

Developing Competencies for Health System Impact: Early Lessons Learned from the Health System Impact Fellows

Développement des compétences pour un impact sur le système de santé : premières leçons tirées du Programme des bourses d'apprentissage en matière d'impact sur le système de santé

MEGHAN MCMAHON, ADALSTEINN BROWN, STEPHEN BORNSTEIN AND ROBYN TAMBLYN

TABLE 1. Fellows' self-assessments of competency strength at baseline and 12 months

Competency	Overall			Females			Males		
	Baseline (n = 46)	12 months (n = 38)	% change	Baseline (n = 38)	12 months (n = 29)	% change	Baseline (n = 9)	12 months (n = 8)	% change
Leadership, mentorship and collaboration	3.21 (0.59)	3.82 (0.61)	19.0%	3.21 (0.58)	3.80 (0.61)	18.4%	3.22 (0.67)	3.88 (0.64)	20.5%
Change management and implementation	2.43 (0.88)	3.50 (0.95)	44.0%	2.42 (0.92)	3.43 (0.97)	41.7%	2.44 (0.73)	3.75 (0.89)	53.7%
Project management	3.09 (0.75)	3.68 (0.93)	19.1%	3.16 (0.68)*	3.70 (1.02)	17.1%	2.78 (0.97)*	3.63 (0.52)	30.6%
Interdisciplinary work	3.60 (0.54)	4.21 (0.70)	16.9%	3.61 (0.55)	4.27 (0.74)	18.3%	3.56 (0.53)	4.00 (0.53)	12.4%
Networking	3.13 (0.71)	4.03 (0.72)	28.8%	3.26 (0.69)*	4.03 (0.72)	23.6%	2.56 (0.53)*	4.00 (0.76)	56.3%
Dialogue and negotiation	2.91 (0.62)	3.76 (0.79)	29.2%	2.95 (0.66)	3.73 (0.83)	26.4%	2.78 (0.44)	3.88 (0.64)	39.6%
KT, communication and brokerage	3.00 (0.72)	3.76 (0.71)	25.3%	3.03 (0.75)	3.73 (0.74)	23.1%	2.89 (0.60)	3.88 (0.64)	34.3%
Analysis and evaluation of health policies/programs	3.49 (0.62)	3.82 (0.77)	9.5%	3.50 (0.56)	3.90 (0.66)	11.4%	3.44 (0.88)	3.50 (1.07)	1.7%
Analysis of data, evidence and critical thinking	3.70 (0.59)	4.13 (0.66)	11.6%	3.68 (0.57)	4.10 (0.71)	11.4%	3.78 (0.67)	4.25 (0.46)	12.4%
Understanding health systems and the policy-making process	2.85 (0.88)	3.74 (0.89)	31.2%	2.76 (0.75)	3.83 (0.83)	38.8%	3.22 (1.30)	3.38 (1.06)	5.0%

*Denotes a statistically significant difference between females and males at baseline at the $p < 0.05$ level using a two-sample t-test for equal or unequal variances, as appropriate.

**Denotes a statistically significant difference between baseline and 12 months at $p < 0.01$ using a paired two-sample t-test.

KT = knowledge translation.

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TABLE 2. Supervisors' assessments of fellows' competency strength at three and 12 months, overall and by supervisor type

Competency	Overall			Health system supervisor			Academic supervisor		
	3 months (n = 78)	12 months (n = 69)	% change	3 months (n = 36)	12 months (n = 34)	% change	3 months (n = 42)	12 months (n = 35)	% change
Leadership, mentorship and collaboration	3.50 (0.88)**	4.00 (0.73)**	14.3%	3.25 (0.84)**^	3.91 (0.75)**	20.31%	3.71 (0.86)*^	4.09 (0.70)*	10.2%
Change management and implementation	3.04 (0.80)**	3.45 (0.93)**	13.5%	2.94 (0.71)*	3.35 (0.98)*	13.95%	3.12 (0.86)*	3.54 (0.89)*	13.5%
Project management	3.50 (0.82)**	3.96 (0.93)**	13.1%	3.42 (0.65)**	3.94 (0.92)**	15.20%	3.57 (0.94)	3.97 (0.95)	11.2%
Interdisciplinary work	3.64 (0.94)**	4.13 (0.82)**	13.5%	3.44 (0.88)*	3.88 (0.69)*^^	12.79%	3.81 (0.97)**	4.37 (0.88)**^^	14.7%
Networking	3.73 (0.92)**	4.26 (0.72)**	14.2%	3.58 (0.81)**	4.18 (0.76)**	16.76%	3.86 (1.00)*	4.34 (0.68)*	12.4%
Dialogue and negotiation	3.27 (1.04)*	3.67 (0.93)*	12.2%	3.17 (1.00)*	3.65 (0.92)*	15.14%	3.36 (1.08)	3.69 (0.96)	9.8%
KT, communication and brokerage	3.42 (1.06)**	3.97 (0.82)**	16.1%	3.31 (1.04)**	3.91 (0.83)**	18.13%	3.52 (1.09)*	4.03 (0.82)*	14.5%
Analysis and evaluation of health policies and programs	3.23 (0.94)**	3.94 (0.94)**	22.0%	3.17 (0.97)**	3.82 (0.90)**	20.50%	3.29 (0.92)**	4.06 (0.97)**	23.4%
Analysis of data, evidence and critical thinking	3.72 (1.03)**	4.30 (0.77)**	15.6%	3.69 (0.98)**	4.41 (0.66)**	19.51%	3.74 (1.08)*	4.20 (0.87)*	12.3%
Understanding health systems and the policy-making process	3.19 (0.97)**	3.87 (0.78)**	21.3%	3.11 (0.92)**	3.88 (0.64)**	24.76%	3.26 (1.01)**	3.86 (0.91)**	18.4%

^ Denotes a statistically significant difference between health system and academic assessments at $p < 0.05$.

^^ Denotes a statistically significant difference between health system and academic assessments at $p < 0.01$.

* Denotes a statistically significant difference between three- and 12-month assessments within a group (e.g., overall, health system supervisor, academic supervisor) at $p < 0.05$.

** Denotes a statistically significant difference between three- and 12-month assessments within a group (e.g., overall, health system supervisor, academic supervisor) at $p < 0.01$.

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