

The Centre
Of Excellence
In Health Care
Leadership



2019 TREND SURVEY RESULTS

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British Columbia
Canada

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and questions contact:
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2019 TREND SURVEY RESULTS

Welcome to the inaugural Trend Survey Report from our Centre of Excellence in Health Care Leadership at Fraser Health. We hope this information is useful for the development of leaders in health care and beyond.

**The Centre
Of Excellence
In Health Care
Leadership**

Through the Centre of Excellence, we aim to:

- Equip leaders: Build capacity in health care leaders and organizations for future needs
- Expand Knowledge: Generate and curate knowledge and trends in Leadership and Organization Development
- Enable Practice: Develop and provide practical learning opportunities

Our trend survey provides a starting point for us to work towards these aims as we aspire to elevate leadership at Fraser Health and share and learn with partners nationally and globally.

We believe a Centre of Excellence at this time is meaningful because we are faced with new opportunities and asking new questions, globally. We believe that by joining with others who are thinking about the same opportunities and questions, we might better be able to anticipate and understand trends. This allows us to respond proactively and elevate our leadership impact now and in the future.

Our invitation to you is to dive into the data, notice your own response to the questions if you did not participate in the survey, and be in inquiry and wonder with us. What is possible in how we prepare and support leaders now and for the future? We invite you to be part of that future – to participate in Centre events, to be part of the ongoing conversation, and to be courageous partners with us in equipping leaders, expanding knowledge and enabling practice.

Tricia, Yabome and Gabi

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SURVEY SUMMARY

WHY

The inaugural Trend Survey from the Centre of Excellence in Health Care Leadership at Fraser Health was conducted in March 2019. The purpose of the survey is to understand current perspectives and needs of leaders, scholars, and practitioners in leadership and organization development.

The results will be used to define the programming of the Centre of Excellence in Health Care Leadership for the 2019 and 2020 year. Results will be shared with the communities that participated.

HOW Fraser Health conducted a literature review to identify the current topics deemed as critical for success in leadership and organization development. As a result, the survey was designed around the following themes:

1. **DISRUPTION AND INNOVATION**
2. **THE FUTURE OF HEALTH CARE AND ITS ASSOCIATED IMPACT ON LEADERSHIP AND ORGANIZATION DEVELOPMENT**
3. **COMPLEX CHANGE**
4. **LEADERSHIP AND CULTURE**

The survey consisted of 16 agreement-scale questions and seven open-ended questions, as well as demographic identifiers. The complete data from the agreement-scale quantitative questions is provided in this report, along with themed data from the open-ended qualitative questions.

The survey was distributed directly to Fraser Health leaders as well as through professional associations, university faculties and other partners. Organizations and networks that shared the survey included: British Columbia Organization Development Network, International Coach Federation, Canadian College of Health Leaders, Emerging Health Leaders, and Human

Systems Dynamics Institute. Universities that shared the survey with their faculty and alumni for related programs included: Royal Roads University, Simon Fraser University, University of British Columbia and Fielding Graduate University. Other partners who shared the survey included contacts within International Network for Organization Development and Coaching (INOC), as well as National Health Services-England and the Danish Health Care System, both of which also have public health structures. All standard survey best practices were adhered to, including ensuring the survey was voluntary and anonymous.

Of the 228 respondents, 58% identified as "leaders" (48% health care and 10% outside health care); 24% identified as "practitioners"; 12% identified as "scholars" and 6% identified as "other."

WHAT Overall, respondents report self-efficacy in managing change and innovation and in understanding their influence on the organization's culture. Conversely, they report organizational leadership and culture, better leadership preparation for complexity and management of time and resources, as opportunities. Reported strengths and opportunities are broken down further in the tables on the following pages.

