

CO-LEADERSHIP TRAINING

UHNBC 2022-2024

Develop leadership skills | Address complex challenges | Lead transformation

OVERVIEW

The Prince George Medical Staff Physician Association has partnered with Northern Health, the SSC (Physician Quality Improvement, Facility Engagement), the RCCbc and Prince George Community CME to offer a unique leadership education opportunity right here in Prince George.

A comprehensive, two year commitment, focused on practiced-based leadership development designed specifically for healthcare leaders.

Elements of the curriculum will be co-created with the learning cohort to ensure real-world relevance.

The first cohort will consist of 29 peer or self nominated members consisting of physicians and staff.

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PARTICIPANTS

Alym Abdulla
Surgeon
Urology



Ashfaq Ahmed
Physician
Family Medicine



Brad Ashman
Surgeon
Orthopedics



Katie Bellefeuille
Clinical Pharmacy
Supervisor



Steven Chang
Physician
Family Medicine



Kathleen Cunniffe
Physician
Emergency



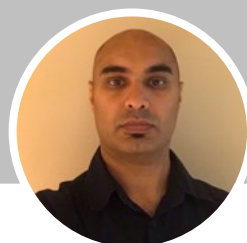
Damen DeLeenheer
Clinical Educator
Team Lead



Pal Dhadly
Physician
Anesthesia



Tarn Dhillon
Facilities Maintenance
Coordinator



Christin Fabriel-Leclerc
Physician
Psychiatry



Karina Hansen
Chief Ultrasound
Technologist



Carmen Holyk
Registered
Nurse



Courtney Hopson
Chief Clinical
Dietitian



Leigh Hunsinger-Chang
Physician
Family Medicine



Megan Hunter
Manager Capacity, Flow,
and Clinical Development



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PARTICIPANTS

Jack Jenkinson
Chief Social
Worker



Kristina Lockhart
Program Lead
Hospital at Home



Kristian Malpass
Surgeon
Plastics



Lauri McCoy
Physician
Geriatrics



Susan Miller
Manager
Pharmacy Services



Maria Monagas
Supervisor
Microbiology Lab



Gurpreet Narang
Physician
Radiology



Marijo Odulio
Dept Head - Surgery
Surgeon - OB/GYN



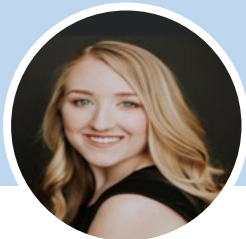
Colin Phillips
Dept Head - Anesthesia
Physician - Anesthesia



Devan Reddy
Physician - Family Medicine
& Chronic Pain



Shelby Rud
Clinical Team Lead
Geriatric Services



Megan Thwaites
Surgeon
OB/GYN



Megan Whyman
Program Lead
Surgery North



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CONTENT

Leadership Starts with Self: *October 14-15, 2022*

Insights Discovery



WHAT WAS COVERED?

Learning Objectives:

At the end of this Physician Leadership Institute course, you will be able to:

- Explore the relevance of your personality preference profile to your leadership role;
- Develop communication strategies for adapting and connecting with others and working in teams;
- Explore how stress manifests itself in your personality type;
- Examine strategies for adapting your personality preferences to improve your leadership effectiveness;
- Leverage the strengths of your personality profile and manage the limitations in your role as a medical leader.

CONTENT:

Leadership Panel Discussion

Insights® Into Personal Effectiveness - An Introduction

- Increased understanding of one's personality preferences can significantly impact a leader's level of personal effectiveness.

Insights® Into Personal Effectiveness – The Colour Energies

- Examine the relative strengths and weaknesses of each “colour energy” and overview of the eight personality types.

Insights® Into Personal Effectiveness – The Personal Profile

- Participants have their personal Insights® Discovery Profile debriefed with an accompanying question and answer session, paired sharing of results and a general group discussion to gain a better understanding of one's personal style and approach to relationships and decision-making.
- Clarify and express the unique value you bring to team settings.

Insights® into Recognizing and Adapting to Other Types

- Effective leaders are aware and respect different personality preferences. The ability to better connect and value the others enables leaders to build sustaining relationships and adapt effectively to others' needs.

