

# Health Leadership Performance and Sustainability: What's Leadership Got to Do with It?

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# Intent

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- ▶ Who is CHLNet?
- ▶ Profile results of macro **key studies, projects** both national and international
- ▶ Impact at the meso/micro level – **Eastern Health and Health PEI**
- ▶ Health Leadership **Action Plan**
- ▶ **Activity** on how to measure the effectiveness and impact of meaningful health leadership



# CHLNet Grows to 40

- **Government** – Alberta Health, BC Ministry of Health, Manitoba Health, Ontario Ministry of Health and Long-Term Care, Public Health Agency of Canada, Saskatchewan Health, Yukon Health and Social Services
- **Regional Health Authorities** – Alberta Health Services, Eastern Health, Health PEI
- **National Health Organizations** – Accreditation Canada, Academy of Canadian Executive Nurses, Canadian Blood Services, Canadian Agency for Drugs and Technologies in Health, Canadian Society of Physician Executives, Canadian Patient Safety Institute, Canadian College of Health Leaders, Canadian Dental Association, Canadian Medical Association, Canadian Nurses Association, Canadian Institute for Health Information, Canadian Pharmacists Association, College of Family Physicians of Canada, Canadian Foundation for Healthcare Improvement, Emerging Health Leaders, HealthCareCAN, Mental Health Commission of Canada, Royal College of Physicians and Surgeons of Canada, Société Santé en français, Victorian Order of Nurses
- **Provincial Organizations** – BC Health Leadership Development Collaborative, Centre for Healthcare Innovation (Manitoba), Ontario Association of Community Care Access Centre, Ontario Hospital Association
- **Universities** – Royal Roads University
- **Patients** – Patients Canada
- **Private Sector** - Rx&D Canada, MEDEC, BIOTECanada

# What Drives CHLNet ... Common Purpose

- **Our Vision:** Better Leadership, Better Health – Together
- **Our Approach:** Leadership without Ownership
- **Our Values:** Trust and Reciprocity












# System Performance

- ▶ Commonwealth Fund shows still lagging 10 of 11 countries (June 2014)
- ▶ Only ahead of US
- ▶ One of most decentralized systems in developed world
- ▶ Inconsistent provincial, territorial, national healthcare insurance plans, policies, legislation, regulation, priorities, funding models and accountability instruments

# EXHIBIT ES-1. OVERALL RANKING

## Country Rankings

Top 2*
Middle
Bottom 2*

											
	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	US
<b>OVERALL RANKING (2013)</b>	4	10	9	5	5	7	7	3	2	1	11
<b>Quality Care</b>	2	9	8	7	5	4	11	10	3	1	5
Effective Care	4	7	9	6	5	2	11	10	8	1	3
Safe Care	3	10	2	6	7	9	11	5	4	1	7
Coordinated Care	4	8	9	10	5	2	7	11	3	1	6
Patient-Centered Care	5	8	10	7	3	6	11	9	2	1	4
<b>Access</b>	8	9	11	2	4	7	6	4	2	1	9
Cost-Related Problem	9	5	10	4	8	6	3	1	7	1	11
Timeliness of Care	6	11	10	4	2	7	8	9	1	3	5
<b>Efficiency</b>	4	10	8	9	7	3	4	2	6	1	11
<b>Equity</b>	5	9	7	4	8	10	6	1	2	2	11
<b>Healthy Lives</b>	4	8	1	7	5	9	6	2	3	10	11
<b>Health Expenditures/Capita, 2011**</b>	<b>\$3,800</b>	<b>\$4,522</b>	<b>\$4,118</b>	<b>\$4,495</b>	<b>\$5,099</b>	<b>\$3,182</b>	<b>\$5,669</b>	<b>\$3,925</b>	<b>\$5,643</b>	<b>\$3,405</b>	<b>\$8,508</b>