SURVEY HIGHLIGHTS

HERE'S WHERE PEOPLE REPORTED STRENGTH

(MORE THAN 50 % AGREED OR COMPLETELY AGREED):

STATEMENTS	%AGE OF RESPONDENTS WHO AGREED OR COMPLETELY AGREED
"I understand my influence on culture in the organizations I am part of/support." (Q19)	97%
"I believe I am a transformational leader." (Q20)	88%
"I have experience leading complex change initiatives." (Q9)	85%
"I believe I am effective as a change leader." (Q13)	84%
"I am equipped to lead complex change." (Q10)	77%
"I have the ability to develop innovative strategies." (Q3)	75%
"Leaders in the organization I am part of/support effectively support the organization's goals." (Q16)	75%
"I am equipped to adapt to innovation trends." (Q6)	60%
"I currently work with leaders who understand their role in creating and maintaining a healthy organizational culture." (Q18)	59%
"I have the time to be proactive when developing strategies." (Q2)	56%

SURVEY HIGHLIGHTS

HERE'S WHERE PEOPLE REPORTED OPPORTUNITIES

(MORE THAN 30 % DISAGREE OR COMPLETELY DISAGREE):

STATEMENTS	%AGE OF RESPONDENTS WHO DISAGREED OR COMPLETELY DISAGREED
"The organizations I am part of/ support are well prepared to adapt to innovation trends." (Q5)	71%
"Leaders in the organization I am part of/support focus as much on influencing culture as they do on influencing results." (Q17)	60%
"The organizations I am part of/support manage change effectively." (Q11)	59%
"The organizations I am part of/support handle disruptions effectively." (Q1)	57%
"The organizations I am part of/support have high quality leadership support available to me." (Q12)	51%
"I currently work with leaders who understand their role in creating and maintaining a healthy organizational culture." (Q18)	41%
"I have time to be proactive when developing strategies." (Q2)	43%
"I am equipped to adapt to innovation trends." (Q6)	39%

SURVEY HIGHLIGHTS

IN THE QUALITATIVE QUESTIONS, THE FOLLOWING WERE THE TOP RATED RESPONSES...
(THESE THEMES OCCURRED IN 10 % OR MORE OF THE COMMENTS):

- Q4. "My biggest concern about leading in a constantly disruptive environment is..." **REACTIVITY—29%**
- Q7. "The most significant trends that I believe will change how health care is delivered in the next ten years are..." **TECHNOLOGY RELATED—69%**, with a particular mention of artificial intelligence and digital records
- Q8. "The capabilities I think leaders will most need to meet future needs and trends are..." related to **FLEXIBILITY AND ADAPTABILITY—32%**
- Q13. "The biggest limitation on my ability to successfully support complex change situations is..." **TIME—30%**
- Q14. "The most important support I need to be a more effective change leader is..." once again, **TIME—18%**
- Q21. "In order to develop great leaders, I think we should be doing more of..." **LEADERSHIP DEVELOPMENT—41%**
- Q22. "In order to develop great leaders, I think we should be doing less of..." **HIERARCHY AND BUREAUCRACY—24%**

SURVEY DATA

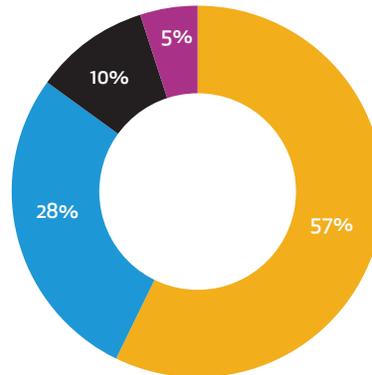
QUANTITATIVE DATA IS PRESENTED HERE IN CHART FORMAT, IN THE SECTIONS AND ORDER OF THE SURVEY.

QUALITATIVE DATA IS CODED BY FREQUENTLY OCCURRING TOPICS. THE RESULTING MAJOR THEMES PRESENTED HERE ARE THOSE THAT OCCURRED IN 10 % OR MORE OF THE COMMENTS. THE QUOTES SELECTED IN EACH SECTION ARE ILLUSTRATIVE OF THE THEME.

DEMOGRAPHIC: Which organization and entity did the respondents represent?

