



Bringing *LEADS* to Life...
By Health, For Health Leadership Solutions

Presentation to:
NEON Lights Chapter
North Bay

Bill Tholl

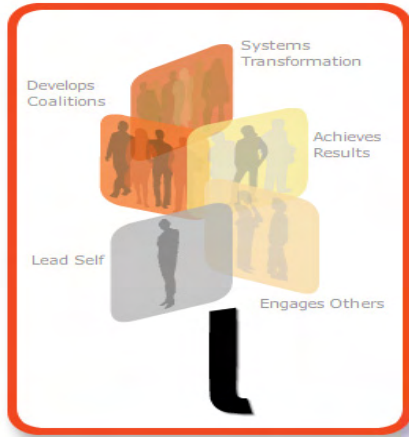
April 7, 2011



By Health, For Health
Leadership Sol'ns

- ***What is LEADS...in a caring environment?***
- ***Where did LEADS come from...what's it's genesis?***
- ***How is LEADS rolling out across the country?***
- ***Why is LEADS important...***
to you and your organization
to the future of health and health
care in Canada?





The five domains....

What is LEADS?

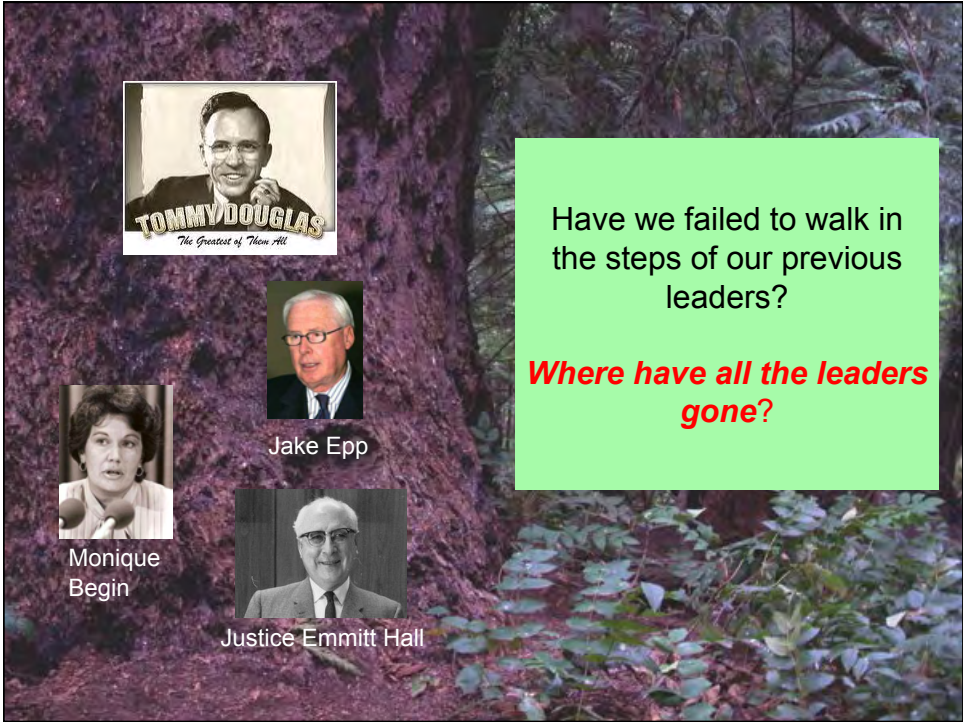
***LEADS in a
Caring
Environment
Framework***
as a guide...
Refer to
Brochure

***By Health, For Health
“Value Network”***


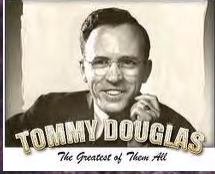
Trust & reciprocity...

***Interprofessional &
intergenerational***







TOMMY DOUGLAS
The Greatest of Them All



Jake Epp



Monique Begin



Justice Emmitt Hall

Have we failed to walk in the steps of our previous leaders?

Where have all the leaders gone?



