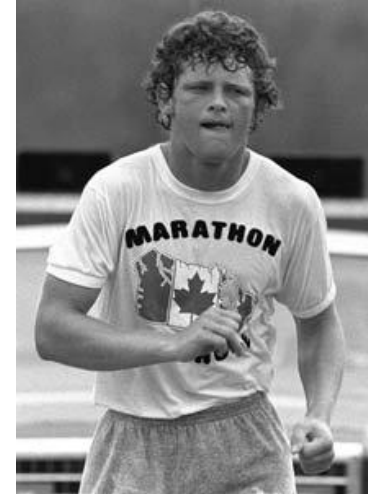




## LEADS Overview

# Leadership Defined

*“**Leadership** is the capacity to influence others to work together to achieve a constructive purpose.”*



leadersforlife

Health PEI

One Island Health System

# LEADS in Health PEI

- 2010 – LEADS adopted by HPEI
- 2011 & 2014 LEADS 360's – executive, senior, mid-level
- 2014: “Leadership Belongs to all of Us” (We are all leaders)
- 2014-15: LEADS applied to Board
- 2015: LEADS integrated into leader P&D plans
- 2018- Leads 360-Executive level



# LEADS in a Caring Environment: The Five Domains



- **L**EADS Self
- **E**ngage Others
- **A**chieve Results
- **D**evelop Coalitions
- **S**ystems Transformation



<http://chl.net.ca/tools-resources/leads-framework>

# Lead Self

- Self aware
- Manage self
- Develop self
- Demonstrate character

# HPEI Leads Self Tools

- Leadership Development Series
- Workshops
- Staff Resource Center toolkits and Guides
- Performance Development Planning

# Engage Others

- Foster the development of others
- Contribute to the creation of a healthy organization
- Communicate effectively
- Build effective teams

# Engages Others: Engaging Leaders...

## Build Teams

They facilitate environments of collaboration and cooperation to achieve results



Mike, Carmel, you go to the garden store and get five bags of lime. Dana, Gord, Jill, get me a tarp and carpet, then check Google Earth for a secluded stretch of highway. The rest of you, you'll help me bury the facilitator... who, ironically, has apparently just led the most successful team-building exercise in our company's history.



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Health PEI

One Island Health System



# HPEI Engage Others Tools

**Health PEI**  
One Island Health System

**OUR VALUES**

**CARING**  
We treat everyone with compassion, respect, fairness and dignity.

.....

**INTEGRITY**  
We collaborate in an environment of trust, communicate with openness and honesty and are accountable through responsible decision making.

.....

**EXCELLENCE**  
We pursue continuous quality improvement through innovation, integration and the adoption of evidence-based practices.

**HOW WE LIVE OUR VALUES  
HEALTH PEI CODE OF CONDUCT**

**Health PEI**  
One Island Health System

In May and June 2013, Health PEI used Accredited Worklife in our organization. A sincere thank you to your input will help Health PEI to identify the most appropriate interventions to improve the quality of worklife. Influences the capacity of Health PEI.

We have provided the overall results for Health PEI. A green flag (G) indicates that between 75-100% of respondents in response to the statement: "I strongly agree or strongly agreed with the statement." A yellow flag (Y) indicates that between 50-75% of respondents agreed with the statement. A red flag (R) indicates a score below 50%. Managers will meet with staff to discuss and address concerns identified in the survey.

Question
I understand what is expected of me in my job.
I am given enough time to do what is expected of me.
I am consulted about changes affecting my work.
I am able to decide how to do my work.
I am able to make improvements in how I do my job.
My job makes good use of my skills.
I have the materials, supplies, and equipment I need to do my job.
I receive recognition for good work.
I receive the training I need to do my job.
I have good opportunities to develop myself.
The people I work with treat me with respect.
The people I work with help each other.
I feel I belong to a team.
My supervisor treats me fairly.
My supervisor provides feedback.
I can count on my supervisor to help me.
Senior managers effectively communicate.
Senior managers are committed to the organization.
Senior managers act on staff feedback.
Senior managers are committed to the organization.
My organization takes effective action on staff feedback.
My organization takes effective action on staff feedback.
My workplace is safe.
I am able to balance my family and work.
In the past 12 months, would you recommend this organization as a good place to work?
How often does your work interfere with your family life?
Would you recommend this organization as a good place to work?
How frequently do you lose interest in your work?
Overall, how satisfied are you with your work?
Overall, how satisfied are you with your work?