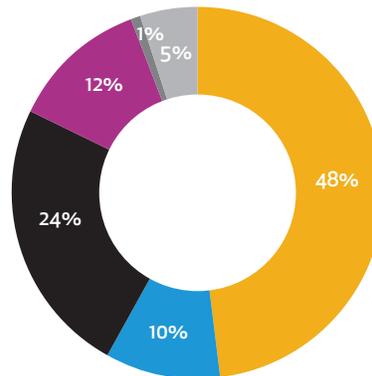
RESPONDENT ORGANIZATIONS

- FRASER HEALTH 57%
- PROFESSIONAL ASSOCIATION 28%
- UNIVERSITY 10%
- OTHER 5%



RESPONDENT LEADERSHIP ROLES

- HEALTH CARE LEADER 48%
(CLINICAL , OPERATIONAL, PHYSICIAN, CORPORATE)
- LEADER 10%
(OUTSIDE HEALTH CARE)
- LEADERSHIP AND/OR ORGANIZATIONAL DEVELOPMENT PRACTITIONER 24%
- LEADERSHIP AND/OR ORGANIZATIONAL DEVELOPMENT SCHOLAR 12%
- NULL 1%
- OTHER 5%

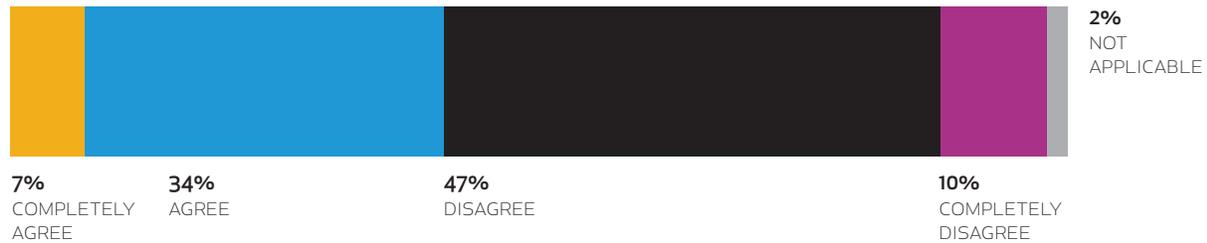


TOPIC 1: DISRUPTION

“Too often over the last few decades, health care leadership has settled on strategies that are reactive to disruptions instead of taking proactive steps to create futures of its own determination. It is time for today’s health care leaders to shed old models of thinking and move toward models that include innovation and foresight.”ⁱ

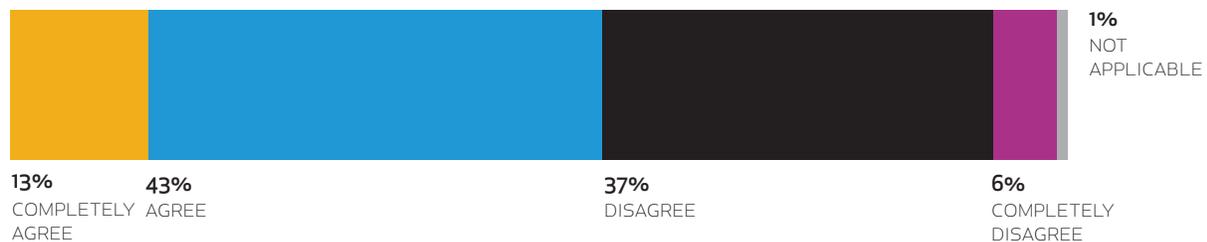
Q1. “The organizations I am part of/support handle disruptions effectively.”

ANSWER OPTIONS



Q2. “I have the time to be proactive when developing strategies.”

ANSWER OPTIONS



Q3. "I have the ability to develop innovative strategies."

ANSWER OPTIONS



Q4. "My biggest concern about leading in a constantly disruptive environment is..."

On the subject of leading in a disruptive environment, respondents indicated their major concerns were **reactivity, leadership, timelines** and **focus**. Almost a third of respondents indicated that reactivity in response to disruption is their biggest concern.

REACTIVITY—29%

- "Time is typically spent putting out fires rapidly rather than being able to take the time to thoughtfully consider the best course of action."
- "Too often we are reacting to situations rather than being proactive. And when we have the opportunity to be proactive, we tend to move too quickly which leads to more disruptions."

LEADERSHIP—19%

- "Lack of willingness on the part of senior leadership to stay the course with system changes when the necessary disruption that occurs as a result of them becomes challenging."
- "Depending on who is in charge changes the goals. I am constantly having to update or revamp how things are done depending on the leadership."

TIME PRESSURES—19%

- "Lack of time to listen and be curious."
- "Not having time to actually lead in the disruptive environment (talk to people, work with them, get feedback, be visible and approachable) and time to learn and try new engagement approaches."

FOCUS—16%

- "Not being able to stay the course and always being pulled in multiple directions."
- "That we are not completing tasks as our focus is constantly changing."