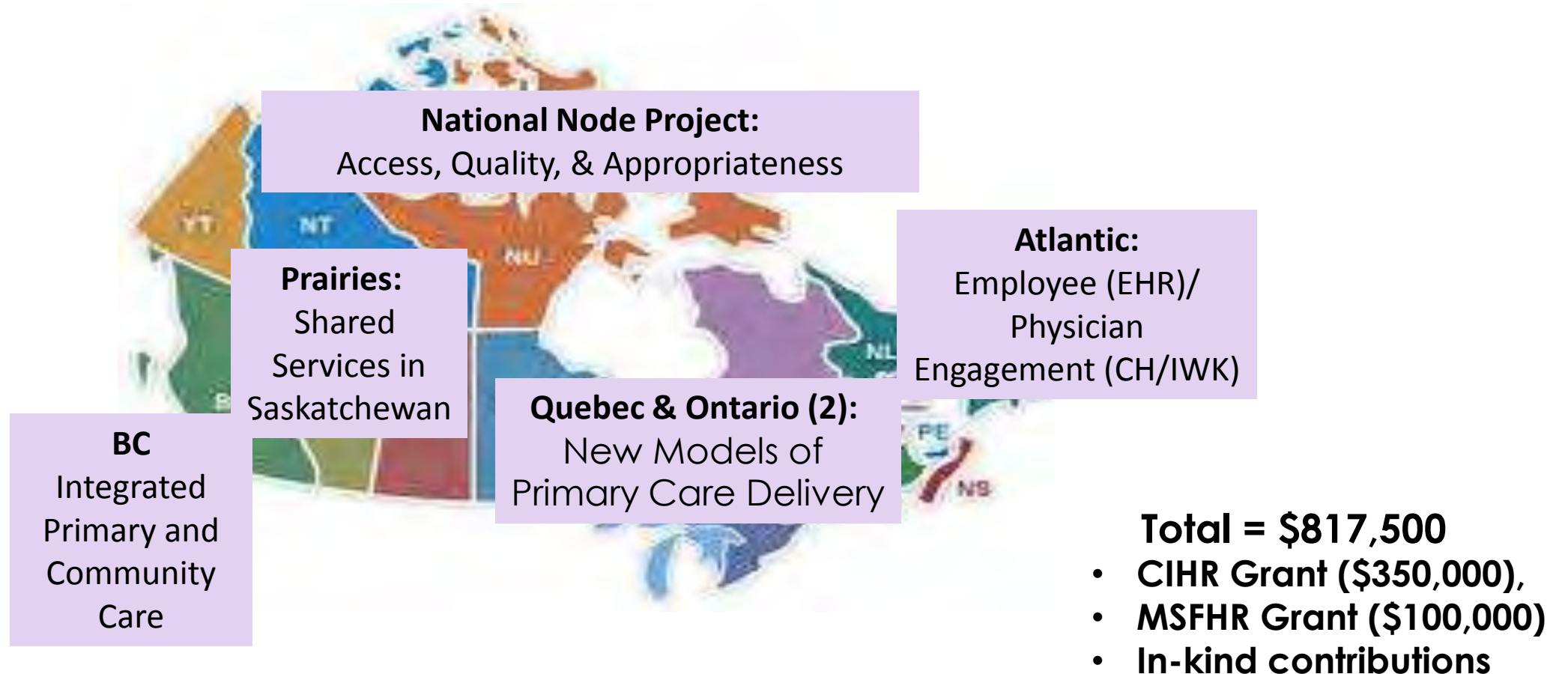
Notes: \* Includes ties. \*\* Expenditures shown in \$US PPP (purchasing power parity); Australian \$ data are from 2010.

Source: Calculated by The Commonwealth Fund based on 2011 International Health Policy Survey of Sicker Adults; 2012 International Health Policy Survey of Primary Care Physicians; 2013 International Health Policy Survey; Commonwealth Fund *National Scorecard 2011*; World Health Organization; and Organization for Economic Cooperation and Development, *OECD Health Data, 2013* (Paris: OECD, Nov. 2013).

# Key Studies: PHSI Grant (Funded by CIHR and Michael Smith Foundation)

What is the current  
state of health  
leadership **capacity**  
in Canada?

# Participatory Action Research Projects Across Canada





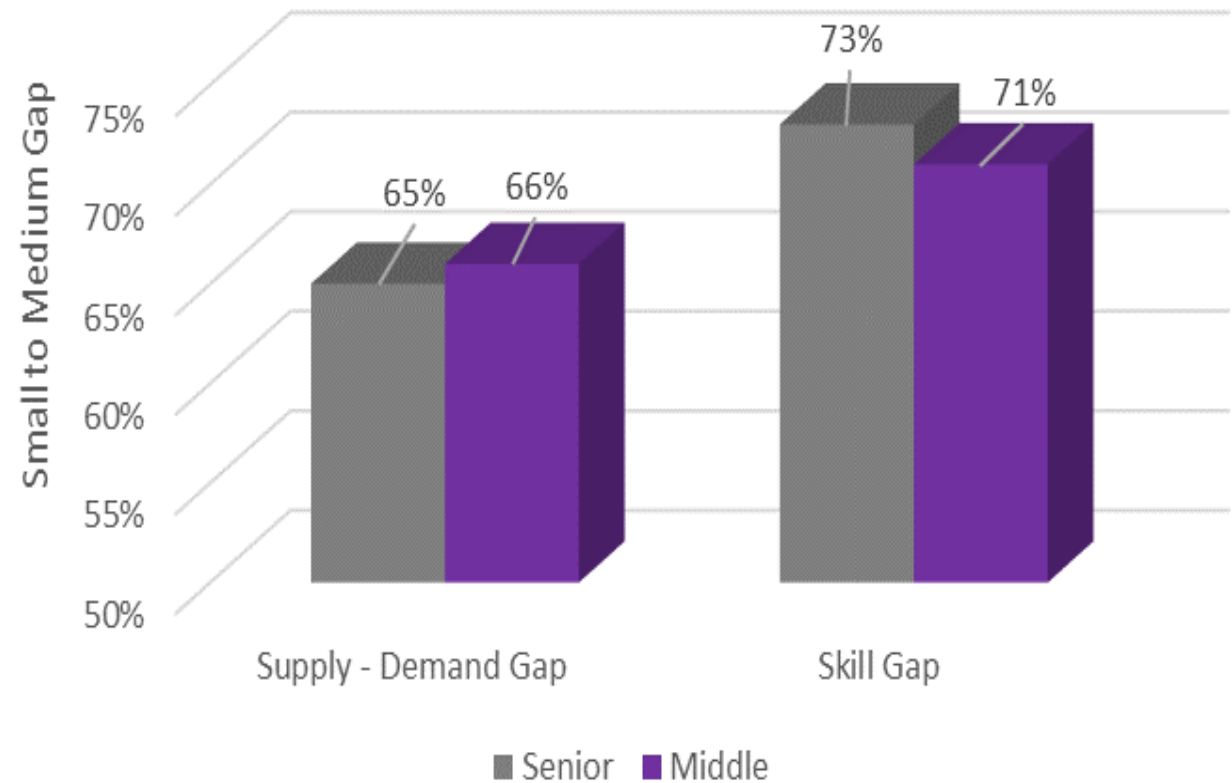
# PHSI Results: What is the current state of health leadership capacity in Canada?