Insights® into Effective Leadership

- Building on the previous section, successful leaders are not only aware of how their personality preferences impact others, they also are cognizant of the impact of their less conscious behaviours on others. Furthermore, they can adapt their styles to those who exhibit the opposite type on the Insights Wheel which often cause the greatest challenge in interpersonal effectiveness.

Insights® into Managing Stress in Self and Others

- Poorly managed stress impairs effective decision-making and relationships. Recognize stressors for different colour energies and learn approaches to minimize stress for various colour energies.

Suggestions for Development

- Regular reflection is a key practice among effective leaders. Based on the Insights Discovery Report, interactions with PLI course participants, past leadership related assessments and workplace feedback you will identify common themes that surface across the various sources that would enhance your leadership effectiveness.

Review Team Wheel

- Review the group's Team Wheel profile for strengths to leverage and possible blind spots to address.

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EVALUATIONS - October 14-15, 2022

(External - Joule evaluation, 21% response rate)

100% 'STRONGLY AGREED / AGREED':

- *The skills provided in the course have enhanced my ability to succeed in the healthcare field.*
- *I gained valuable knowledge and skills that I can apply at work.*

Since attending the course respondents have already seen an improvement in interactions and communications with patients and their teams. This could be attributed to the increased level of self-awareness and the active listening practices they have put to use.

- *Certainly a life and perspective changing experience. Significant practical tools to apply.*
- *This was a fantastic course. I learned so much, and left with a much clearer understanding of different ways people work, and how to best facilitate these working relationships.*
- *Well laid out, and well presented.*
- *We did a lot of group activities. These were great at building trust and being able to openly ask questions and voice previous gaps in our understanding and knowledge in a safe space.*

WHAT WAS THE MOST EFFECTIVE PART OF THE PROGRAM AND WHY?

- *Understanding self is foundational in effecting change.*
- *Learning do's and don'ts of communicating with the different personality types.*
- *Speaker was very engaged and promoted engagement within the group. Lots of time for discussion.*
- *Understanding of how other personality colours work and how I can work more effectively with them.*

DESCRIBE TWO WAYS IN WHICH YOU WILL CHANGE YOUR PRACTICE AS A RESULT OF ATTENDING THIS COURSE?

- *Communication with peers and patients has been improved. Approach problems with a skill set now.*
- *I am being a lot more observant to my behaviour and reactions, and this in turn has allowed me to be much more open minded and understanding of others.*
- *I have started listening more and not immediately try to please everyone immediately.*
- *Self-awareness of how I may behave and how others may perceive it.*
- *Feel better equipped to understand my staff and why certain people will have a tendency to take certain actions and how to best communicate with them.*

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EVALUATIONS - October 14-15, 2022

(Internal - Post Course, 89% response rate)

84% agreed that participation provided more understanding about how they could make a change in the system

88% agreed that participation increased their ability to collaborate with the health authority / physicians

EXPECTATIONS MET INCLUDED:

- Learning / thought provoking / tools to support implementation
- Opportunities to collaborate
- Engaging / interactive

CHANGES IN WORK / PRACTICE ANTICIPATED AS A RESULT OF THE SESSION:

- Greater awareness of self and how to interact with others and appreciate others' perspectives
- Application of knowledge / principles

VALUE ASPECTS OF THE SESSION:

- Insights discussions and how to deal with different personalities
- Interactive activities
- Examples provided by facilitator were helpful

GENERAL COMMENTS:

'Lots of gratitude'

'Fantastic interaction'

'Wonderful meeting new people that normally would not get to interact with at UHNBC'

'Amazing, I felt like peer with the physicians'

'Awesome'

'Fantastic and hands on'

'Excellent setup – we will be pioneers in our province for this work. Thank you'

'Running annual competencies and doing it differently, learning how to give time to think to individual staff members'

SUGGESTED SESSION CHANGES:

Pre-session

- Provide information package / session material in advance to review

In-session

- 5-minute break every hour / too much sitting
- Need more networking time
- Coordinate tables with different colours so that all colours are represented at tables
- Include operations in the panel discussions, for example: nurse and allied health leaders
- Saturday too long / takes time away from family
- Need pamphlets, more practical activities and tools to apply immediately in the workplace
- Agenda to incorporate personal thinking / worksheet to write on prior to needing to speak with the group

Post-session

- Move apples and wine to after the workshop
- Send out reference guide / slides
- Knowledge translation / application / reflection:
 - * Future group discussion / reflection on how knowledge gained was applied / changed interactions
- Connecting with participants:
 - * After 6 weeks / ongoing

SUGGESTED FOLLOW-UP TO THIS SESSION:

- Antiracism in healthcare
- Critical conversations
- How to lead an effective meeting
- Difficult conversations and conflict resolution

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C O N T E N T

The Healthcare System and Leading Change: *January 20-21, 2023*

WHAT WAS COVERED?