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**LEADERSHIP
IN ACTION!**



 **Evolution of LEADS**

- Quantitative and qualitative imperatives
- Attraction and retention
- BC funded research project: extensive literature review; interviews; focus groups → LEADS
- National research project...CHSRF...validated
- LEADS...*in a Caring Environment*
...common "capabilities" framework
- Adoption by CCHL, Accreditation Canada, **CHLNet (more)**



The “P” in PEST... Political

- ***Alice in Wonderland*** ...
Federal General Election
Ontario fixed election date (October 6)...
- Churn Rate...senior officials...7.4 yrs to 1.7 yrs
- Run up to September 2014 (Health Accord)
- Health care topping the polls again (Nanos. June 2010)

The “E” in PEST...it’s the ECONOMY stupid!



Acting
as if
money
grows
on
trees...

Provincial Budget Balances

	\$ Millions	
	09-10	10-11(p)
Federal	-46,956	-49,200
NL	-295	-194
PEI	-84	-55
NS	-489	-222
NB	-743	-749
QC	-4,257	-4,506
ON	-21,330	-19,677
MB	-555	-545
SK	425	20
AB	-1,032	-1,135
BC	-1,715	-945
Total Provincial	-30,075	-28,808
Total Federal/Provincial	-77,301	-77,208

p=projected

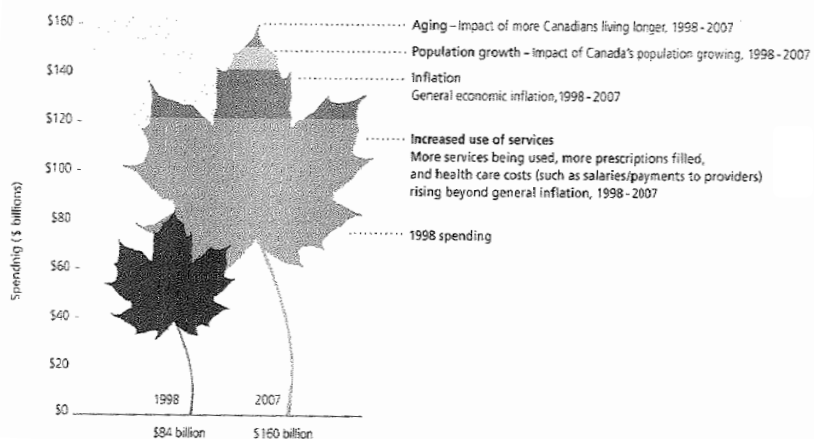
Source: RBC. Provincial Fiscal Tables. Economics. Research August 30, 2010

Share of Provincial Budgets Devoted to Health Care (2009)

Province	Share of Provincial Budget (%)
Quebec	45
Nova Scotia	45
British Columbia	44
Manitoba	44
Ontario	46
Alberta	41
Saskatchewan	41

What made health care spending double in a decade?

FIGURE 5
What made health care spending double in a decade?



Canadian College of
Health Service Executives
Collège canadien des
directeurs de services de santé

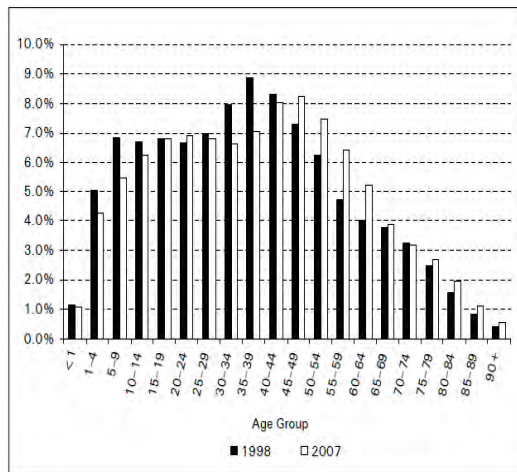
The “S” in PEST

- Rising dependency ratio...
- Rise of individualism and fall of communitarianism?
- Urbanization and the “hollowing out” rural Canada (higher concentration of seniors, and commensurate erosion of the tax base of rural municipalities)

