

# CLeaFA

## Clinical Leadership Contextual Factors Analysis

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*The CLeaFA is designed to measure the contextual factors that influence the development of clinical leadership behaviours, as a structured instrument, the CLeaFA supports healthcare professionals in reflecting on the contextual factors of clinical leadership development.*

*The CLeaFA was developed by the Research and Innovation Centre Health and Care, Artevelde University of Applied Sciences, Belgium, in collaboration with the Centre for Nursing Excellence, Ghent University Hospital, Belgium.*

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*For any questions regarding the use of this tool or the correct citation, please contact:*

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### Subscale : Departmental culture

The following statements assess the extent to which you, as a healthcare professional, perceive the culture in your ward or unit (smallest unit of practice). Reflect on each statement and indicate to what extent it corresponds with the culture in your department.

**A score of 0** indicates that the statement does not reflect your departmental culture at all.

**A score of 5** indicates that the statement fully reflects your departmental culture.

	0	1	2	3	4	5
In my department, we give feedback to each other						
In my department, conflicts are addressed openly						
In my work environment, healthcare professionals can learn from each other						
In my work environment, healthcare professionals are encouraged to take initiative						
In my department, people are open to new and fresh ideas						
In my department, there is room to learn from mistakes						
In my department, healthcare professionals can take responsibility for decisions						
In my department, healthcare professionals are expected to critically reflect on their work						

### Subscale: Leadership style of the formal leader

The following statements assess how you, as a healthcare professional, perceive the leadership style of your formal leader. Reflect on each statement and indicate to what extent it corresponds with the leadership style of your formal leader.

**A score of 0** indicates that the statement does not reflect the leadership style at all.

**A score of 5** indicates that the statement fully reflects the leadership style.

	0	1	2	3	4	5
My formal leader serves as a role model for me						
My formal leader makes practical decisions in consultation with others.						
My formal leader is accessible						

My formal leader focuses on the strengths and growth points of employees						
My formal leader adopts a coaching approach						
My formal leader has defined a departmental vision						
My formal leader inspires me to try new things						
My formal leader inspires me to provide care according to best practices						

**Subscale : Team Dynamics**

The following statements assess the extent to which you, as a healthcare professional, perceive the team dynamics. Reflect on each statement and indicate to what extent it corresponds with the team dynamics in your team (smallest unit of practice).

**A score of 0** indicates that the statement does not reflect the team dynamics at all.

**A score of 5** indicates that the statement fully reflects the team dynamics.

	0	1	2	3	4	5
In my team, members feel connected to each other						
There is mutual trust within my team						
Everyone in my team strives for the same goal.						
Everyone in my team has a clear role						
There are role models in my team						
There are enough healthcare professionals with expertise in my team						
The majority of my colleagues are competent in their job						
In my team, we are pride on our profession						

**Subscale : Organizational context**

The following statements assess the extent to which you, as a healthcare professional, perceive the organizational context at your ward or unit (smallest unit of practice). Reflect on each statement and indicate to what extent it corresponds with the organizational context.

**A score of 0** indicates that the statement does not reflect the organizational context at all.  
**A score of 5** indicates that the statement fully reflects the organizational context.

Note: These items are negatively worded, meaning that higher scores indicate a more negative assessment.

	0	1	2	3	4	5
In my department, the workload is difficult to manage						
In my department, there are strict rules for healthcare professionals						
In my team, there is a high staff turnover						
In my team, there are conflicting values and norms						

### **Scoring instructions**

#### **Subscale scoring:**

The subscale score is calculated by taking the **average** of the item scores within that subscale. A higher score reflects a stronger self-perceived presence of the corresponding dimension of the influencing factors of clinical leadership.

For the subscale organizational context, items were phrased as hindering factors (e.g., workload, organizational rigidity, staff turnover, conflicting values) and were reverse-coded, ensuring that higher scores consistently indicate a more supportive context for clinical leadership development.