# Experiences and Perceptions of Leadership Characteristics and Leadership Development of

# Advanced Musculoskeletal Physiotherapists in Canada

MClSc AHCP - CMP (C): Ingar R PT, Kozman A PT, Richard A PT Stokes E PhD, Woodard T MClSc, Rushton A PhD, Levesque L MClSc

Masters of Clinical Science – Advanced Health Care Practice, School of Physical Therapy, Faculty of Health Sciences, Western University, London, ON

# Background

**Advanced Health Care Practice – Comprehensive** 

Musculoskeletal Physiotherapy Field

Research investigating Canadian physiotherapists' (PT) perceptions of leadership has identified important characteristics of leaders in the workplace setting, healthcare system and society (1). However, it is unknown if the perceived value of these characteristics differ for advanced musculoskeletal physiotherapists - Fellows of the Canadian Academy of Manipulative Physiotherapy (FCAMPTs). Limited research is available regarding leadership development opportunities for the physiotherapy profession in Canada.

## Purpose

To explore FCAMPTs' experiences and perceptions of leadership characteristics and development in Canada.

### Methods

	<ul> <li>Cross-sectional descriptive survey administered through Qualtrics platform</li> </ul>
<b>C</b>	• Ethics approval (through the University of Western
Survey Development	Ontario), pilot, recruitment, data collection, data analysis
	Demographic information
	<ul> <li>Leadership characteristics based on questionnaire designed by Desveaux et al. 2012 (1)</li> </ul>
Survey	<ul> <li>Long answer, developed through deliberation amongs</li> </ul>
Design	research team

- Pilot (n=10) on future and retired FCAMPTs. No changes made following pilot.
   Email invitation to 1125 members of the Canadian
- Email invitation to 1135 members of the Canadian Academy of Manipulative Therapy
- Reminder emails sent at 2 and 4 weeks

Survey

Execution

Data

Analysis

- Deidentified data downloaded into Excel
  - Quantitative data analysis for demographic and leadership characteristics
  - Thematic analysis for long answer

# Results

#### Demographics

- Of 1132 FCAMPTs the response rate was 14% (12.5% completed the first two sections and 9.2% completed all three sections)
- All Canadian regions were represented except for the territories
- 56.0% were female and 15.6% self-identified as a minority
- 64.2% had an entry level bachelor degree, 52.8% had a
   Science/Clinical Master's degree and 38% had under 5 years of
   experience as an FCAMPT
- Most practice in the Urban/Suburban area (86.8%) and 87.9% within a private practice setting

#### Leadership Characteristics

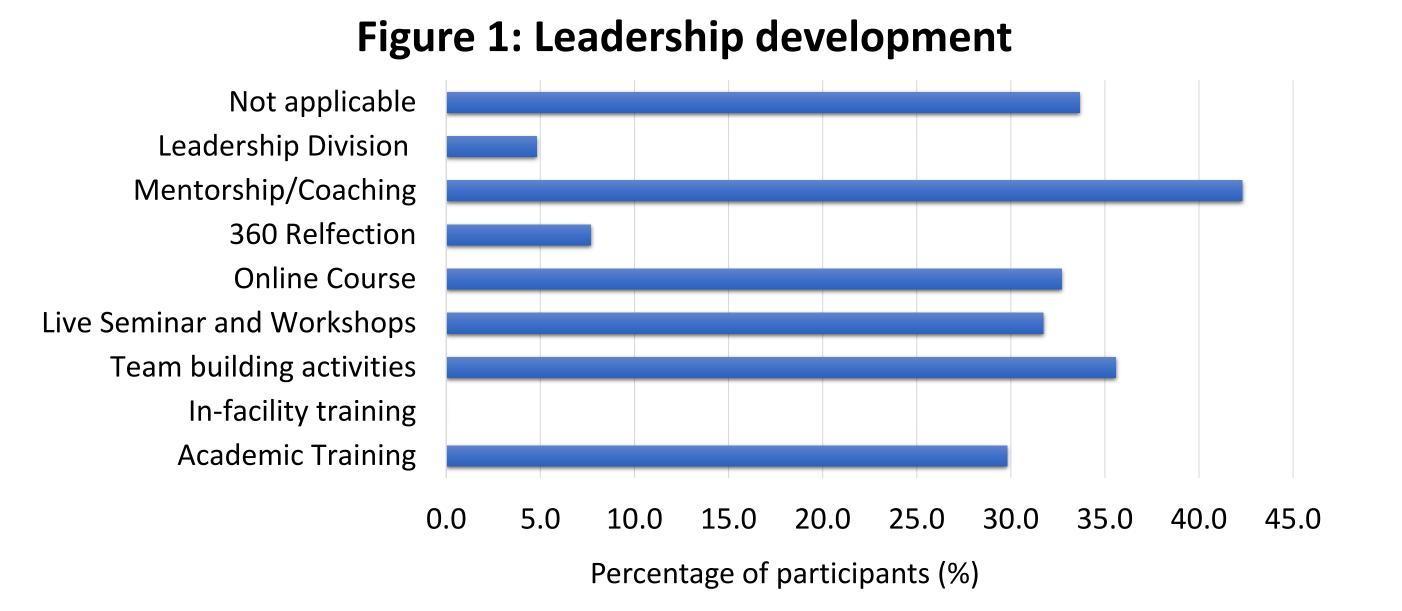
Table 1: Characteristics rated as extremely important across three settings