TOPIC 2: INNOVATION AND HEALTH CARE

"The Institute for the Future's Health Horizons Program, recognizing that leaders in the global health economy will need to tackle 21st-century health needs with new approaches, undertook a year-long examination of the future of health and health care in 2009. Our HC2020 Signals & Forecasts Map (SR-1231) highlights some of the pressing challenges facing health and health care, along with key response strategies likely to shape the direction of change over the next ten years."ⁱⁱ

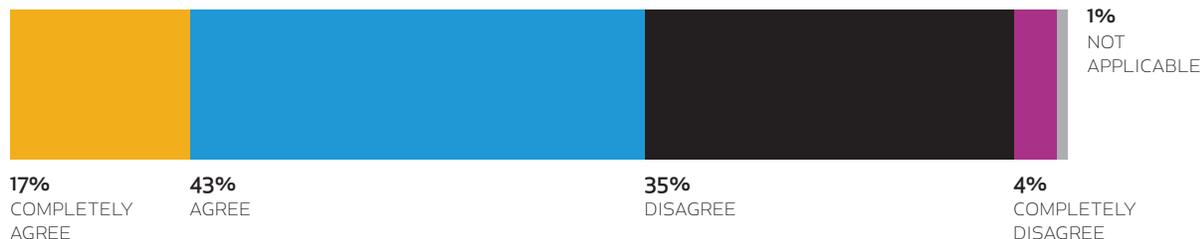
Q5. "The organizations I am part of/support are well prepared to adapt to innovation trends."

ANSWER OPTIONS



Q6. "I am equipped to adapt to innovation trends."

ANSWER OPTIONS



Q7. "The most significant trends that I believe will change how health care is delivered in the next ten years are..."

In terms of health care trends, the clear majority of respondents chose **technology** as the most significant future change (69 % of respondents), with a particular mention of artificial intelligence (AI). Other top responses were **digital record-keeping**, an **aging population** and **the shift from acute to community and primary care**.

TECHNOLOGY—69%

- "Adaptation of agile, technology driven health care models that can reach a mass audience in the shortest period of time."
- "AI, robots, electronic records and communication, distance/cyber medicine – who knows really, we will advance more in the next 10 years than the last 40."

DIGITAL RECORDS—14%

- "Electronic charting that will coordinate all of the input to minimize the duplication of charting that is bogging the work load of nurses and doctors."
- "Electronic documentation/patient chart and the use of AI for monitoring patients remotely."

SHIFT TO COMMUNITY AND PRIMARY CARE—11%

- "Moving health care out of the acute and into the community, coupled with an increasing need for integrated systems, more system complexity, and a high pace of change becoming the norm."
- "Implementing primary care initiatives that focus on the clients/patients, rather than focusing on the practitioners and infrastructures (more beds, etc)."

AGING POPULATION—10%

- "Engaged, proactive aging population, with significant expectations of the health care system. The demand by the public for an integrated, accessible health care record."
- "The aging population, the need to move away from our current focus on the hospital/acute health care setting and into a more community-based approach to health delivery"

Q8. "The capabilities I think leaders will most need to meet future needs and trends are..."

This section of the survey had a number of themes that exceeded the 10 % threshold, as noted below.

FLEXIBILITY—32%

- "Flexibility, openness to options and communication and coaching skills."

COLLABORATION/COMMUNICATION—24%

- "Collaborative - listen to different ways to get consensus."
- "Ability to listen, communicate and work collaboratively with all people in their organizations."

INTERPERSONAL SKILLS—16%

- "Emotional intelligence/soft skills to continually improve communication and create trusting spaces for inclusivity, innovation and collaboration; creativity skills to innovate; leadership skills to build stronger engaged teams that can adapt, learn, and lead effectively with 21st century and beyond challenges."

CHANGE LEADERSHIP—14%

- "Foresight and preparation with the ability to implement change before situations develop into crises."
- "The ability to sustain change."
- "Dealing with change and handling uncertainty."

INNOVATIVE MINDSET—13%

- "Courage to move beyond medical model/paternalistic care. Resilience. Trust to really consider ideas that come from outside healthcare. Listening to what patients and their families want - engaging youth in this discussion."
- "I think leaders will need to be creative problem solvers and to be open to ideas and suggestions. As an organization our leadership needs to be adaptive and agile in its response to solving day-to-day issues and to be able to see how their decisions connect to the bigger vision of where we need to get to. Big picture thinking will also be key."

