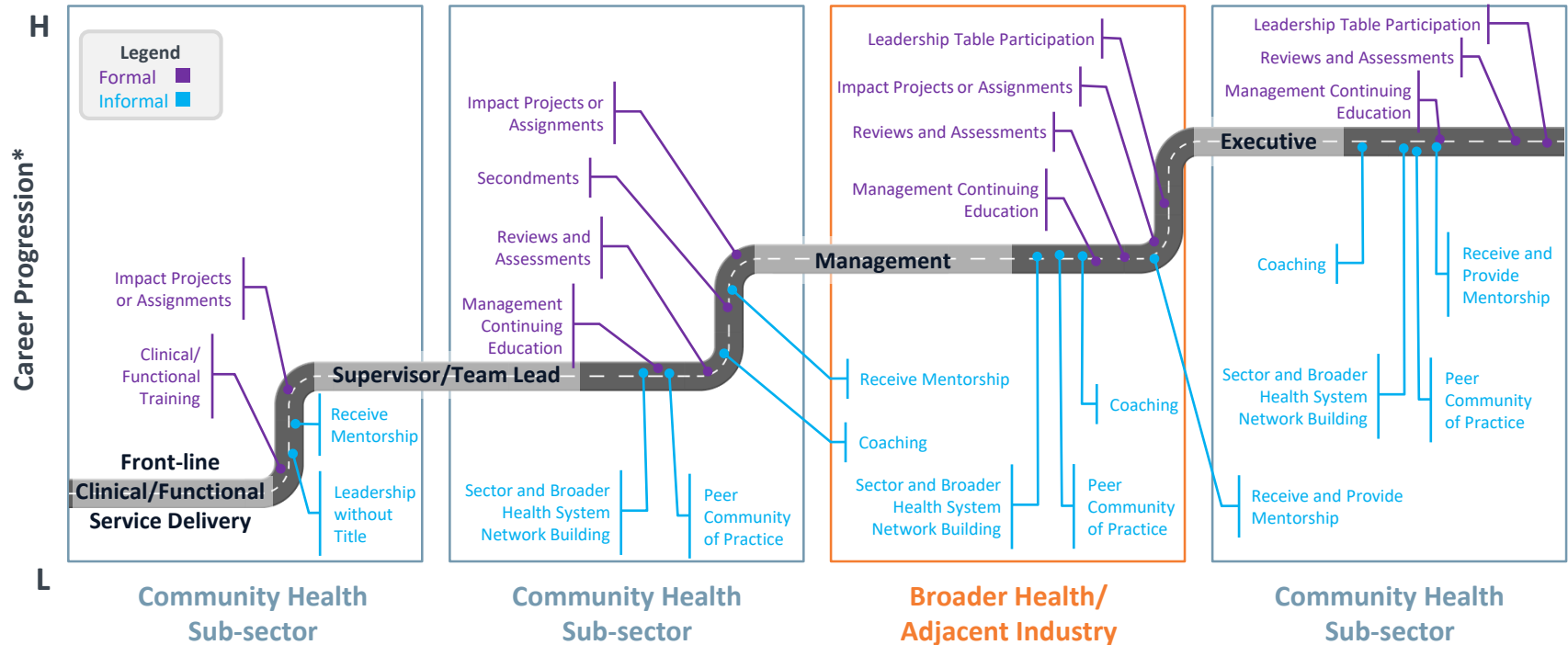


Competencies		
<ul style="list-style-type: none"> <li>▪ Patient/Client-centred Service Orientation</li> <li>▪ Systems Thinking and Understanding</li> <li>▪ Critical and Analytical Thinking</li> <li>▪ Innovation and Creativity</li> <li>▪ Drive and Motivation</li> <li>▪ Forward-looking Strategic Thinking</li> <li>▪ Adaptability, Flexibility and Comfort with Ambiguity</li> <li>▪ Influence, Mobilize and Motivate Others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Garner Support, Inspire Action, and Build Momentum</li> <li>▪ Risk Management and Assessment</li> <li>▪ Value and Mission Alignment</li> <li>▪ Evidence Informed Decision-Making</li> <li>▪ Commitment to Lifelong Learning and Development</li> <li>▪ Accountability</li> <li>▪ Collaboration, Cooperation and Teamwork</li> <li>▪ Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ethics, Integrity, Respect and Professionalism</li> <li>▪ Self Care</li> <li>▪ Knowledge Translation</li> <li>▪ Change Leadership and Management</li> <li>▪ Social Intelligence and Relationship Building</li> <li>▪ Conflict management</li> <li>▪ Networking and Partnership</li> <li>▪ Quality Management and Improvement</li> </ul>

# Experience Gatherer – Career Path



Experience Gatherers move between the community and broader health and adjacent sectors (e.g., acute care, long-term care, academic, education, social services), taking on increasingly more complex roles and responsibilities, returning to the community and primary health care sector as an executive



Competencies		
<ul style="list-style-type: none"> <li>▪ Patient/Client-centred Service Orientation</li> <li>▪ Systems Thinking and Understanding</li> <li>▪ Critical and Analytical Thinking</li> <li>▪ Innovation and Creativity</li> <li>▪ Drive and Motivation</li> <li>▪ Forward-looking Strategic Thinking</li> <li>▪ Adaptability, Flexibility and Comfort with Ambiguity</li> <li>▪ Influence, Mobilize and Motivate Others</li> </ul>	<ul style="list-style-type: none"> <li>▪ Garner Support, Inspire Action, and Build Momentum</li> <li>▪ Risk Management and Assessment</li> <li>▪ Value and Mission Alignment</li> <li>▪ Evidence Informed Decision-Making</li> <li>▪ Commitment to Lifelong Learning and Development</li> <li>▪ Accountability</li> <li>▪ Collaboration, Cooperation and Teamwork</li> <li>▪ Communication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ethics, Integrity, Respect and Professionalism</li> <li>▪ Self Care</li> <li>▪ Knowledge Translation</li> <li>▪ Change Leadership and Management</li> <li>▪ Social Intelligence and Relationship Building</li> <li>▪ Conflict management</li> <li>▪ Networking and Partnership</li> <li>▪ Quality Management and Improvement</li> </ul>

INTELLIGENT GROWTH. CULTURE OBSESSED.

