

# Leading change and improvement in healthcare organizations and systems

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**Leadership**

*"Fill the diaper  
and they will  
come."*

Luther Durr's Mother

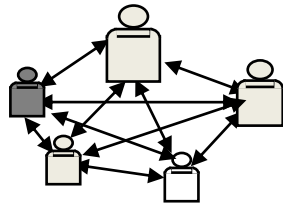
# Ten critical themes in high-performing health systems

Leadership and strategy	Organizational design	Improvement capabilities
Quality and system improvement as a core strategy	Robust primary care teams at the centre of the delivery system	Organizational capacities and skills to support performance improvement
Leadership activities that embrace common goals and align activities throughout the organization	More effective integration of care that promotes seamless care transitions	Information as a platform for guiding improvement
	Promoting professional cultures that support teamwork, continuous improvement and patient engagement	Effective learning strategies and methods to test and scale up
	Providing an enabling environment buffering short-term factors that undermine success	Engaging patients in their care and in the design of care

(Baker & Denis, 2011a)

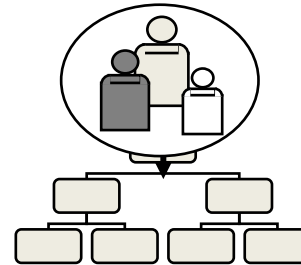
# Four perspectives on plural leadership

**1. Sharing leadership** for team effectiveness: Team-based organizations



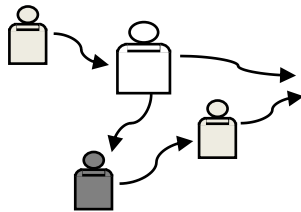
Mutual leadership in groups

**2. Pooling leadership** at the top to lead others: Knowledge-based organizations



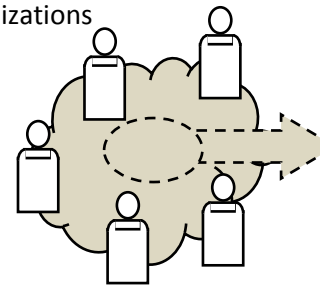
Dyads, triads and constellations as joint organizational leaders

**3. Spreading leadership** across levels over time: Inter-organizational collaboration



Leadership relayed between people to achieve outcomes

**4. Producing leadership** through interactions: Knowledge-based organizations



Leadership as an emergent property of relations