TECH SAVVY—11%

- "Ability to understand the opportunities made available by technology, and the ability to use/understand technology."

TOPIC 3: CHANGE

"The argument proposed here, consistent with a variety of studies over the past decades is that in complicated situations, conventional top-down approaches to leadership and decision-making are appropriate. ... Under complex situations, however, a different, generative leadership style is appropriate. Essentially, generative leadership requires identifying the issue or problem that needs to be addressed and framing it in a way that will motivate the variety of stakeholders who are "part of the problem" to engage in coming up with new ideas. They are invited into conversations intended to stimulate many self-initiated, fail-safe innovations and see what works. Those innovations that do work are then nurtured and scaled up. As opposed to a top-down, identify and then implement the best solution strategy, this is a top-down-bottom-up learn as you go strategy."ⁱⁱⁱ

Q9. "I have experience leading complex change initiatives."

ANSWER OPTIONS



Q10. "I am equipped to lead complex change."

ANSWER OPTIONS



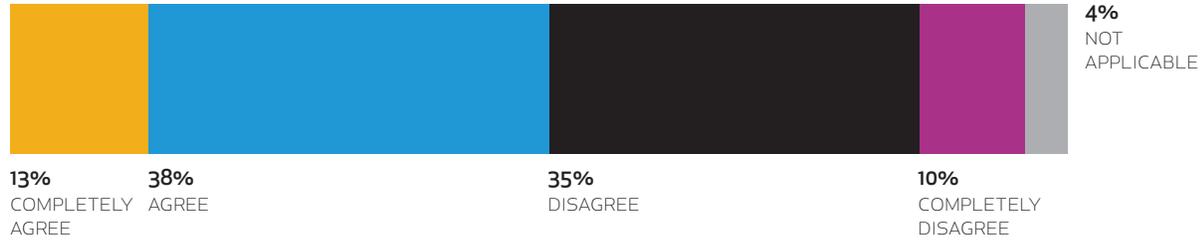
Q11. "The organizations I am part of/support manage change effectively."

ANSWER OPTIONS



Q12. "The organizations I am part of/support have high quality leadership support available to me."

ANSWER OPTIONS



Q13. "I believe I am effective as a change leader."

ANSWER OPTIONS



Q14. "The biggest limitation on my ability to successfully support complex change situations is..."

In terms of limitations on the ability to successfully support change, almost a third of respondents noted time as the most significant limitation, with references to having dedicated time outside of day-to-day operations to plan and strategize approaches to the change situation. Other top responses were:

resources, organizational bureaucracy and leadership development.

TIME—30%

- "Time - I agree with the generative leadership approach and I have used it in my leadership practice, however it takes time for all the team members involved to have decisions, reflect, and come to decisions about the best ways forward."
- "Time. It is hard to support complex change while still managing day to day operations."

LEADERSHIP DEVELOPMENT—19%

- "Inadequate skills in generative leadership as well as dealing with adaptive challenges rather than technical challenges."
- "The general lack of knowledge of what complex change is and how to look at it by both management and staff. Gervase's comment above sums it up nicely. We expect staff to do what we tell them and management to tell us what to do. This approach does not work for the complex change issues before us."

RESOURCES—18%

- "We take on too many things and then don't have the resources to properly implement. We lose focus and move on to the next change before the last change is implemented or sustained."
- "The limited resources available and the lack of time. The organization does not value the 'people side' of change management and often does not allow enough time for employees to understand the reasons for change; thus, many projects are rolled out in a short period of time and are not positively embraced by staff."

BUREAUCRACY—13%

- "Organizational approval to be nimble and course-correct when needed. The approvals and hands in and on the decision process can be onerous."
- "Complexity of the organization: slows down decisions, decreases staff engagement in generating solutions, and being change agents."

SUPPORT FROM LEADERSHIP AND THE ORGANIZATION—11%

- "Lack of willingness on the part of senior leadership to stay the course with system changes when the necessary disruption that occurs as a result of them becomes challenging."
- "Poor sponsorship (leaders with multiple competing priorities)."

