



Healthy People, Caring Communities, Valued Health Care Teams & Partners

Leadership Commitment to Creating a Healthy and Supportive Workplace:

It's the Journey Worth Taking

Janet Knox – President and CEO

Sheila Rankin – VP, People and Organizational Development

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Agenda

- History: AVH – Who are we?
- Strategies: AVH Leadership Commitment
- The Journey: AVH Lived Experience
- Next Steps
- Interviews: Our Leaders Speak

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Agenda

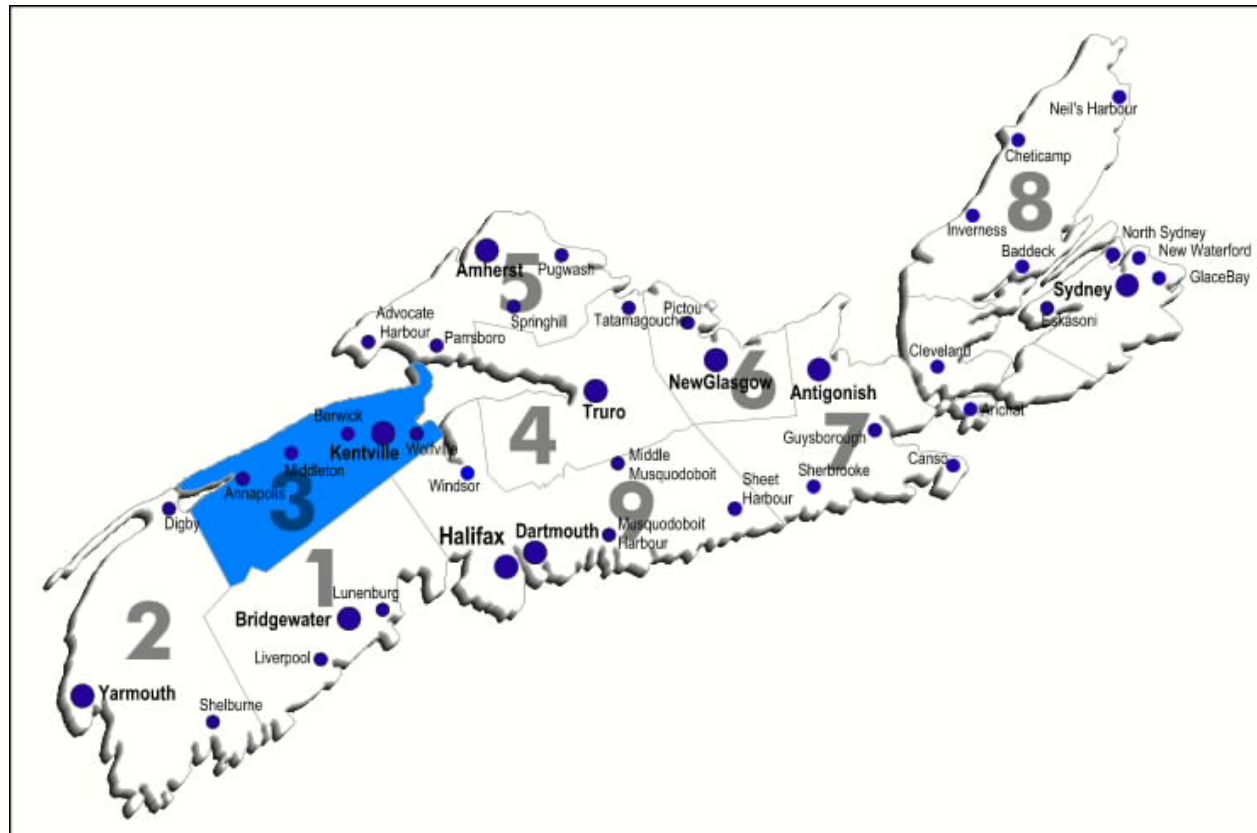
- So What: AVH Learnings
- Questions: For You – Opportunity to Reflect
- Questions: For Us
- Thank you: Our Journey Continues

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Annapolis Valley Health



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OUR VISION

Healthy people, caring communities and
valued healthcare teams and partners



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OUR MISSION

Working together to promote and improve the health of individuals, families and communities.