Workplace		Healthcare System		Society	
Characteristics	% of participants	Characteristics	% of participants	Characteristics	% of participants
Professionalism Communication Adaptability	79.4 75.9	Professionalism Communication Adaptability	74.5 70.2 61.0	Communication Professionalism Empathy	60.3 59.6 59.6
Empathy Credibility Motivating Social Skills	73.8 73.0	Empathy Credibility Vision	59.6 55.3 53.2	Adaptability Social Skills Self-Regulation Cradibility	52.5 45.4 41.1 36.2
Self-Regulation Active Management Delegation	61.7 61.0	Active Management Motivating Social Skills Self-Regulation	49.6 47.5 46.1 45.4	Credibility Vision Active Management Self-Awareness	34.0 33.3 32.6
Self-Awareness Vision	52.5	Delegation  Business Acumen	43.4 43.3 36.9	Motivating  Delegation	31.2 29.1
Business Acumen Extroversion Social Dominance	31.9	Self-Awareness Social Dominance Extroversion	35.5 22.0 21.3	Extroversion Social Dominance Business Acumen	21.3 21.3 19.9

egend: Light Orange = Highest valued

Dark Orange = Lowest valued

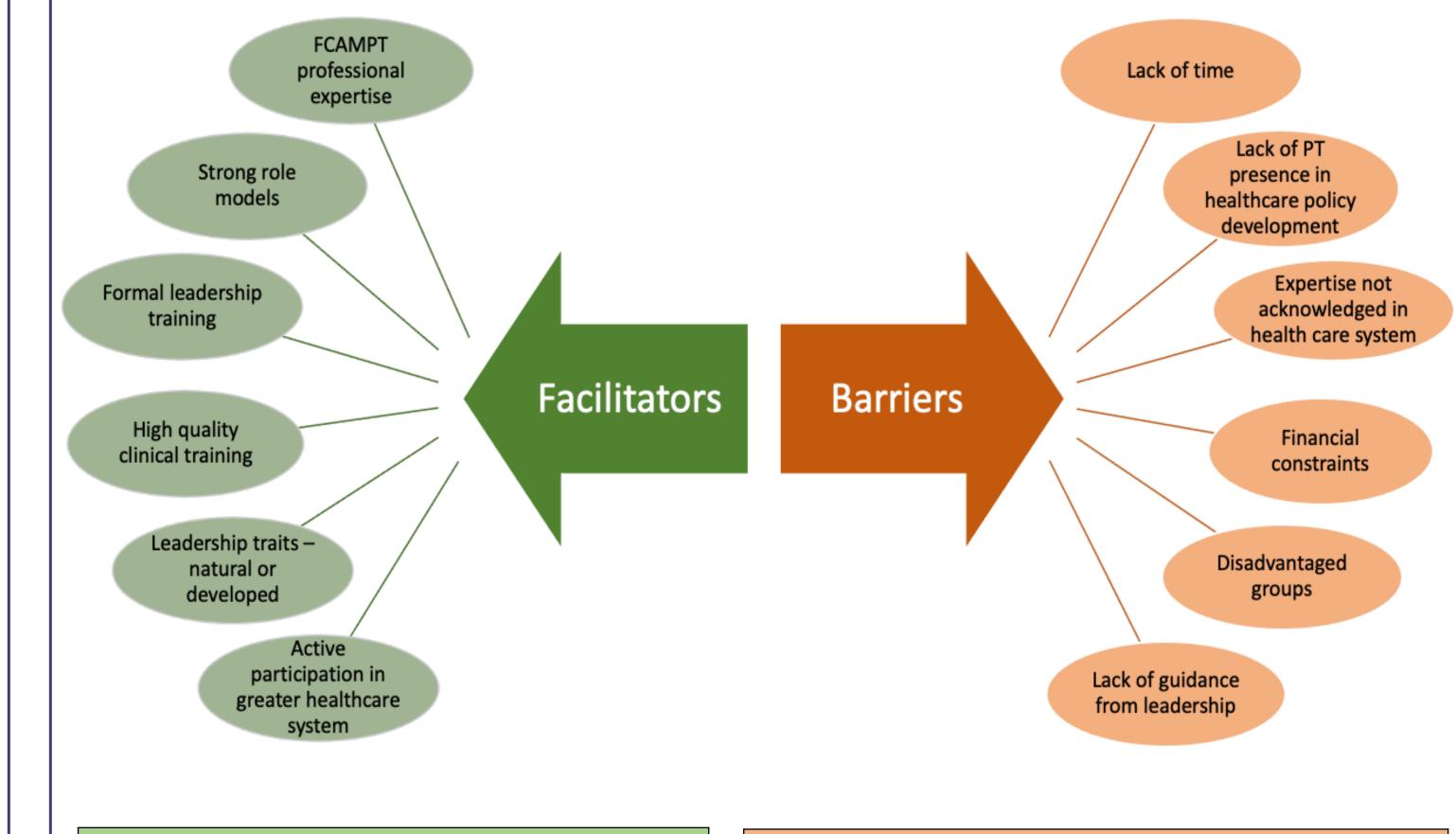
#### Leadership Development



- 33.7% did not engage in leadership development
- 42.3% participated in non-formal training (mentorship/coaching) and 35.6% in team building
- 4.8% of members received leadership development through the Leadership Division of the Canadian Physiotherapy Association

#### **Leadership Perceptions** Figure 2: FCAMPTs' perceptions of leadership roles (blue = positive, grey = negative) Take active role in changing outcomes in Mentoring profession Importance of Clinical skill development attaining a more important leadership Personal goal/ development position Leading by example rather than with a title Contribute to the profession Grow the profession

Figure 3: Facilitators (green) and barriers (orange) to leadership development and roles



#### FCAMPT professional expertise

- Increased confidence
- Mentors/educators
- Networking/professional alliances
- Committed to lifelong learning
- Increased credibility
- Peer recognition