Q15. "The most important support I need to be a more effective change leader is..."

The most common themes in the support needed to be effective in leading change were similar to those above. Respondents noted **time** as the most important support needed, with **collaboration, resources, communication** and **support from leadership** also occurring frequently in the comments.

TIME—18%

- "Time to slow down and manage the change appropriately. There is good leadership support and education but not time to participate."
- "I need uninterrupted time to plan and collect my thoughts and I need time to meet with lots of people to dialogue about the change, to collect perspectives on all aspects of the change we need to take into consideration, and to ensure that everyone impacted is involved."

COLLABORATION—16%

- "Access to a community of practice - across health, social care and 3rd sector organisations - that creates a container for seeing, understanding and influencing change in increasingly complex and emergent environments."
- "Access to other change leaders to learn from and bounce ideas off in a cost and time-effective manner."

RESOURCES—11%

- "To have the right people available to effect change."
- "People resources to implement change management plans."

COMMUNICATION—10%

- "Information. Having access to all relevant information is required to ensure an effective plan is prepared."
- "A clear set of expectations from senior leadership and confidence that I'm being heard."

SUPPORT FROM LEADERSHIP—10%

- "Support of the executive team. Leaders and executives need to model and embrace change and think systematically."
- "Support for the change from executive and clinical operations leaders."

TOPIC 4: LEADERSHIP AND CULTURE

"A good organisational culture is a necessary condition for organisational strategy to succeed, and leadership is the preeminent influence factor for organisational culture. Leadership culture must be understood as the product of collective actions of formal and informal leaders acting together for organisational success. It is not simply the number or quality of individual leaders that determine organisational performance, but the ability of formal and informal leaders to pull together in support of the organisation's goals."^{iv}

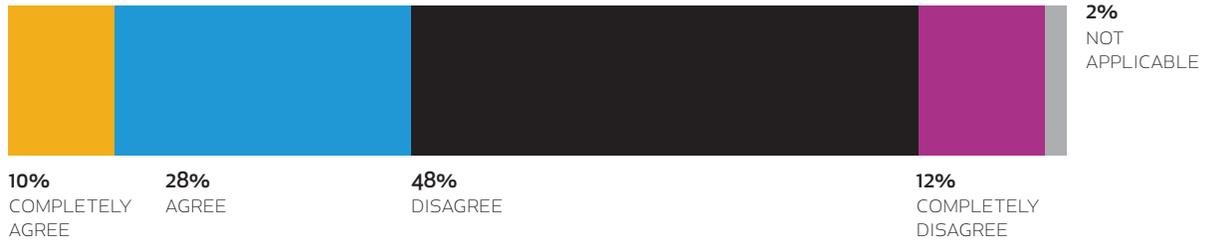
Q16. "Leaders in the organization I am part of/support effectively support the organization's goals."

ANSWER OPTIONS



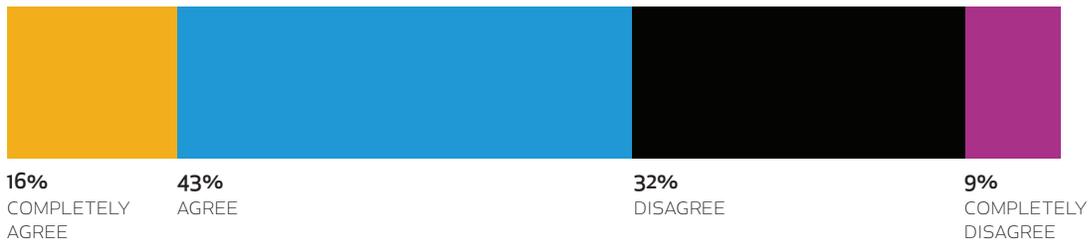
Q17. "Leaders in the organization I am part of/support focus as much on influencing culture as they do on influencing results."