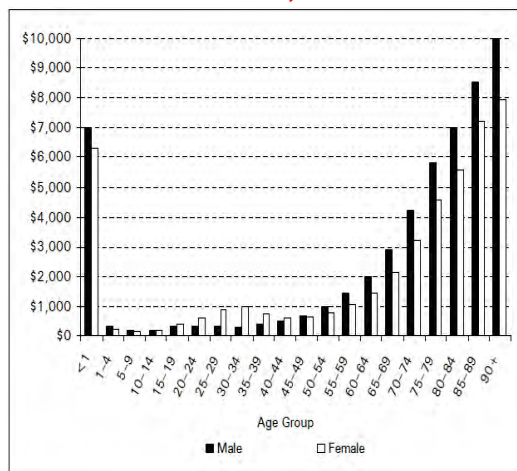


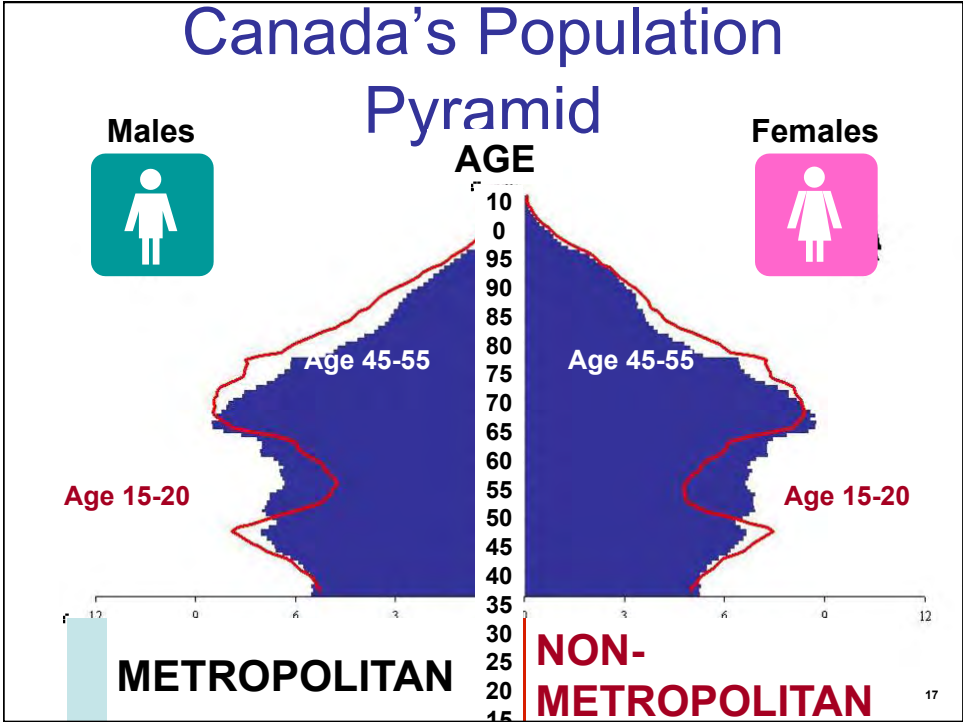
Canadian Health Leadership Network
Le Réseau canadien pour le leadership en santé

'Demography is Destiny' (Foot)
 ...getting older, better than the alternative.
 Age Distribution, Canada, 1998 to 2007






Provincial/Territorial Government Hospital Expenditure per Capita, by Age and Sex, Canada, 2007





Demography Isn't Destiny... But...