**How We Live Our Values  
Health PEI  
Code of Conduct**

**Our Values: Caring, Integrity, Excellence**



*Prepared by the Strengthening Workplace Resilience Steering Committee*



**Engagement Toolkit**

Revised May 6, 2016

**Health PEI**  
One Island Health System

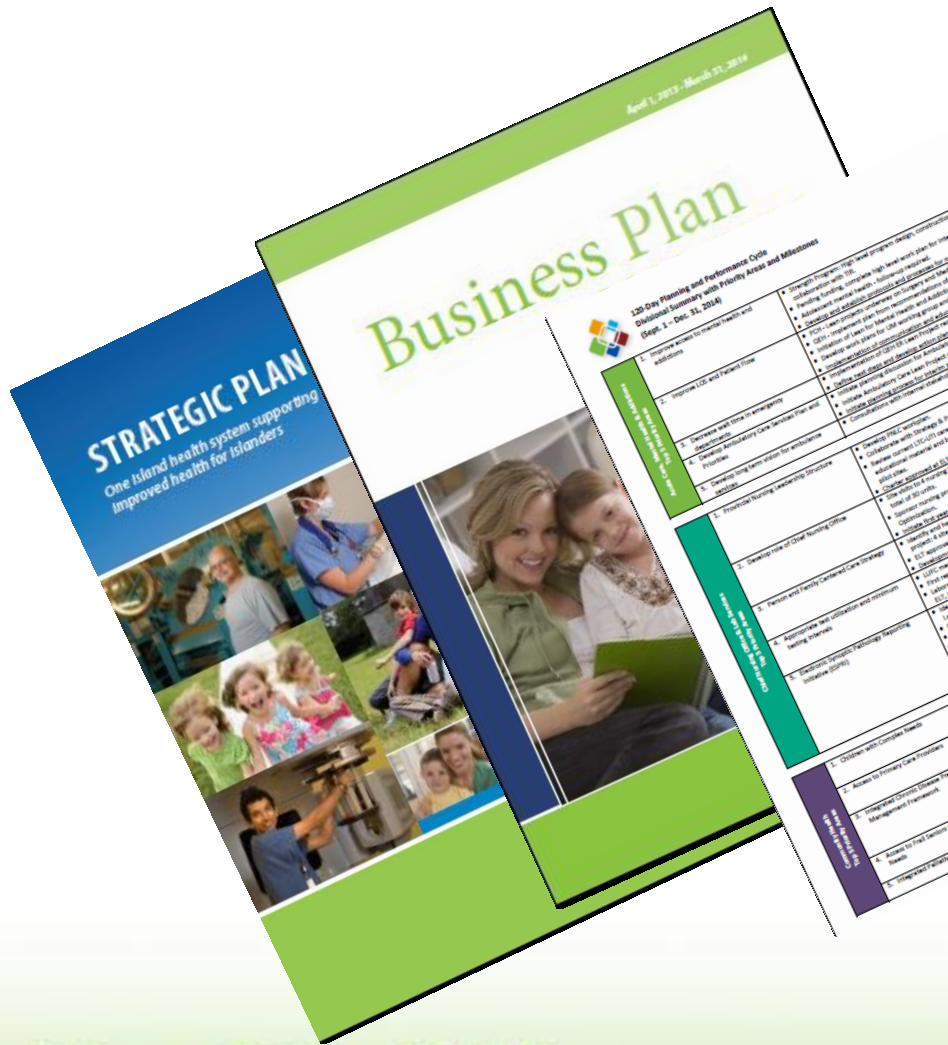


# Achieve Results

- Set direction
- Strategically align decisions with vision, values and evidence
- Take action to implement decisions
- Assess & evaluate



# Achieves Results Tools: HPEI



## Health PEI

Annual Leadership Performance & Development Plan

Name: \_\_\_\_\_  
 Position / Title: \_\_\_\_\_  
 Division / Office: \_\_\_\_\_  
 Leadership Performance and Development Plan Period: \_\_\_\_\_

**SECTION 1: PERFORMANCE PLAN: ACHIEVE RESULTS**

**Overview**  
 Provides a program summary of your mandate, including total budget and staff complement (75)

**Annual Goals or Priorities**  
 Provide the highest priorities and milestones to be achieved during the coming fiscal year.

**Performance Metrics**  
 Provide 2-4 quantitative outcome indicators to your annual priorities.

**Performance Summary (to be completed at the end of the year)**  
 Please describe progress on Annual Goals / Priorities and Performance Metrics.