- **New capacities** required for reform – systems thinking, strategic thinking, and relationship development
- Quality **physician leadership** – at all levels is required
- Too much **churn** and **fragmentation**
- **Alignment** of thinking and action around collective leadership capacity: challenges convention notions of **autonomy**, **accountability**, and **collaboration**

# Benchmarking Study: Size of the gap

CHLNet 2014

Figure 1: Size of Leadership Gap



## Other Research cont'd

- ▶ **The King's Fund**, Leadership and Leadership Development in Health Care: the Evidence Base, 2015
- ▶ Understanding **Canadian Physician Leadership** (CMA and CPSE), April 2015
- ▶ **Accreditation Canada** Study, 2014

# Other Research: Future

- ▶ Pan-Canadian and international collaboration based on King's Fund report.
  - ▶ Focus is **Return on Investment** from leadership development
  - ▶ Several organizations have signed on i.e. HealthcareCAN, Centre for Health Innovation, LEADS Collaborative, and more to come

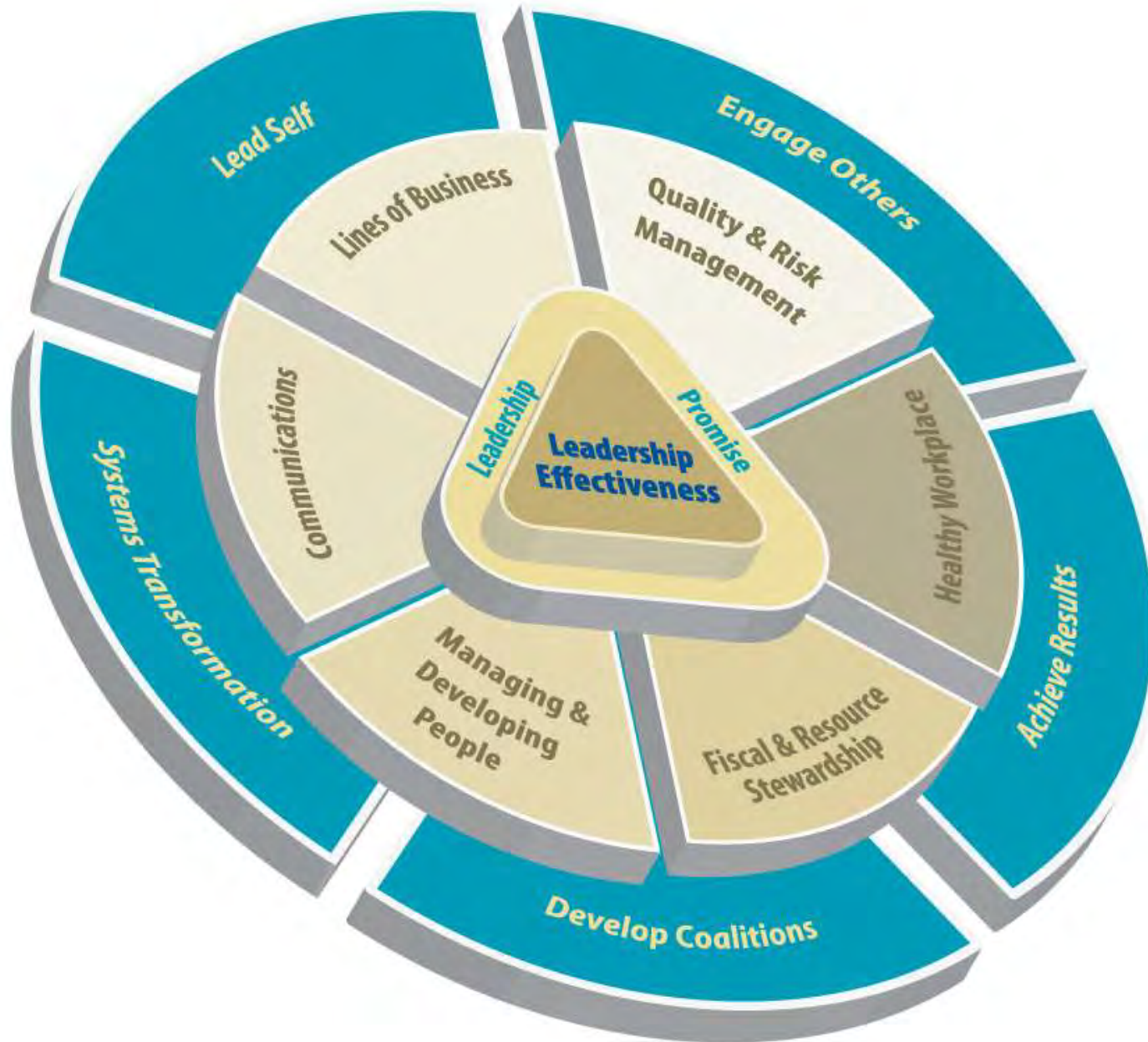
# LEADS in a Caring Environment

Common Leadership Language but impact (Mitac)



