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Impact of the Physician Management and Leadership Program (PMLP) on physician leaders and health service delivery in Newfoundland and Labrador (NL)

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Purpose: To describe the outcomes from the evaluation of Physician Management and Leadership Program (PMLP). Summative program evaluation findings will be presented, including the findings from a six-month post-program evaluation of long-term outcomes. **Methods:** An evaluation framework utilizing a logic model approach was designed and implemented. Each program module was evaluated in terms of participant satisfaction and pre-to-post increases in knowledge and confidence. The framework also included a post-program evaluation of long-term outcomes to determine the impact of participation on practice, management, and leadership within participants' respective organizations. This evaluation took the form of a modified multi-source or 360° feedback, meaning that it involved the collection of self-reported data from program participants as well as data from stakeholders and peer/staff regarding the impact of the program on participants' leadership skills and performance. **Results:** A needs assessment identified preferred topics, delivery formats, and features unique to physician leaders in Newfoundland. Ten modules were developed and delivered using a hybrid model consisting of in-person and online sessions between September 2012 and April 2013. Thirty-seven (n=37) participants of which 81.1% were in leadership positions (70.0% for less than five years). Paired samples t-test analyses of pre/post data indicate significant increases in post-module knowledge and confidence at $p < .05$ probability level. Overall, 91.0% of participants agreed that the modules addressed their learning needs, and 93% agreed that the modules were relevant to their current positions. Six months post-program, improved performance and application of knowledge/ skills obtained from the program in the workplace were reported related to areas such as communication, conflict management, program/policy development, and evaluation. **Conclusions:** This program successfully addressed some of the educational needs of physician leaders in Newfoundland and the local context in which they lead and

practice. Evaluation data shows significant increases in knowledge and confidence, satisfaction with the program, and impact on the workplace and subsequent health care delivery.