**Performance Review Summary - Check the appropriate boxes to indicate your rating.**

Not at all	Not met	Met	Exceeded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: \_\_\_\_\_

**PERFORMANCE PLAN: BY GOALS OTHERS**

Annual Goal or Priority:  
 • Performance Metric (Outcome or Process Indicator)  
 • Activities to achieve the Goal or Priority

Performance Summary (to be completed at the end of the year)  
 Please describe progress on Goal and performance metric.

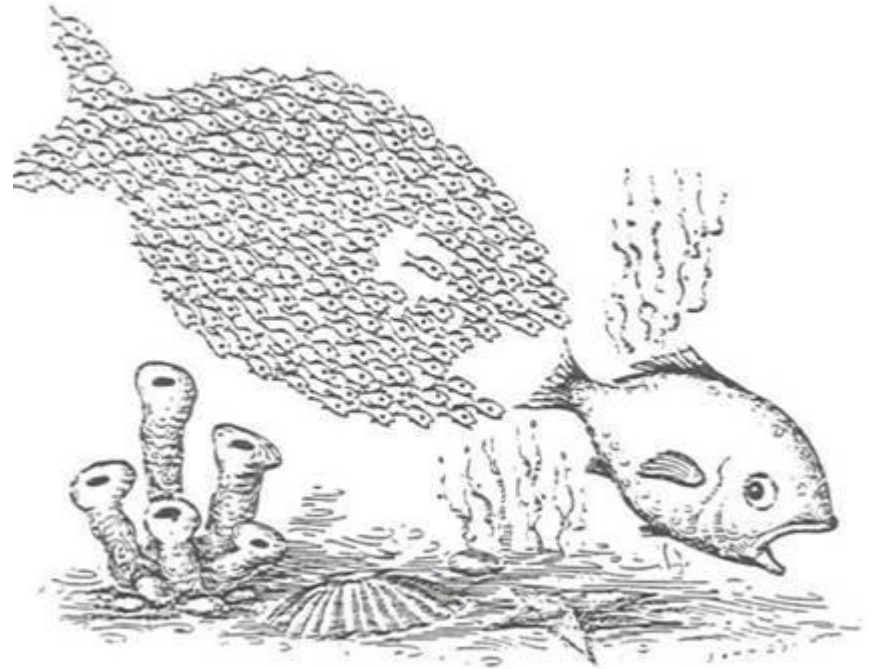
Caring Integrity. Excellence. Annual Leadership Performance and Development Plan 2014-15-17

# Develop Coalitions

- Purposefully build partnerships and networks to create results
- Demonstrate a commitment to customers and service
- Mobilize knowledge
- Navigate socio-political environments

# Develops coalitions: Collaborative leaders...

- Integrate care across boundaries
- Build 'shared visions' across professional groups, patient/families and community
- Carry out meaningful consultation.



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John O'Brien, from cartoonbank.com. All rights reserved.

# Systems Transformation

- Demonstrate systems / critical thinking
- Encourage and support innovation
- Orient strategically to the future
- Champion and orchestrate change

# Transformational Leaders...

- Leverage the power of common purpose and synergy in **partnerships and networks**
- **Focus on continuous quality improvement**
- **Communicate the vision** and translate how current projects contribute to that vision
- **Encourage creative problem solving and calculated risk taking.**
- **Discuss trends and issues** and their impacts on future direction with staff and stakeholders

# Systems Transformation Tools

## Change Management Toolkit

Navigating Change in the PEI Health System  
Adapted from the National Health Services



May 2010  
System Enablers

Health PEI

ONE ISLAND FUTURE



ONE ISLAND HEALTH SYSTEM

Health PEI




### Canadian Patient Safety Culture Survey Tool

(Formerly the Patient Safety Culture Tool)

**Instructions:**

The survey asks for your **perceptions and opinions** of patient safety. Please indicate the extent to which you agree or disagree with the statements below. If you are unsure whether you agree or disagree with the statement, or if the statement does not apply to your role or your work, select 'not applicable'.



### Worklife Pulse Tool

Staff version

NOTE: This survey asks about your work experiences. Participation is voluntary. Your answers are confidential.