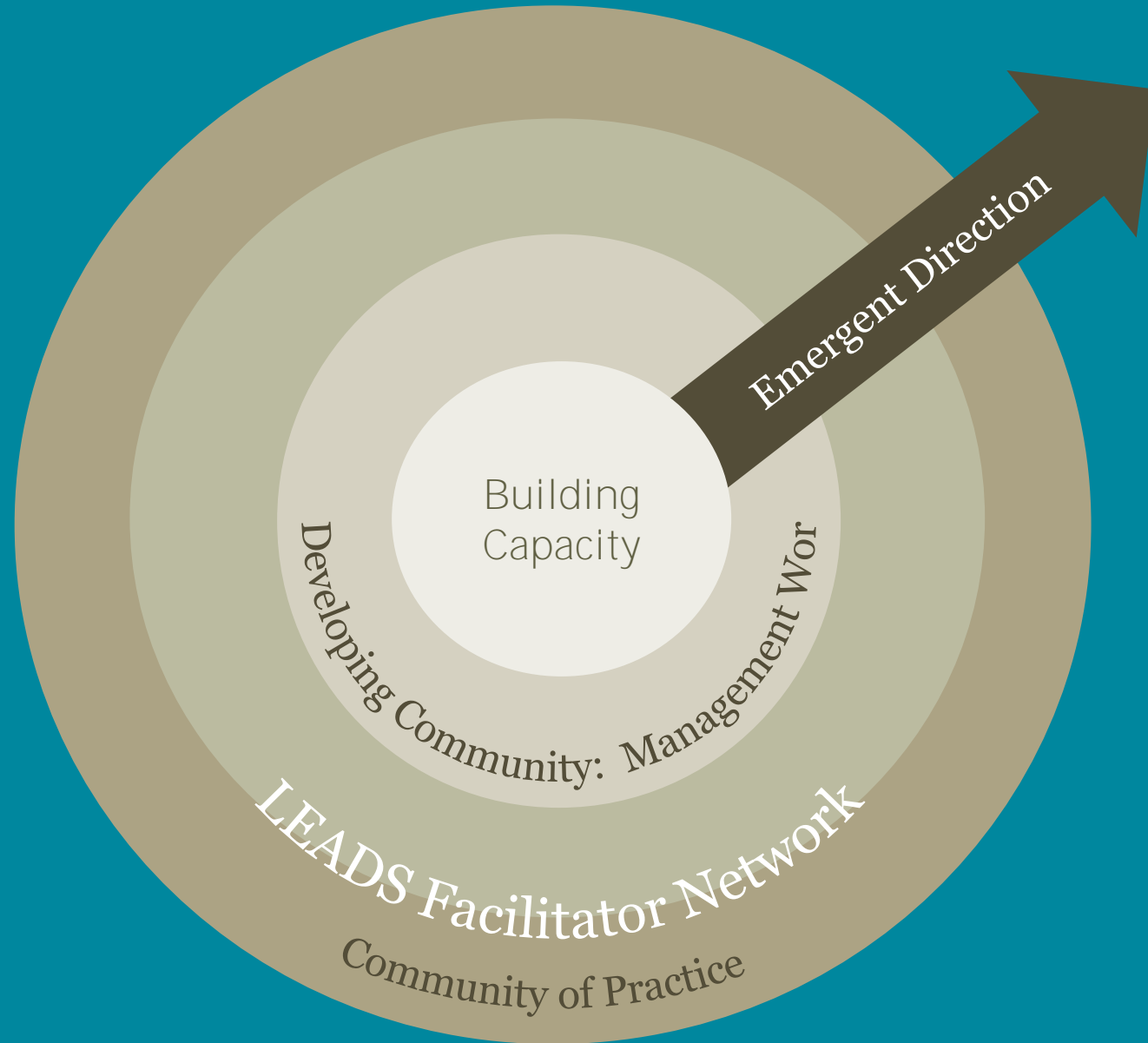
# Eastern Health

Evidence of impact



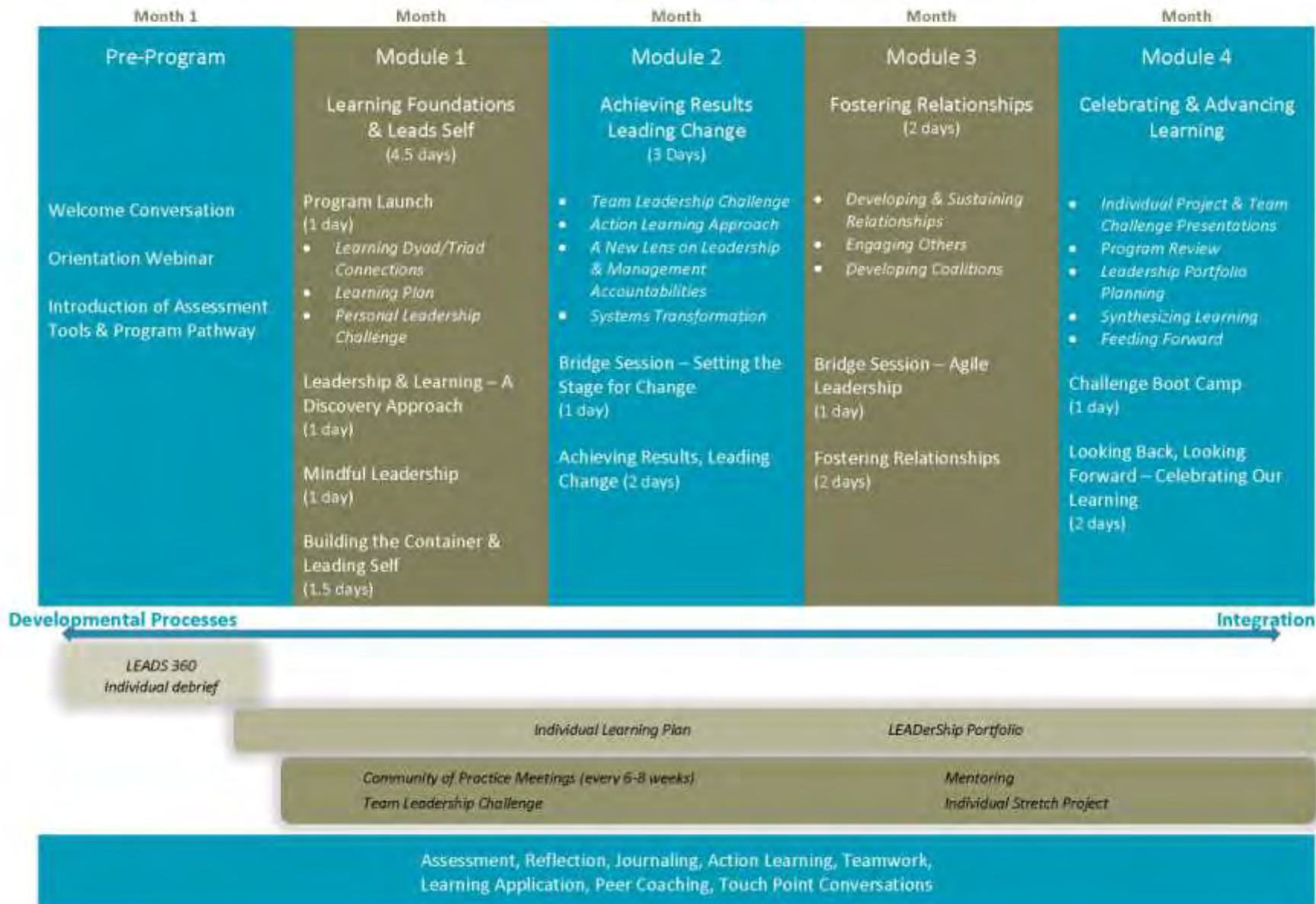


# OUR JOURNEY TO A LEADS COMMUNITY OF PRACTICE

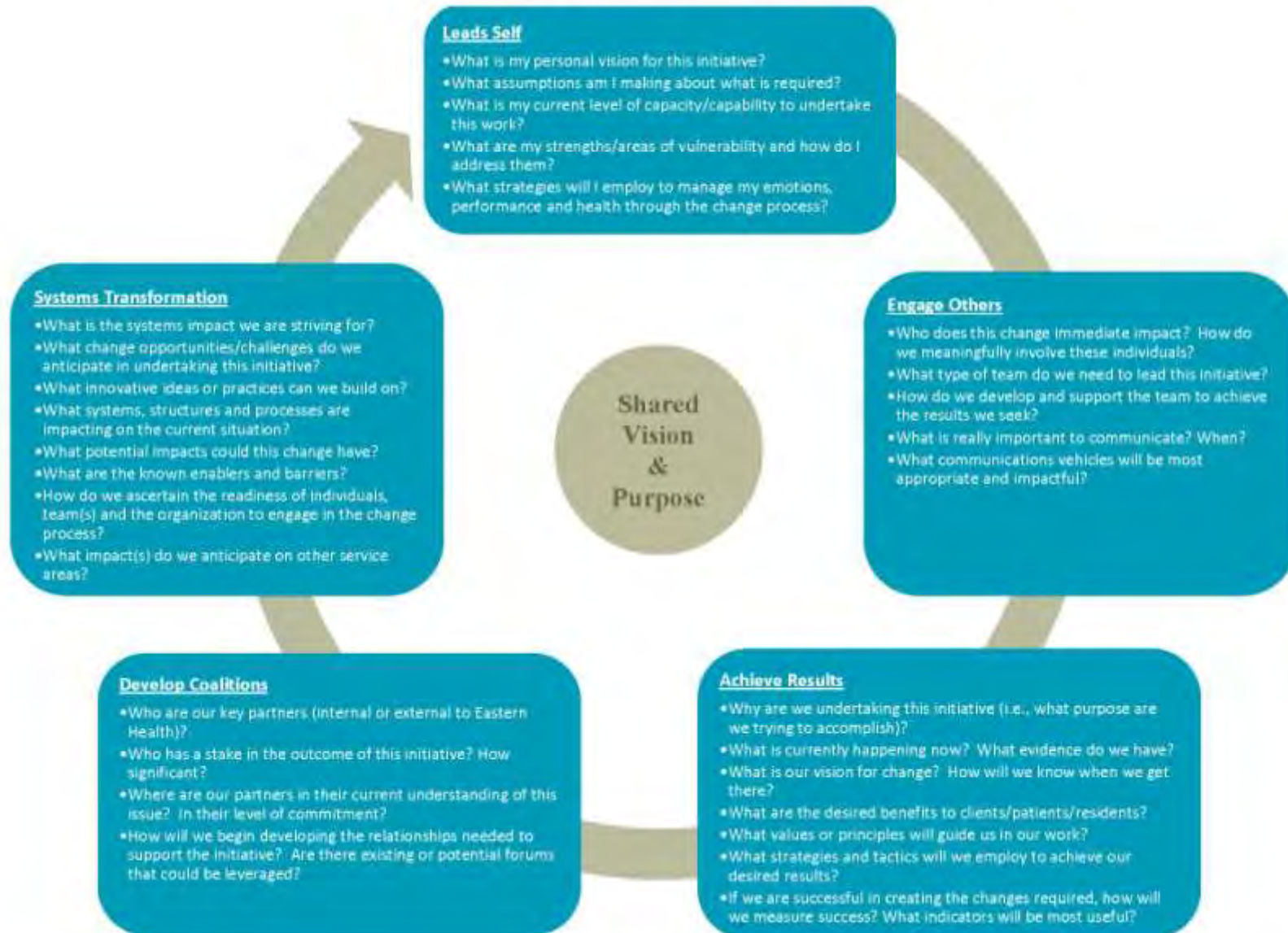




## Learning LEADerS Program Framework



## LEADS Change Planning - Questions to Consider



# Eastern Health

- ▶ **Leadership Practices**
- ▶ **Culture & Engagement**
- ▶ **Integrated** Developmental Systems & Processes
  - ▶ Talent Selection & Review
  - ▶ Onboarding
  - ▶ Performance Management
  - ▶ Leadership Continuity - Succession Planning
- ▶ **Holistic** Planning Processes
- ▶ **Sustainability**
- ▶ **LEADS Post-Workshop Follow-up:**