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OUR CORE VALUES

At Annapolis Valley Health, we believe in:

- Integrity
- Accountability
- Respect
- Collaboration
- Continuous Improvement
- Innovation

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Strategic Directions

- Healthier people and communities through partnering and learning
- Appropriate, accessible, effective, safe and quality health services
- Skilled people working in healthy, safe workplaces
- Continuous learning and excellence in system performance

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Culture History

- Constant change
- Downsizing
- Low morale, loss of knowledge and experience
- Budget constraints and increasing costs

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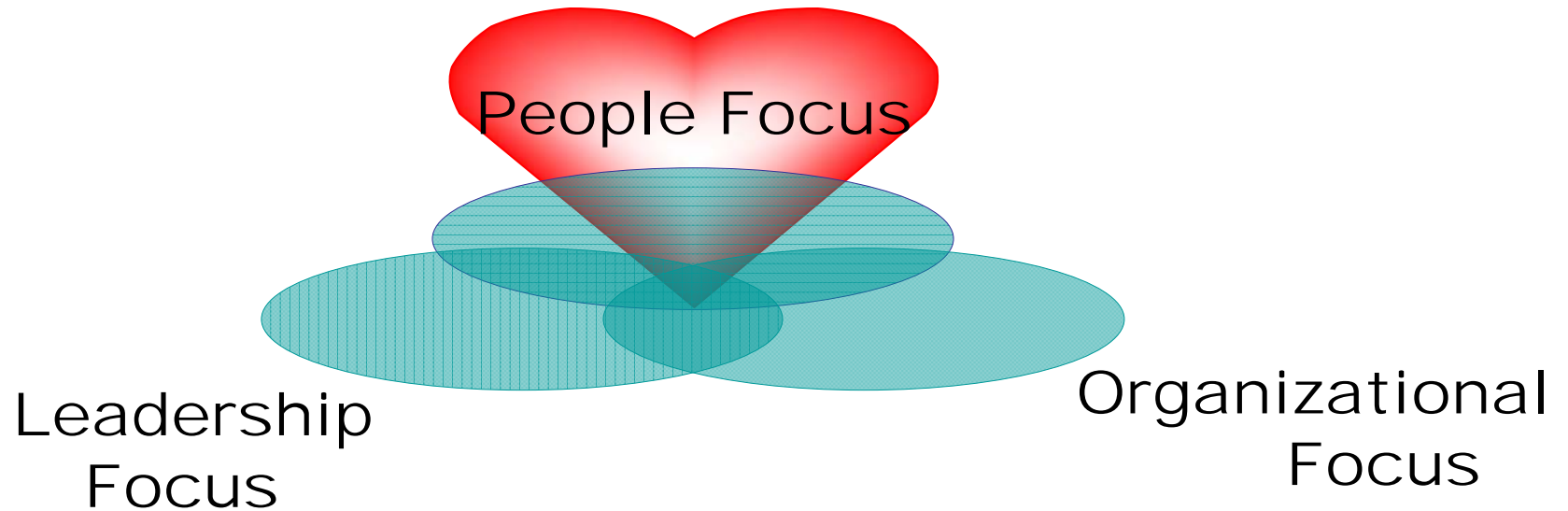
Data History

- Increasing costs related to lagging indicators
- Employee Survey 2005 - Overall Satisfaction – Managers / Formal Leaders - 61.3%
- AVH Retirement Data:
 - 89% of Executive is eligible to retire by 2015
 - 25% of Management is eligible to retire by 2010
 - 60% of Management is eligible to retire by 2015
 - About 36% of current workforce is eligible to retire by 2015



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Organizational Health Strategy



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Goal

- Focus on PEOPLE, LEADERSHIP and ORGANIZATIONAL STRUCTURES
- Integration and alignment of vision, mission, values, expected behaviours, partnerships and interprofessional collaboration, leadership philosophy, organizational health, quality, safety, ethics through human resources management and learning development with strategic and business planning
- Integration and alignment of policies, procedures, philosophies, principles and practices – explicit and visible
- Creation of culture shift to integrate what we do and align who we are with how we do things around AVH
- Achieve organizational excellence

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Process

- What prompted the journey?
- When did it start?
- Why was it worth taking?
- What did we do?