ANSWER OPTIONS



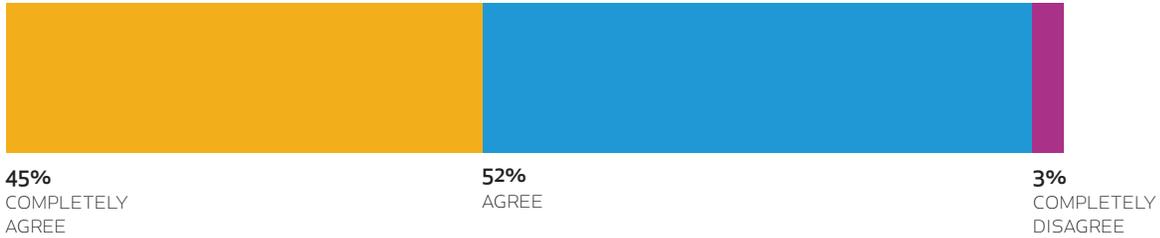
Q18. "I currently work with leaders who understand their role in creating and maintaining a healthy organizational culture."

ANSWER OPTIONS



Q19. "I understand my influence on culture in the organizations I am part of/support."

ANSWER OPTIONS



Q20. "I believe I am a transformational leader."

ANSWER OPTIONS



Q21. "In order to develop great leaders, I think we should be doing more of..."

The most common theme of what respondents believe we should be doing more of to develop great leaders was providing more **leadership development**. Following this, respondents suggested focusing on building strong relationships both internally and externally through **collaboration, empowering employees, offering coaching and mentoring**, and **communicating more effectively**.

LEADERSHIP DEVELOPMENT—41%

- "Providing training/education for leadership skills and focus on analytics that reinforce the skills learned during these courses rather than focusing as much on number of patients, budget, etc."
- "Providing time, education and opportunities within their role to develop leadership skills that will transform culture."

COLLABORATION—25%

- "Retraining old models of hierarchy to more collaborative ones."
- "Building networks between operations and corporate leadership teams to create shared vision and be working towards the same goals."

EMPOWERMENT—16%

- "Give them the opportunity to be leaders - delegate full authority for the leadership work we say they are accountable for and provide strong mentorship and coaching opportunities at the same time."
- "Allowing team members to have more say in decision-making, making decisions a collective effort rather than hierarchical!"

COACHING/MENTORING—12%

- "Having new leaders who are aspiring to become leaders find a strong mentor to support them as we all know to be in the forefront is stressful, intimidating and exhausting."
- "Mentoring and bringing frontline practitioners into the change initiative. Too many times we are initiating change far removed from the bedside and then it doesn't land well with them. If there were a way to leverage the frontline more effectively in focus groups facilitated by the leaders explaining the constraints that we must work within and then ask staff how we can move towards our end goal adjusting what they are doing, I think it would land better. I think it will also bring and demonstrate being a health care leader to the bedside."

COMMUNICATE EFFECTIVELY—12%

- "Communication between leaders. Sitting down together and placing value on collaboration for the sake of relationship building."
- "Listening instead of talking, giving and taking feedback, practice process and self-reflection continuously."

Q22. "In order to develop great leaders, I think we should be doing less of..."

The most common themes of what respondents believe we should be doing less of to develop great leaders were **hierarchical leadership** and **bureaucracy**, setting **unrealistic expectations and overloading people**, and **prioritizing the bottom line over people and organizational culture**.

HIERARCHICAL LEADERSHIP/BUREAUCRACY—24%

- "We breed mediocrity when innovative ideas are dismissed or leaders who try to enact change are reminded of 'their place in the organization.'"
- "Constraining leaders with ineffective process and policy that does not facilitate transformation or provide real value."

SETTING UNREALISTIC EXPECTATIONS/OVERLOAD—17%

- "Spreading too many projects over too few individuals and not completing before moving to the next project."
- "Overloading leaders to the point that they don't think strategically. They think about surviving from day-to-day."

PRIORITIZING THE BOTTOM LINE OVER PEOPLE/CULTURE—16%

- "We need to find ways to provide access to program and education without cost. There are so many great programs offered in my organization, all of which come at a cost to one's department. This is a prohibitive factor for us and limits our ability to foster the development of leaders, as well as eroding trust in our commitment to developing our teams."
- "Rigidly paying more attention to the budget bottom line than to innovation and growth initiatives; treating people with distrust and disrespect."

REFLECTIONS FROM THOUGHT PARTNERS

“What are the implications of these results and what would taking your leadership to the next level require of you?”

—Dick Axelrod, Principal, The Axelrod Group

“One of the competitive advantages the healthcare industry has over others is that most employees clearly understand their personal purpose for why they work in health care. The survey results illustrate that health care providers work in this industry because it is a ‘calling’. I am curious as to how we can create the environment such that health care providers are able to maximize their potential and release their passion every single day.”

