

# Huron Perth and HPA-OHT Clinical Leadership Development

## Building a High-Performance Culture & Leading Change (8:30 am - 12:00 pm)

### Summary

All high performing organizations and systems share a common quality --- their architects have designed and continue to redesign an aligned system of interdependent parts and relationships. This session will present an overview of the kinds of impact health care leaders can have, and a framework for understanding how to realize their organization's potential. We will examine three organizations/systems that evolved from low performers near the bottom of the pack to world-class leaders: CROS Radiation Oncology Services, a clinic on the campus of Sunnybrook Hospital, the Veterans Healthcare Administration, and Kaiser-Permanente. A discussion of all three will show the positive effect that the leader(s) can have on their organizations in a surprisingly short time. We will carry that conversation over to the opportunities ahead of us in primary care in Ontario.

### Learning Objectives

- ❖ To consider the role of "leader as architect" in developing a high-performance culture
- ❖ To develop a diagnostic tool for assessing and correcting system misalignment
- ❖ To examine the process of leading change at multiple levels (system and organizational levels)

### Required Pre-work & Recommended Post-reading

- Case: Transformation of the Veterans Health Administration (Pre)
- Leading Change: Transforming Healthcare Organizations (Post)

## Team Decision Making and the Leader as Coach (1:00-5:00 pm)

### Summary

Effective healthcare leaders know that influencing colleagues and other stakeholders to commit to change rarely involves pronouncements from on high. Rather, persuasion typically involves working first with small groups of the "almost committed" or "weakly opposed" to gain allies and build coalitions.

This session will use the short movie “Twelve Angry Men” to stimulate discussion about what works, and what doesn’t, in small group settings. The Wrap Up segment will (1) provide participants with actionable tools and tactics they can use in their roles as leaders of Ontario’s healthcare system and (2) provide an assessment of one’s leadership style, including Leader as Coach.

### Learning Objectives

- ❖ To teach participants the art and science of persuasion in a small group setting.
- ❖ Participants will also learn about the skills they need to develop as team leaders and coaches

### Pre-Work

- The Multifactor Leadership Questionnaire (approx. 20 minutes to complete)

### Post-reading

- Harnessing the Science of Persuasion by Robert Cialdini, Harvard Business Review, October 2001: 72-79.

## Brian Golden Biography



### **Brian Golden, MS, PhD, FCAHS**

Sandra Rotman Chaired Professor of Health Sector Strategy  
Professor of Strategic Management  
Academic Director, Sandra Rotman Centre for Health Sector Strategy  
The Rotman School of Management & Faculty of Public Health  
The University of Toronto

**Professor Brian Golden** holds the Sandra Rotman Chaired Professor in Health Sector Strategy at the Rotman School of Management, The University of Toronto. He serves as Academic Director of Rotman's Global Executive MBA for Healthcare and The Life Sciences.

Professor Golden was a member of the advisory committee that led to the creation of Ontario's *Excellent Care for All* legislation. In 2013 he co-authored the province's report on *Primary Care Governance*, and in 2015 co-authored "Patient Care Groups: A new model of population based primary health care for Ontario" (the "Price Report") for the Ministry of Health. From 2005 to 2010 Professor Golden was Board Chair of the Institute for Clinical Evaluative Sciences (ICES).

As an advisor and director of leadership development programs, Professor Golden has worked with a variety of organizations including Ontario's Ministry of Health, Britain's National Health Service, health regions across Canada, and hospitals including The Hospital for Sick Children, The University Health Network, Hamilton Health Sciences, London Health Science Centre, Sunnybrook College Health Sciences Centre, The Centre for Addiction and Mental Health, British Columbia Cancer Agency, The King Faisal Specialist Hospital, and Baylor Medical Center. Private sector clients include Tieto (Finland), General Electric, Janssen-Ortho, Philips and Baxter.

His honours include Canada's *Ted Freedman Innovation in Healthcare Education Award* and the Canadian Medical Association's first *Eureka Award for Innovation in Physician Education*. In 2016 he was made a *Fellow of the Canadian Academy of Health Sciences*.