

## Leadership in Difficult Times

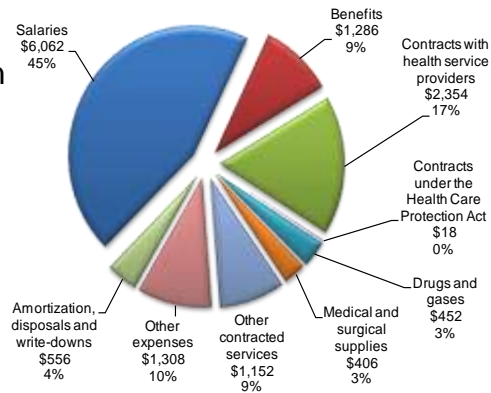
**CHLNet Dinner Dialogue with  
Vickie Kaminski, President and CEO  
Alberta Health Services  
December 9, 2014**

## Our Map



## Some Stats

- ~100,000 Employees
- Total Budget \$13.6 billion

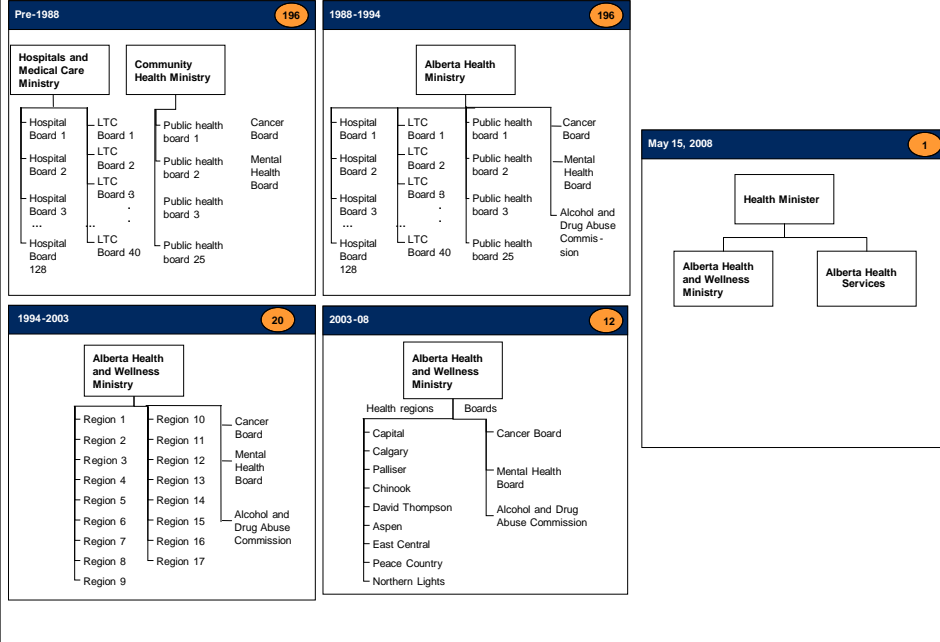


## A Bit of History

- Independent, corporations (100+ hospitals)
- 17 Regions
- 9 Regions
- 1 Provincial Health Authority (67 Foundations)

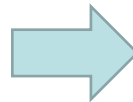
## Historical eras in Alberta's health system

# Number of reports to service delivery integration point



## Then and Now

9 Health Regions  
+  
Cancer Care  
+  
Addictions  
+  
Mental Health  
+  
EMS (April 2010)  
+  
Corrections



## Alberta Health Services 2008

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- Formed quickly
- Lacked a change management approach
- Suffered from political interference
- Inherited all the bad (and little of the good) PR from the pre-existing regions
- 5 CEOs in 6 years
- Multiple position turnovers in executive levels
- Much alignment, realignment etc.

## Leadership

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“When Noah heard the weather forecast, he said “Build an ark!”

- that’s leadership

When he got everyone on the ark he said “Don’t let the elephants see what the rabbits are doing!”

- that’s management

**Unknown**

## Principles of Leadership

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1. Know yourself and seek self improvement
2. Be technically proficient
3. Seek responsibility and take responsibility for your actions
4. Make sound and timely decisions
5. Set the example
6. Know your people and look out for their well being

## Principles of Leadership (cont'd)

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7. Keep your employees informed
8. Help your staff develop a sense of responsibility
9. Ensure that work is understood, supervised and accomplished
10. Train as a team
11. Use the full capabilities of the organization

## Culture and Climate

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### Culture

- Rites, rituals, “the way we do things here”
- Formed by the founders, past leadership, current leadership, crisis, events, history and size

(Newstrom, Davis 1993)

## Culture and Climate (cont'd)

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### Climate

- The “feel” of the organization
- Individual and shared perceptions
- Short term phenomenon created by the leadership
- Determined by what people believe about what occurs in the organization
- Directly related to the leadership style based on values, attributes, skills and actions, as well as the priorities of the leader
- Cannot easily change the culture but everything a leader does affects the climate

## Culture and Climate (cont'd)

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A leader must be trustworthy and must be able to communicate a vision

A manager must be steadfast and adept at changing

## Great Leadership

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- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart



# ENDINGS

Not everything can end well.