

Leading From the Boardroom: *Bringing LEADS in a Caring Environment to Canadian Healthcare Boards*

LEADS Self

Self-Aware: Board members are aware of their dual role: to be guided by their personal values, and at the same recognizing they are one component of a corporate whole, acting on behalf of those who it serves.

Manage Self: A board member demonstrates self-regard and emotional strength while giving difficult issues their due.

Develop Self: Individuals regularly assess their own learning needs, in the context of the learning needs of the board as a whole.

Demonstrate Character: Individual trustees act ethically and make decisions consistently with their own values in concert with the values of the board.

Engage Others

Foster Development of Others: The board supports, promotes and challenges development of itself as a group, of its individual members, and of its CEO.

Contribute to organization health: The board chair and members create a healthy and engaging for the Board. For the organization, the board will direct the CEO to ensure that workplaces are healthy and safe.

Communicate effectively: The board listens deeply and encourages an open exchange of information.

Build Teams: The board facilitates environments of collaboration and cooperation to achieve results in the team environments within which it must effectively operate.

Achieves Results

Set Direction The board, jointly with senior management, in line with the policy direction of government, and consistent with the needs of local ownership, sets strategic direction for the organization.

Strategically Align Decisions with Vision, Values, and Evidence: The board utilizes its vision, values and priorities, and best available evidence to provide guidance to the CEO and ongoing advice to government on policy direction.

Take Action to Implement Decisions: As required, the board will take steps to clarify the rationale underlying its strategic direction, and as required, adjust it and clarify expectations and outcomes for the CEO.

Assess & Evaluate: The board will establish monitoring measures, evaluate outcomes and communicate results to funders, the general public, and key partners

Systems Transformation

Demonstrate Systems/ Critical Thinking: The board understands that healthcare is a dynamic, interactive and mutually interdependent system comprised of a complex array of stakeholders, community groups, and citizens.

Encourage and Support Innovation: The board promotes a climate of continuous improvement and creativity aimed at systemic change and requires the CEO to employ strategies to enable creative and innovative thinking.

Orient Themselves Strategically to the Future: The board operates with a future focus: i.e., it is dedicated to enabling the organization it represents to respond to emergent trends, challenges, and demands within its area of responsibility

Champion and Orchestrate Change: The board employs processes and techniques to ensure that the organization works, in collaboration with outside stakeholders, to design and carry out appropriate roles and responsibilities to foster change. It stimulates and supports co-creative approaches to change commensurate with what is needed.

Develops Coalitions

Purposefully Build Partnerships and Networks to Create Results: The board creates connections of trust and shared meaning with individuals and stakeholder groups across the spectrum of its geographical footprint.

Demonstrate a Commitment to Customers and Service: The board facilitates collaboration, cooperation and coalitions among diverse groups within the communities it serves (e.g., municipalities; community interest groups, etc., primary care doctors and specialist doctors) to gain perspectives to improve service.

Mobilize Knowledge: As a mobilizer of knowledge, the board may act as a catalyst for constructive conversations among multiple partners concerning current issues and the implications of current trends on future realities in light of credible knowledge, evidence, and information.

Navigate Socio-political Environments: The board is politically astute and effectively negotiates through conflict and mobilizes support.

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Canadian healthcare boards have a challenging job. They face mounting expectations from all sides – including the public and politicians, as well as healthcare administrators. At the same time, trustees sometimes do not feel as if their skills and talents are being fully used. The board role is evolving as well, with new concepts of board leadership emerging. We developed a monograph to bring LEADS to the healthcare Boardroom as a resource for boards and trustees. We are seeking your input and advice on this monograph and potential as a LEADS based resource for healthcare boards.

1. We want to know whether the message resonates.
2. Is this approach worthwhile?
3. Is LEADS a useful framework to support and strengthen governance practices?
4. Would the Monograph be a valuable educational resource for board / trustee orientation?
5. What about ongoing Board development?

Your input will help us refine the monograph and the approach so that the resource is as helpful as possible for boards and trustees.

Board Validation Process

- Virtual Focus Groups with minimum 5 health boards.
- Virtual Interviews with individual trustees for input into LEADS-mapping
- Survey of environment and needs & Webinar to share work
- Call for Volunteers: by June 30, 2016. Contact: dschierbeck@healthcarecan.ca
- Conclusion: September 15th

Thank you

- Garth Waite, Organizational and Board Development Lead, Health PEI
- Graham Dickson, Professor Emeritus, Royal Roads University
- Dale Schierbeck, CTDP. Vice-President, Learning and Development, HealthCareCAN