Lead in complex environments: The Dorothy Wylie Health Leaders Institute Advantage

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February 23, 2016
The information and views in this webinar are those of the presenter(s) and do not necessarily reflect the official opinion of the Canadian Nurses Association.
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Agenda

1. Why leadership is so important today
2. How the Dorothy Wylie Institute has evolved to meet this need
3. Evidence based conceptual frameworks
4. Key components/features of the Institute
5. Impacts
Why leadership? Why now?

Challenging times

- Global challenges
- Technological advances
- Demographic shifts
- Funding limitations
- Transformation in health systems
The Imperative for leadership in health care

HHR situation
- Increasing complexity & ambiguity
- Potential shortages of professionals
- Aging leaders & mentors
- 4 Generations/Millennial staff
- Flattening structures
- Quality care/work-life imperative
“People forget their direction in a boat rocked by waves”

Daniel Muzyka, Dean Sauder School of Business, UBC
“Leadership is not about who you are; It’s about what you DO.”

“Leadership is an observable (and learnable) set of skills and abilities.”

Jim Kouzes & Barry Posner, The Leadership Challenge
Leadership is:

• Everyone’s business
• A relationship
• Learned
• An ongoing process
• Primary tool is the self

http://www.leadershipchallenge.com/Research.aspx
Where we came from

• Long-standing interest and passion in health-care leadership
• Seed funding from MOHLTC
• First Nursing Institute 2001
• First Health Leaders Institute 2005
• First combined Institute 2008
Principles

• Experiential learning
• Link theory and practice
• Collaborative learning
• Take home models and tools
• Challenging, stimulating, valuable
• Fun!
Key features

Residential
- Great location!

Multi-person registration
- Working together in some capacity

Expert faculty

Three streams of learning
- Conceptual framework (whole group/small groups)
- Change initiative (project partners)
- Personal development (individuals)
Use of Self
Leadership Competency
Excellence in Practice

Leading Change & Innovation
in Complex Environments

Optimal Health Outcomes

Conceptual Framework© 2016
Use of self

Emotional Intelligence
- Knowing Self
- Managing Self
- Knowing Others
- Managing Relationships

Self Care
- Resilience
- Courage
- Personal Development
Leadership Competency

• Model the Way
• Inspire a Shared Vision
• Challenge the Process
• Enable Others to Act
• Encourage the Heart

The Five Practices of Exemplary Leadership©
James M. Kouzes and Barry Z. Posner
Excellence in practice using evidence ...

With Clients
– Person-centred care
– Integrated system

With Colleagues
– Strong teams
– Healthy workplace culture
– Effective partnerships
Leading Change & Innovation

- Understanding and Leveraging the Environment
- Being Strategic
- Inspiring and Engaging Others with Shared Purpose
- Implementing, Monitoring and Adapting in Complex Environments
Optimal health outcomes

Improved health for all populations

Improved quality and experience of care

Best value for health system resources

Adapted from IHI Triple Aim Framework©
Leading Change Framework © 2015

Use of Self

Clarifying Intent & Leveraging Environment
Being Strategic

Change Initiative

Motivating & Creating Shared Vision
Engaging People

Implementing the Project
Designing, Executing & Sustaining

Leadership Practices
Our program

- **27** institutes
- **36** guest faculty
- **91** organizational bursaries awarded
- **26** student fellowships provided
- **2367** attendees

Attending Locations:
- Africa: 2
- [Map indicating attendee locations with numbers: 45, 49, 5, 344, 1800, 9, 29, 2, 64]
Our attendees

Roles

- 43% First Level Management
- 18% Front line Staff
- 18% Middle Management
- 16% Educator/Professional Practice
- 5% Senior Management

Profession

- 79% Nursing
- 8% Other Clinical
- 8% Rehab
- 5% Administrative
Our impact

IMPROVEMENTS IN
Knowledge & leadership ability
Self-awareness
Engagement & career satisfaction
Change & project leadership
Expanded leadership networks

What attendees have said

“The Institute provided space for me to think about leadership in depth and gave me dedicated time to dialogue and learn with, from, and about others. I left feeling inspired, energized, believing that anything is possible.”

“The Institute is not a conference, not a workshop, not a certificate program ... it is an experience and it is the combination of all of the elements that allow those potential watershed moments for participants.”

“Going there and feeling valued and that I belonged 'with the leaders' built my confidence, stimulated and encouraged me to pursue more formal learning.”
Guest Faculty have included...
• Type in your question in the text box at the bottom of the Q&A window

• Then click on the text bubble button on the right.
For more information

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Upcoming Webinar

Primary Health Care — What does it mean for patient care?

April 26, 2016, 12 – 12:45 pm ET
NURSES: DRIVING THE SHIFT TO PRIMARY HEALTH CARE

SNEAK PEEK CONVENTION PROGRAM AVAILABLE NOW!

Jann Arden
One of Canada’s most renowned singer-songwriters, with a compelling and inspiring story to tell

Tim Porter-O’Grady
Health system expert

Sheila Tlou
Director of a UNAIDS support team in Africa

Sheri Price
Dalhousie University nursing professor

Dawn Tisdale
CNA board representative, Canadian Nursing Students’ Association

SAINT JOHN TRADE & CONVENTION CENTRE
SAINT JOHN, NEW BRUNSWICK

June 20-22, 2016

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Thank you!