Content and Learning Objectives:

Our Shared Priorities

- Identify the shared priorities for UHNBC and describe the 3 shared priorities; Communication, Cultural Safety and Humility, Workforce Sustainability.

Shared Communication

- Identify tools to facilitate shared communication.

Systems Thinking

- Describe complex adaptive systems.
- Describe micro, meso, macro levels of systems.
- Identify formal and informal networks.
- Describe different provincial and HA strategic priorities and contexts.
- Describe the relevance of Ministry of Health priorities to health authority planning.

Budgets and Capital Planning Process

- Describe the process for prioritizing Capital Planning at Northern Health.
- Identify health authority operational and capital funding procedures.
- Describe the provincial and health authority planning and budgeting cycle including strategic priorities and mandates.

Intrinsic Motivation in Leadership and Biases

- Describe intrinsic motivation and identify autonomy, mastery and purpose as motivators of people.
- Identify cognitive biases and describe how bias influences decision making.
- Describe the value of divergent thinking for teamwork, and describe how to harness it.

Leadership Connections

- Identify opportunities for mentorship, learning buddies, and connection with this cohort outside of learning sessions.

Recognition and Appreciation in Leadership

- Describe different tools and frameworks for understanding what motivates people to change (e.g. Herzberg's 2-factor theory, IHI Psychology of Change Framework).
- Describe health authority values.

Neuroscience, curiosity, and the coaching mindset

- Describe how leadership work is grounded in science, and set intentions.

Leading continuous improvement

- Identify key attributes of Quality Improvement, Quality Management, Quality Culture, and quality in day to day work.
- Identify quality improvement as a methodology.
- Describe the purpose of Quality Management systems at UHNBC and describe the role of the NHQI team in supporting this work.
- Describe the Dimensions of Quality (BC Patient Safety and Quality Council Matrix).

Introduction to QI

- Describe the quadruple aim principles.
- Identify the various QI models – with focus on Model For Improvement.
- Identify the importance of a strong Aim Statement.
- Identify a problem-based aim-statement.
- Explain PDSA (Plan, Do, Study, Act cycles).
- Explain PDSA ramps.
- Use SMART/ER Principles in Developing an Aim Statement.
- Identify who, what, where, when, by how much.

Practical tools for QI (QI Skill building)

- Use a process map
- Use a driver diagram

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EVALUATIONS - January 20-21, 2023

100% 'agreed' or 'strongly agreed' that the activities helped to support their learning

ASPECTS VALUED OF THE SESSION:

- *Healthcare budgeting exercise was excellent: Provided good insight into intricacies included in the process. Provided better understanding of how systems function and how priorities are set*
- *Useful to understand steps / process for making change*
- *Highlighting importance of recognition and appreciation in the workplace*
- *Importance of interdepartmental communication*
- *Helpful to learn about available resources and tools*
- *Process mapping and understanding choke points*

CHANGES IN WORK / PRACTICE ANTICIPATED AS A RESULT OF THE SESSION:

- *Will start using quality improvement boards*
- *Get involved with a quality improvement project*
- *Support change*
- *Encourage improvement and interdepartmental relationships*
- *Be part of the solution to problems*
- *Be more intentional with recognition and appreciation*
- *Change interactions with staff*

GENERAL COMMENTS:

'Great organization and good opportunities to network'

'Great to learn about other areas of healthcare'

'Co-leadership format enhances learning opportunities'

'Great having participants with varying levels of quality'

SUGGESTED SESSION CHANGES:

- *Keep tools practical*
- *More opportunities to interact with others outside normalized business*
- *Less continental, more protein*
- *More time for discussion in activities*
- *Less acronyms*
- *Local presenters give excellent context for Northern Health, but can regional / provincial presenters be included*
- *Consider virtual options for unexpected family circumstances*
- *Incorporate more examples of actual difficult leadership decisions, discussion around them and how decision made*

SUGGESTED FOLLOW-UP TO THIS SESSION:

- *How to build trust between Northern Health Authority and physicians*

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CONTENT

Leadership and System Level Decision-Making: April 21-22, 2023

WHAT WAS COVERED?