  - ▶ **51%** Significant Enhancement of Practice
  - ▶ **51%** Direct Change Application
  - ▶ **79%** CoP Interest
- ▶ **360 Results**
- ▶ **StrengthsFinder**
- ▶ **Engagement Survey**
- ▶ **Reflections**
  - ▶ “I feel an organizational synergy...”
  - ▶ “I feel supported to be the best leader I can be”
  - ▶ “Transformational leadership is now being talked about and valued”
  - ▶ “Together we *will*”

# Health PEI

Evidence of Impact

**Health PEI**  
One Island Health System



**Leadership Belongs to All of Us**



# Building a LEADS Community 2009-15

- ▶ 2009 **Leadership Development – Strategic Priority**
- ▶ 2010 **LEADS Framework Adopted;**
- ▶ 2011 **LEADS 360 (Exec, Senior & Mid-level)**
- ▶ 2012 **Managers Resource Center (On-line resource)**
- ▶ 2012 **Managers Community / LEADS Community of Practice**
- ▶ 2012 **HPEI Leadership Development Series (Peer to Peer)**
- ▶ 2013 **LEADS and Workplace Culture**
  - ▶ Resilience Projects: Code of Conduct, WPH&S, Leading Workplace Communities, Leading in Diverse Workplaces.
  - ▶ Development themes – LEADS Self, Engage Others
- ▶ 2014 **LEADS and Leadership Culture**
  - ▶ LEADS based leadership profiles, Development Resources Mapped to LEADS, LEADS 360, LEADS 360 Debriefs, LEADS Based Performance and Development Plans, Medical Leadership Engagement
- ▶ 2014 **LEADS and Governance**