**YOUR JOB**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not Applicable
1. I understand what is expected of me in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am given enough time to do what is expected of me in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I am consulted about changes affecting my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am able to decide how to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I am able to make improvements in how my work is done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My job makes good use of my skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I have the materials, supplies, and equipment I need to do my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I receive recognition for good work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**TRAINING AND DEVELOPMENT**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not Applicable
9. I receive the training I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I have good opportunities to develop my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**YOUR COWORKERS**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not Applicable
11. The people I work with treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The people I work with help each other out.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I feel I belong to a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**YOUR IMMEDIATE SUPERVISOR**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not Applicable
14. My supervisor treats me fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. My supervisor provides feedback on how well I am doing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I can count on my supervisor to help me with a difficult task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

of correct adverse outcomes that may result from the delivery of health care to a patient (or have the potential to cause harm), cause disability, or result in the small mistakes that can occur during health care delivery, or that are a risk to staff and patients.

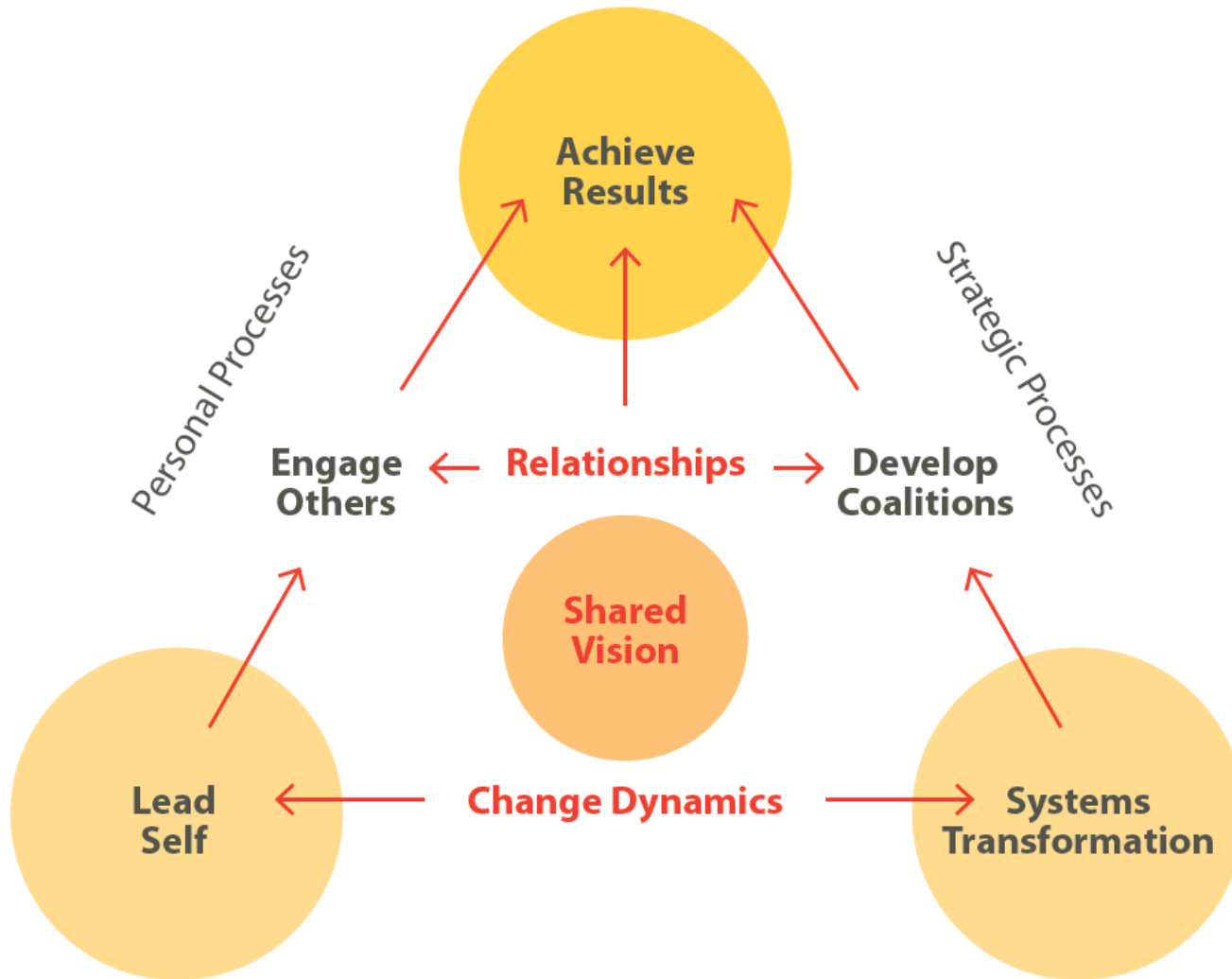
you report directly.

or time when you are working, or where you provide most of your services (e.g., a clinic, a department, in the community, EMS, etc.).