 <div style="background-color: #e67e22; color: white; padding: 5px; font-weight: bold;">Population</div> <p>In 1960 Canada was 18 million souls, now almost 34 Million</p> 	 <div style="background-color: #e67e22; color: white; padding: 5px; font-weight: bold;">Fertility Rate</div> <p>Fertility Rate Now <u>Below</u> Replacement Levels</p> 	 <div style="background-color: #e67e22; color: white; padding: 5px; font-weight: bold;">Life Expectancy</div> <p>Life Expectancy Has <u>Increased</u> – Especially For Women</p> 	 <div style="background-color: #e67e22; color: white; padding: 5px; font-weight: bold;">Seniors</div> <p>By 2015 Seniors Will <u>Outnumber</u> Children</p> 	 <div style="background-color: #e67e22; color: white; padding: 5px; font-weight: bold;">Urban Nation</div> <p>We've Become An <u>Urban</u> Nation</p> 
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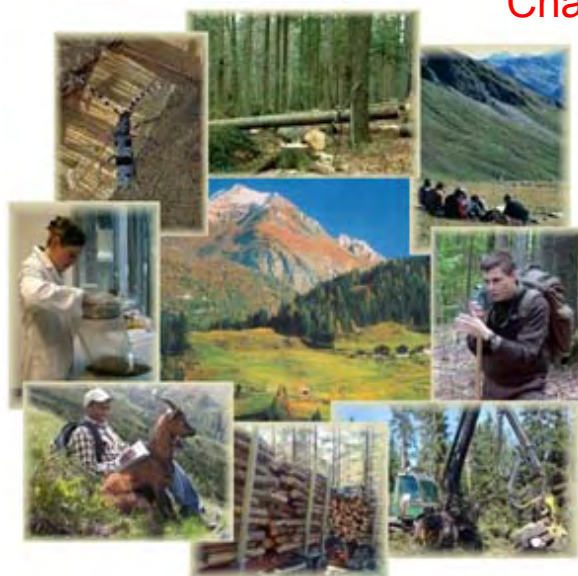
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The “T” in PEST...Technology

- World Health Day...April 7; birthday of WHO... focus on antimicrobial resistance...no action today, no cure tomorrow...
- IT in service of health...“information rich and attention poor” (Nicholson); lagging EMR/HER.
- The “genomification” of medicine...Iassac Asimov...“fantastic voyage” no longer Science Fiction...the ethics of health and health care.



Challenges to OUR Leadership...



Not seeing
the health
system as a
complex
system
Ref: FORD



Leadership...definition

- What is leadership? How do we define it...
Like fog you can see it, you can feel it, but you can't touch it.
Like beauty
- **Leadership** is the capacity to influence others to work together to achieve a constructive purpose". Each word very important...draw out capability vs competency...influence (hard power, soft power, smart power)...achieve results (give example of berwick...100,000 lives saved
- Emerging discipline of leadership...
- Examples of Leadership "in action" (Epp, CCHL/Ray Racette) ... leadership inaction (mental health)



“...The tallest (FIR) in the forest is not the tallest just because it grew from the hardiest acorn; it is the tallest also because no other trees blocked its sunlight, the soil around it was deep and rich, no rabbit chewed through its bark as a sampling, and no lumberhack cut it down before it matured” (Gladwell, *Outliers*, 2008)

Coalition Building... The Network Partners

- **Founding Partners (n=12):** Canadian Nurses Association; Association of Academic Healthcare Organizations; Academy of Canadian Executive Nurses; Canadian Medical Association; Canadian Healthcare Association; *Emerging Health Leaders*; Accreditation Canada; Canadian College of Health Leaders (Host Secretariat); Health Care Leaders Association of British Columbia; Canadian Agency for Drugs and Technologies in Health; Canadian Society of Physician Executives; Canadian Patient Safety Institute.
- **New Network Partners:** Canadian Pharmacists Association; Canadian Blood Services; Public Health Agency of Canada; Public Health Association of Canada; Victoria Order of Nurses; Rx and D Canada; Canadian Institute for Health Information; Royal Roads University; Royal College of Physicians and Surgeons of Canada; Manitoba Health; Health PEI; **Ontario Association of Community Care Access Centres**; Health Associations of Nova Scotia; MEDIC; BIOTECanada
- **Eligibility:** Ongoing strong commitment to excellence in health leadership; annual network fee; acceptance of *LEADS in a Caring Environment* capabilities framework