# Community Building Events

- 2012: **Managers Community Inaugural Meeting:** Dr. Graham Dickson
- 2012: **The Four Conversations** – Jeffery Ford
- 2012: **Workplace Resilience** – Dr. Michael Leiter (COR&D)
- 2013: **Workplace Psychological Health and Safety** – Patsy MacLean (HRA)
- 2013: **Leadership Resilience** – Joan MacDonald (Inverlie)
- 2014: **LEADS Booster Shot:** Dr. Graham Dickson and Bill Tholl (HealthCareCAN)
- 2014: **Organization Workshop** – Phil Cady
- 2014-15: **LEADS 360 Kick off and Debrief Sessions:** Shawna Fenwick and Carol Gabanna (LEADS Faculty)
- 2015: **LEADS Aggregate Report for HPEI:** Report and Debrief Session. Kathleen Patterson

# Strengthening Our Culture of Care (2016-19)

## Leadership Development – Strategic Focus (2016-19)

- ▶ **Patient / client experience focus** (Develop Coalitions)
- ▶ **Strengthening internal and external partnerships** (Develop Coalitions)
- ▶ **Encouraging and supporting innovation** (Systems Transformation)
- ▶ Building from a foundation of **self-responsibility** and **effective communication** (LEADS Self and Engage Others – Foundation)

## Projects 2015-16

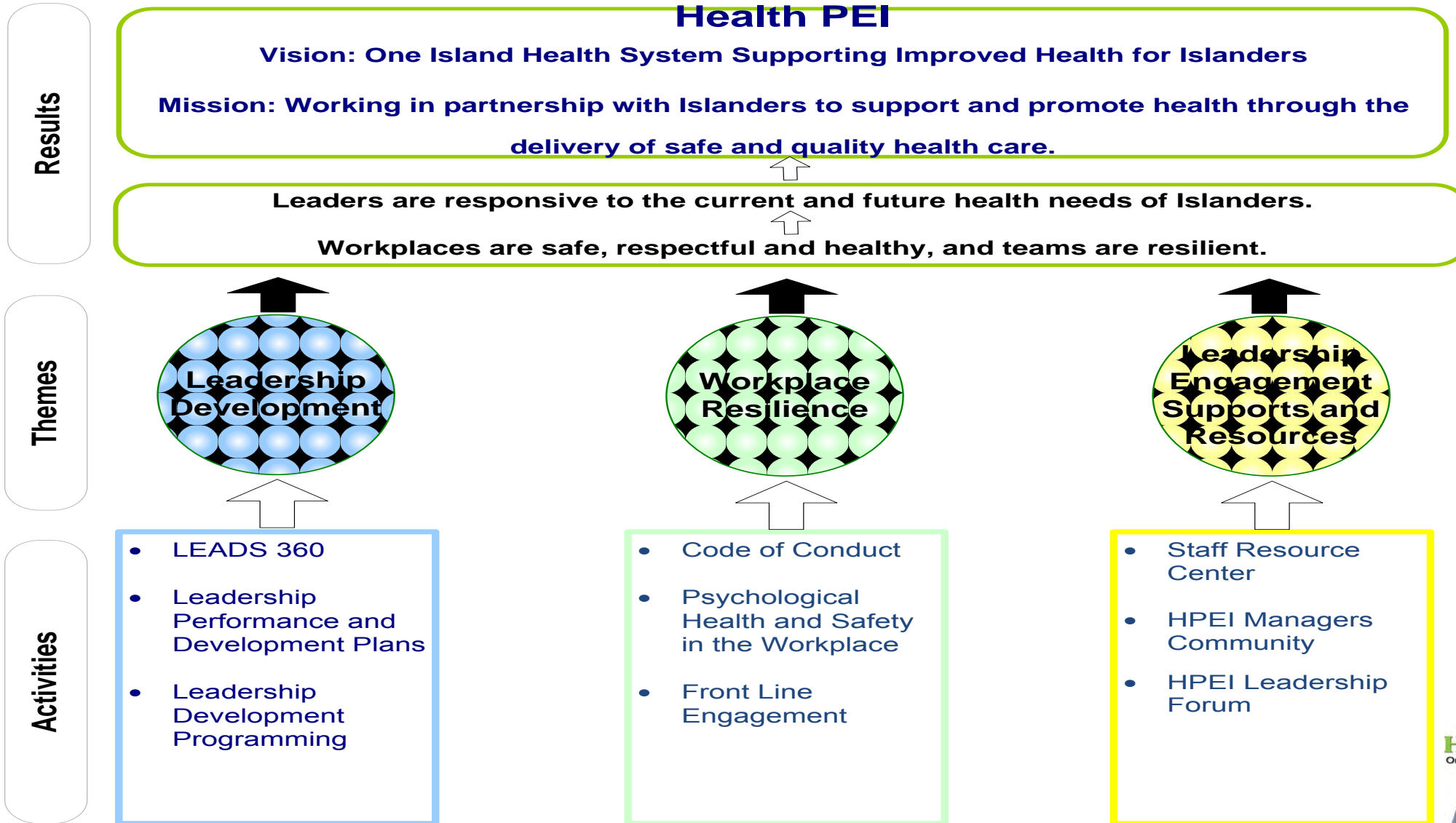
- ▶ HPEI Patient and Public Engagement Strategy – Professional Development
- ▶ Front Line Engagement Framework / Toolkit
- ▶ Leadership Development Framework
  - ▶ Structured and defined approach integrating formal and informal approaches, and including coaching, mentoring, leadership succession planning.
- ▶ Workplace Resilience
- ▶ LEADS in Governance
- ▶ Program Evaluation

