



Setting the Stage: Why Leadership Matters

What the research says

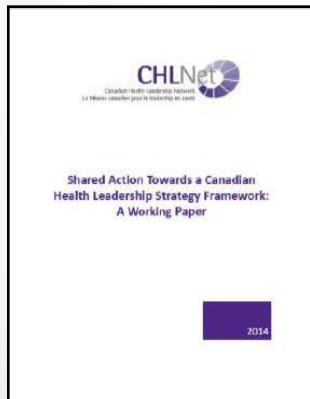
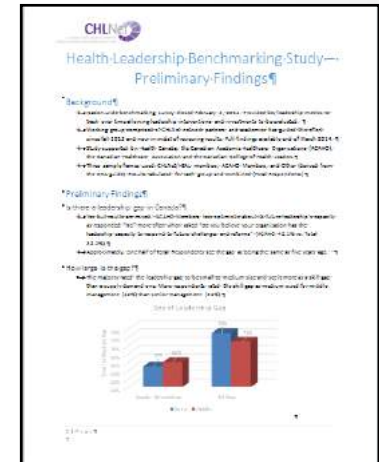
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Perspectives drawn from...

Three semi-systematic reviews.



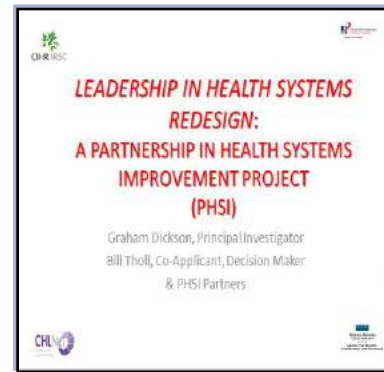
Work in Australia, UK



Shared Action–Leadership Strategy Framework: A Working Paper



Health Council Report



National CIHR/MHSRF Research Project

CHLNet Benchmarking Study

Research Says...

Capacity for transformation: Skill Gap

- Creating large scale change requires higher levels of systems thinking, strategic thinking, visioning, engagement and self-leadership.

“The strategy that is being employed is insufficient; (change) just moves at a snail’s pace”

40% of ACAHO Members responded “No” when asked “Do you believe your organization has the leadership capacity to respond to future challenges and reforms?”

84% of all respondents say there is a small to large “skill gap” in leadership.

CHLNet Benchmarking study

Capacity for transformation: Physician Engagement

“(We need the)...courage to crack the clinical leadership ‘black box’. Go after those clinical leads. They are the wave of the future”



Straddling the line
between doctor
and leader

- Quality physician leadership—at all levels—is required; exemplary practices of ongoing, meaningful physician engagement are needed.

Capacity for transformation: Churn

“We have the leadership capacity, but politicization doesn't allow us to row in the same direction.”

“Someone gets excited about something and then they get fired or they move on and then the next new shiny thing comes up. (Clinicians)... have been disillusioned with this kind of approach for decades.”

- No long term agendas
- Lack of alignment of authorities and accountabilities
- Disconnect within organizations

Capacity for transformation: Independence

“...if we can just park our collective egos and get out of this passive aggressive nature and work as a collaborative we could be stronger.”



NHS: First Patient Safety Ombudsman.

- Shared leadership; shared vision.
- Challenges traditional notions of autonomy, accountability, and collaboration.

Capacity for transformation: Change Fatigue

Some leaders report they don't have the energy or stamina or stomach to do it ever again...they get "hammered" by the premier's office, the minister's office, the unions, local newspapers, the people who donate to the hospital, the foundation, the public. Everybody believes that change is for the worst.



- Canada's leaders are having their energy drained and not refreshed.

Standards: Putting Patients First

“...our research supports a national standard for leadership competencies”

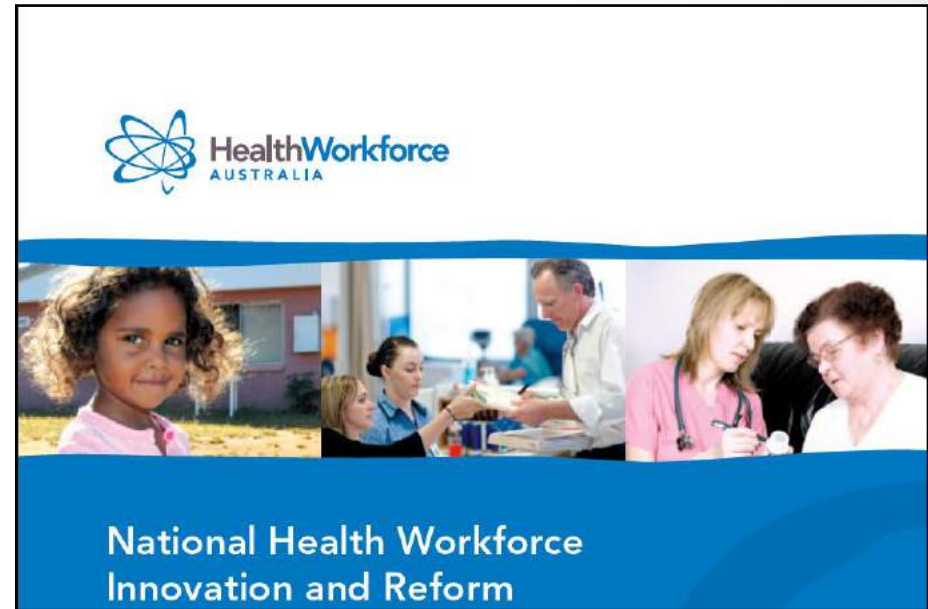
- Other countries have national expectations—UK, Australia.
- Canada needs a national framework.



Otherwise we are playing leadership in Alice's world...

Knowledge Mobilization: Creating a Leadership Culture

“In England they have started this scheme: the thousand top leaders. They are trying to train the thousand top leaders that are the next generation of leadership for the NHS. Wow.”



Health Workforce Australia

- Canada is laissez-faire.
- A national convener is missing and is needed.

Knowledge Mobilization: Supporting Change

“Canada has a healthcare succession planning model called ‘I quit!’”

“Current leadership culture needs a basic refresh. There is not a great value placed on health management and administration in this country.”

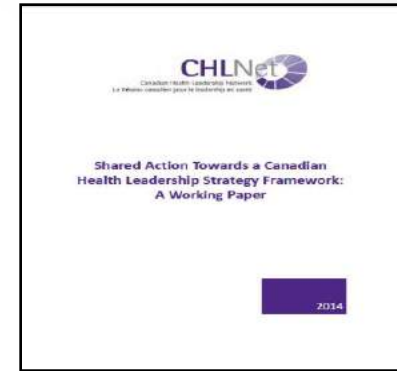
- A coordinated leadership succession planning and talent management developmental strategy is needed.
- It should link to Canada’s reform agenda.

Support for Pan-Canadian Health Leadership Strategy

“The good news is there has been a shift in the system in the last 6-8 months. I think people are beginning to understand that they can’t do it alone.... it is a louder voice now.”

“(Lets)...reframe the conversation from the negative — ‘leadership is lacking in health care’ — We have to give them a focus; lift them up. Make the endgame clear. Be more positive about the strength of our leadership in the country today”.

“We need to look to the physician cadre for clinical leaders. Many more are needed: they must not be tokens, but true corporate leaders. They need to be trained in leadership skills”.



Canadian Strategy

Q&A