LEARNING OBJECTIVES:

At the end of this session, you will be able to:

- Explain the importance and impact of your own leadership approach on people management
- Construct a model of your personal system and understand how this impacts the behavior of those you manage as well as yourself
- Evaluate cognitive tools to assess bias and management of unprofessional behaviors and difficult conversations
- Define unprofessional behavior and describe its impact on the team, individual and leader
- Demonstrate effective communication skills in managing unprofessional behavior scenarios
- Generate a personal action plan to assess and manage unprofessional behavior

CONTENT:

- ⇒ **Ethics of Individual and System Level Decision Making**
- ⇒ **Ethical Decision-Making Tool**
 - Introduce an ethical decision-making tool
 - Discuss the use of ethical decision-making tool in the health care system
- ⇒ **Decision Making Case Study Activity**
- ⇒ **Personal Values and Your Role of Leadership and People Management**
- ⇒ **The Stories We Create**
- ⇒ **Unprofessional Behaviour and its Impact**
- ⇒ **Practical Tools to Approach Unprofessional Behaviour**
- ⇒ **Introduction to One Framework used in Decision Making: What is Just Culture?**
- ⇒ **Practical Tools to Approach Unprofessional Behaviour Scenario Work**

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EVALUATIONS - April 21-22, 2023

ASPECTS VALUED OF THE SESSION:

- Approaches to unprofessional behaviours
- It made me more aware of my assumptions and bias as a leader
- It made me more aware of risk management strategies
- Powerful questions
- The ethical decision-making tool was interesting and I will use this to have a more measured approach to implementing change
- Team discussions and a safe space
- Learning about professionalism
- The ability to interact with other members of these sessions
- Group sessions with health authority staff collaboratively
- How decisions are made and the complexity of what to do was eye opening
- Good to know who the local resources are

CHANGES IN WORK / PRACTICE ANTICIPATED AS A RESULT OF THE SESSION:

- More ready and willing to try uncomfortable conversations than prior to this
- Approaching decisions in a less biased manner
- What I permit, I promote
- Preparing more for handling pushbacks during crucial conversations
- More self-aware in how I approach and react in different situations
- Will be more curious, will have those difficult conversations
- Just Culture session was timely and will inform the way I will approach some imminent issues I have to deal with

GENERAL COMMENTS:

'Excellent professional development and leadership training'

'Fantastic implementation of yoga breaks'

'Thank you and applaud the development team for the energy and effort they dedicate to its success'

'Continues to be engaging and informative for physicians and health authority staff'

'I love these sessions and find the information extremely relevant to my practice'

'Well done, I appreciate all the effort in making these sessions interesting and relevant'

'Privileged to be part of this process'

SUGGESTED FOLLOW-UP TO THIS SESSION:

- More talk of ethics

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PROGRAM DATES

The team will work closely with participants to find a time that will work with busy schedules
The dates will always be Fridays and Saturdays

SESSION	DATES & TIMES
Leadership Starts with Self	Friday, October 14, 2022 08:00-16:30 Saturday, October 15, 2022 08:00-16:00
The Health Care System and Leading Change	Friday, January 20, 2023 08:00-16:30 Saturday, January 21, 2023 08:00-16:00
Just Culture	Friday, April 21, 2023 08:00-16:30 Saturday, April 22, 2023 08:00-16:00
Cultural Safety & Humility	Friday, October 20, 2023 08:00-16:30 Saturday, October 21, 2023 08:00-16:00
Influence & Advocacy Crucial Conversations	Friday, January 19, 2024 08:00-16:30 Saturday, January 20, 2024 08:00-16:00
Leading Effective Meetings Conflict Management	Friday, April 26, 2024 08:00-16:30 Saturday, April 27, 2024 08:00-16:00
Developing & Leading System Improvements Working in Co-leadership	Friday, June 14, 2024 08:00-16:30 Saturday, June 15, 2024 08:00-16:00
Wrap-up Graduation	Friday, September 20, 2024 08:00-16:30