- International credentialingSupport/members of community of experts

#### Lack of time

- Competing demands/work-life balance
- Fee for service model does not compensate for nonclinical time
- Gender bias (childcare responsibilities)
- Leadership positions are volunteer based (lack of remuneration)
- Conflict between high level clinical and/or leadership training.

### Discussion

- Professionalism and communication are the most important leadership characteristics, similar to the findings of previous studies (2)
- Unique to FCAMPTs, adaptability and empathy were also highly rated, as demonstrated during the current pandemic
- A large gap exists between perceived importance of leadership and the amount of development
- Incomplete understanding of the diversity of leadership roles in the physiotherapy profession and greater healthcare system
- Need for leadership was expressed, however significant barriers to development and limited leadership opportunities were identified

#### Limitations

- Low response rate may have been magnified by survey fatigue and technical difficulties
- Participation-bias may exist as those that completed the survey may not represent the views of FCAMPTs as a whole
- FCAMPTs particularly interested in leadership may have contributed to self-selection bias

### Conclusion

Adaptability and empathy were highly valued by FCAMPTs along with professionalism and communication. Most have not participated in formal leadership training. FCAMPTs outlined a variety of barriers to assuming leadership roles and to leadership development. Next phase will be to further explore leadership through semi-structured interviews and interpretive phenomenological analysis.

#### References

- 1. Desveaux L, Nanavaty G, Ryan J, Howell P, Sunder R, Macdonald AA, Taylor JS, Verrier MC. Exploring the Concept of Leadership from the Perspective of Physical Therapists in Canada. *Physiother Can* 2012; 64(4);367–375.
- 2. McGowan E, Martin G, Stokes E. Perceptions of Leadership: Comparing Canadian and Irish Physiotherapists' Views. *Physiother Can* 2016; 68(2);106–113.