**Health PEI**  
One Island Health System



**Leadership Belongs to All of Us**

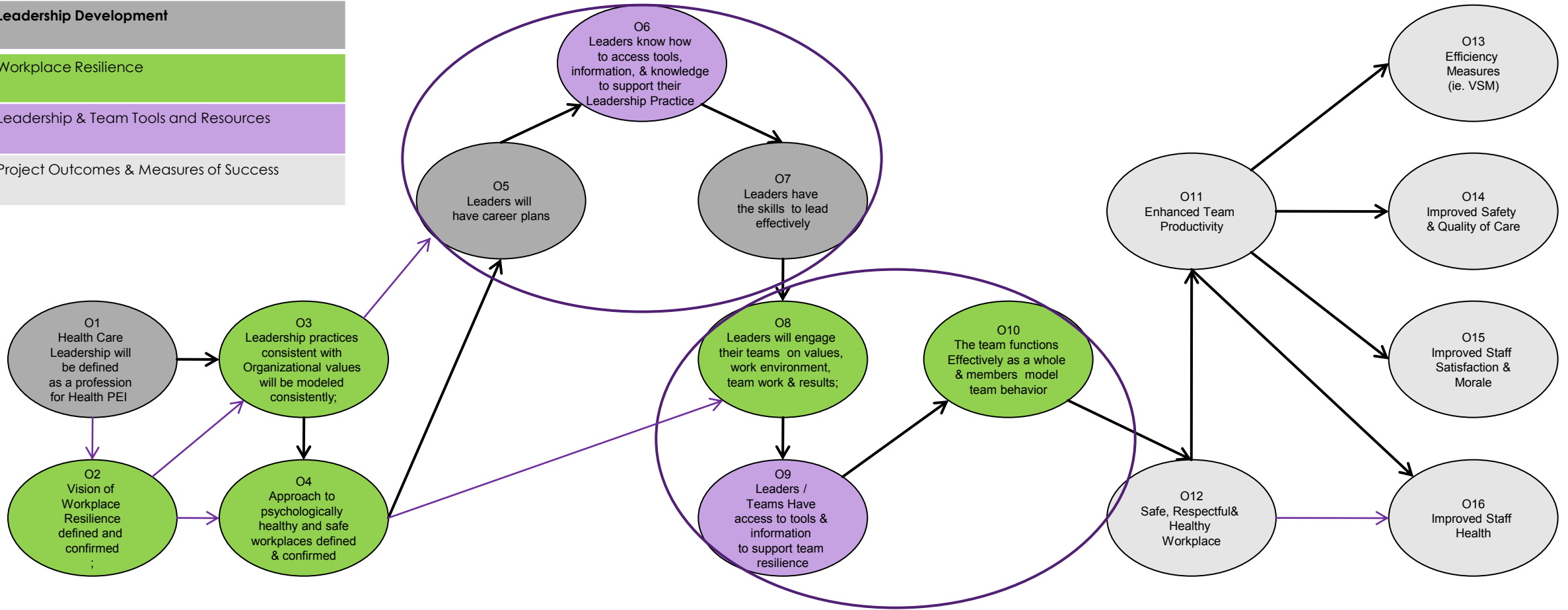
# Program Model





# Benefit Road Map (2013-15)

Leadership Development
Workplace Resilience
Leadership & Team Tools and Resources
Project Outcomes & Measures of Success



# Evidence – Measures

- ▶ 360 Participation Rate
- ▶ Manager Community Participation Rate
- ▶ Manager Community Satisfaction
- ▶ Awareness of LEADS
- ▶ P&D Plan Completion Rate
- ▶ Worklife Pulse
- ▶ Quality and Safety Culture



# CHLNet's Working Groups

- Health Leadership Action Plan
- Research and Evaluation
- Knowledge Mobilization

# CHLNet's Health Leadership Action Plan

- BC Regional Dialogue
- McMaster Dialogue

# Action Plan

## Key Elements



## Activity

- ▶ What measures should be used to show the impact and/or effectiveness of meaningful leadership?

# Considerations

## The Power of a Network

- Mobilize action:
  - Support the Canadian Health Leadership Action Plan
- Lobby:
  - Committee on Health Workforce, June 2014
  - Council of DMs, December 2014
- Share:
  - BC Regional Dialogue, December 2014
- Develop:
  - KM, Research, Best Practices
- Join:
  - Become a CHLNet Network Partner!