—Cameron Brine, VP, Employee Experience, Fraser Health Authority

“How can Fraser Health partner with the Ministry of Health to gain the long term strategic intent, and financial support, to develop enterprise level leaders and the adaptive, agile cultures that are needed to solve the most pressing issues of a public health system?”

—Gervase R. Bushe, Professor of Leadership and Organization Development, Beedie School of Business, Simon Fraser University

“How might we nudge the quality of inquiry, to be comfortable with not knowing, to be openly curious and embrace the uncertainty of the journey?”

—Gabriele Cuff, Director, Leadership and Talent, Fraser Health Authority

“Can we identify how leadership development programs can build confidence in future leaders to make the choice to become a leader and then make the right decisions? Can we determine whether this is an individual training requirement or is it an organization development culture requirement, or both, and in what proportion?”

—Alain Doucet, CEO, Canadian College of Health Leaders

“What’s the leadership culture in your organizational system and what’s your role in being a culture shaper?”

—Karen Dumain, National Organization Development Lead, National Health Service Leadership Academy

“What are the differences that are going to make a difference for healthcare leadership in the future and how can we leverage the power and rich potential in the differences that currently exist to create that future?”

—Glenda Eoyang, Founding Executive Director, Human Systems Dynamics Institute

“What needs to be different to elevate leaders to the next level of potential and possibility?”

—Yabome Gilpin-Jackson, PhD, MBA, MA, Executive Director, Leadership and Organization Development, Fraser Health Authority

“How can we, as readers, make this information real and act on it?”

—Tricia Hollyer, Director, People and Culture, Leadership and Organization Development, Fraser Health Authority

“A fine line for leaders is learning how to be responsive without being reactive. Leaders shape their workgroup’s culture through their day-to-day social encounters.”

—Michael Leiter, Acadia University

“What does this mean for the future of leadership and organization development?”

—Zoe MacLeod, Director, Continuing and Professional studies, Royal Roads University

“Two things stand out for me from the survey results. Individually, leaders report feeling equipped to deal with complexity and disruption, yet they feel as an organization we are less equipped. I’m curious if this is perception or real. Either way, it behooves us to explore what opportunities exist to improve this. Secondly, the need to free up time to do the right thing is crucial for leaders to succeed as opposed to only focusing on results They recognize the need to be more proactive but feel too busy reacting to daily issues. Another opportunity to explore.”

—Dr. Dayan Muthayan, Executive Medical Director, Physician Partnerships, Fraser Health Authority

“How do we ensure that the critical context of health system change and transformation is an integral part of how we support our future leaders to grow? How we identify the next generation of leaders – whether through a programmatic perspective or a future planning perspective – that context is really important and what it means to organizations is critical!”

—Thomas O’Shaughnessy, Partner and Health Leader, Western Canada, Deloitte

“The survey results show that healthcare leaders are clearly committed to care; how do we support leaders to be the best that they can be?”

—David Thompson, VP, Community Hospitals and Programs, Fraser Health Authority

The Centre Of Excellence In Health Care Leadership



Better health. Best in health care

ABOUT

The Fraser Health **Centre of Excellence in Health Care Leadership** is a future-oriented knowledge exchange, providing access to practical and relevant training, tools and techniques for leaders, scholars and practitioners, in and outside of health care.

PURPOSE

To build capacity in leaders and organizations to understand and respond to future needs.

MISSION

To elevate health care leadership by envisioning and enacting the future.

VISION

Health care leaders are innovators for human health, well-being and transformation.

Our goal is to provide access to the latest research and trends in leadership and organizational development and facilitate leaders in learning and working together as they reflect on the past, anticipate the future and grow the skills to learn and lead now.

To learn more about the Centre of Excellence in Health Care Leadership and to get involved, please email lod@fraserhealth.ca.

END NOTES

ⁱ Leadership 2050: Critical Challenges, Key Contexts, and Emerging Trends, p. 109. Emerald Group Publishing, Jul. 24, 2015. Sowcik, M., Andenoro, A., McNutt, M., Murphy, S. Retrieved from <http://www.ccl.org/leadership/PDF/research/futureTrends.pdf>

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