Agree or disagree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
17. The risk level by the program is acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. The risk associated with the program is acceptable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. The program promotes patient safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The program is implemented when program is implemented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. I am confident in the program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. I know I've made a mistake.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. I usually follow up on my mistakes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. I am comfortable to lose his/her job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I am confident in the program's safety incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. I am confident in the program when you make an error.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



# LEADS in a Caring Environment as a model for Change



# Tools and Links

- **For more information:**
  - ▶ **Organizational Development Lead:** [healthpeiworkshops@ihis.org](mailto:healthpeiworkshops@ihis.org)
  - ▶ **Health PEI Staff Resource Center:** <https://src.healthpei.ca/>
  - ▶ **Leadership Performance and Development Form:** <https://src.healthpei.ca/all-staff>
- **Other Links**
  - ▶ UPEI: <http://www.upei.ca/skillsdevelopmentandlearning/welcome>
  - ▶ PEI Public Service Commission Learning and You: <http://www.gov.pe.ca/psc/learn>
  - ▶ LEADS Collaborative: <http://www.leadersforlife.ca/>
  - ▶ Canadian College of Health Leaders: <http://www.cchl-ccls.ca/>
  - ▶ HealthCareCan: <https://www.chalearning.ca/>
  - ▶ Canadian Health Leadership Network (CHLNet): <http://chl.net.ca/>
  - ▶ CMA Physician Leadership Institute: <https://www.cma.ca/>
  - ▶ Canadian Society of Physician Leaders: <https://physicianleaders.ca/>

# Resources

Home Health PEI | Internal Information Service Contact Us: info@pei.ca

## STAFF RESOURCE CENTRE

**Leadership Development Workshop Series**



### Leadership Belongs to All of Us

The following workshops have a limited number of seats available. Register now to avoid disappointment.

**Leadership Development Workshop Series 2014-15**

- January: Introduction to program evaluation, Intro to 100-Day planning and performance cycle
- February: Complaint Management, How we live our values: Using the Health PEI Code of Conduct
- March: Building a successful tender/RFP, Developing contracts for Health PEI
- April: Meaningful measurement for smart decision-making, Quality and risk 101

**Attendance Management Toolkit**

CEO Messages

Strategic Direction 2013-16

Leadership Development

Health PEI Code of Conduct

**Important Notice**

Guide to Writing Policy and Procedure Documents - Learn more about writing policy and procedures. For additional information, contact the Health PEI Policy Coordinator at [healthpolicy@isss.ca](mailto:healthpolicy@isss.ca)

CEO Message - Canadian Patient Safety Week: Promoting Hand Hygiene and Infection Prevention

Workplace Bullying - For an

**Health PEI** Annual Leadership Performance & Development Plan

Name: \_\_\_\_\_  
 Position / Title: \_\_\_\_\_  
 Division / Office: \_\_\_\_\_  
 Leadership Performance and Development Plan Period: \_\_\_\_\_

**SECTION 1 - PERFORMANCE PLAN: ACHIEVE RESULTS**

**Objectives**  
 Provide strategic priorities of your division that align to the higher and self-statement (PEI):

**Annual Goals or Priorities**  
 List the top 3-5 strategic priorities for your division (include a brief description):

**Performance Metrics**  
 Provide 2-3 quantitative outcomes measurable against your plan:

**Performance Summary** (to be completed at the end of the year)  
 Please describe progress on Annual Goals, Priorities and Performance Objectives:

**Performance Metrics Summary** (Check the appropriate box to indicate your rating)

Objective/Performance Metric	1	2	3	4	5

**Comments:** \_\_\_\_\_

**PERFORMANCE PLAN: BEYOND OBJECTIVES**

**Annual Goal or Priority:** \_\_\_\_\_

**Performance Metric** (2-3 items or phrases included): \_\_\_\_\_

**Activities to achieve the Goal or Priority:** \_\_\_\_\_

**Performance Summary** (to be completed at the end of the year)  
 Please describe progress on Goal and Performance Metric:

©2013 Health PEI. Excellence Annual Leadership Performance and Development Plan. 2013/14



Health PEI

One Island Health System

# Contact Information

Organizational Development Lead

16 Garfield Street

[healthpeiworkshops@ihis.org](mailto:healthpeiworkshops@ihis.org)