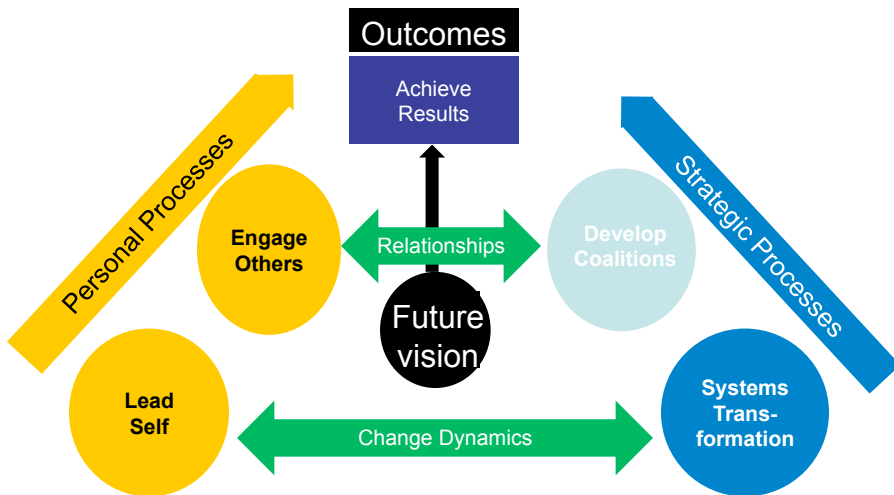
CHLNet 'Core Business Line'



LEADS across Canada

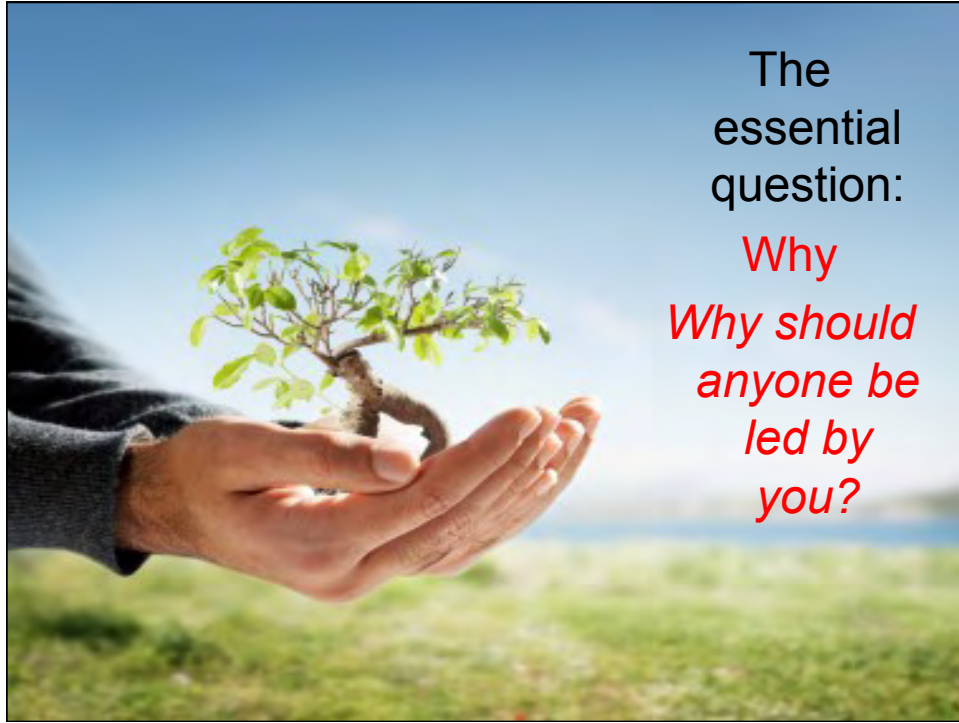


LEADS in a Caring Environment as a model for change



The LEADS in a Caring Environment change model in action





The essential question:

*Why
Why should anyone be led by you?*



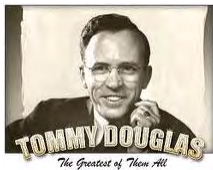
Examples of LEADS in action...diagnostic; succession planning; change management tool.

**Evidence based;
Common language**



You have a choice...

Leadership
inaction,
or...



OR
LEADERSHIP
IN ACTION!

Thank you
For more information see
chl.net.ca