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Leadership Strategies

Defined Leadership Model

- Leadership Statement
 - In AVH, we lead by example, build on past learnings and envision the future. We inspire others to take actions aligned with our vision, mission and values. We are innovative, push through boundaries and create change. Through a spirit of community, we coach and encourage others and create trusting relationships. We celebrate the contributions of people.
- Kouzes and Posner's Leadership Challenge
- Knowledge and Skill Development
- Defined Leadership Educators

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Leadership Strategies

Leadership Champions

- Leadership Conversations
- Integration and Alignment

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Leadership Strategies

Leadership Development Assessment

- Hire process
- Personal and Professional Development
- Mentor Partnerships
- Quarterly Report

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Leadership Strategies

Principles and Practices – Integration and Alignment

- Kouzes and Posner
- Vision, Mission, Values, Population Health, Organizational Health, Quality, Safety, Ethics, Expected Behaviours and Interprofessional Teams
- Human Resources Management
- Learning and development
- Competency development
- Decision Making Framework

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Leadership Strategies

Additional Strategies

- Leadership Forum
- Leadership Notes
- Emerging Leaders
- Informal Leader Development
- Physician Leadership Development
- Culture Shift (VRH)
- Organizational Health Charter
- Quarterly Report

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Results – Managers / Formal Leaders 2008 Compared to 2005 Survey

- Improvement in 20 of 21 items measured.

	2008	2005
• Grand Average of all items	72%	61.3%
• Control over job activities	78%	50.5%
• Satisfaction with resources to do job	72%	52%
• Satisfaction with current work	81.8%	65.2%

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Results – Managers / Formal Leaders 2008 Compared to 2005 Survey

	2008	2005
• Feel that I can trust AVH	80.3%	65.7%
• Feel that I am treated fairly	79.5%	65.7%
• Satisfaction with supervisor	77.7%	67.7%
• Satisfaction with training received	72%	68.7%
• Overall intentions to remain in AVH	70.8%	68.7%



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Data

Sick Time

2005/2006 – 4.18%
2006/2007 – 4.22%
2007/2008 – 3.55%
2008/2009 – 4.04%
2009/2010 – 4.63%

Time Loss Claims

2004 – 62
2007 – 46
2008 – 40
2009 – 25



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Evaluation, Emerging Leaders Survey

An organization that develops and supports its people, promotes itself as a healthy workplace and invests in its managers through a defined set of programs and initiatives based on specific values, leadership principles and strategic goals will attract, retain, enhance satisfaction and motivate employees to take on leadership roles.

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Results - Emerging Leaders Survey

- Survey of Emerging Leaders to test the hypothesis
- Emerging Leaders defined as leaders who from within AVH have taken on new formal roles
- 18 of 28 respondents by telephone July/Aug 2009

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Results - Emerging Leaders Survey Attraction

Prior to taking on your present role, which of the following aspects of leadership development at AVH were you aware of:

- The AVDHA Mission, Vision and Values: Yes 94% No 6%
- The AVDHA Strategic Objectives: Yes 83% No 17%
- Healthy Workplace Initiatives: Yes 88% No 12%

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Results - Emerging Leaders Survey

Attraction

Did your manager influence your decision to pursue a leadership role: Yes 61% No 39%

Comments:

- Yes, by encouraging more participation in management activities, involvement with some project activities
- He focused on my personal goals when he started as my manager, focused on giving me a team lead role to develop into management role, challenged me to set my own goals, helped me work on those goals and gave opportunities for development



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Results - Emerging Leaders Survey

Attraction

Were you influenced by other leaders or specific leadership activities: Yes 66% No 33%

Comments:

- Yes, influenced by how leaders interacted with individuals, their enthusiasm and motivation, influenced by support that some leaders are able to give to each other, cohesiveness
- All the opportunities were great eye-openers, got to work with a lot of managers, sees them as a role models, executive team has been very supportive
- Influenced by leadership assessment in pursuing current position

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Results - Emerging Leaders Survey Retention

As you have developed in your present leadership role what has helped you?

- Engaging in the Leadership Development Assessment Process: Yes 94% No 6%
- Understanding the Leadership Model: Yes 100%
- Leadership Forum Interaction: Yes 94% No 6%
- The support of Manager: Yes 100%
- The AVDHA Culture: Yes 77% No 23%



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Results - Emerging Leaders Survey

As you have developed in your present leadership role what has helped you:

The AVDHA Culture: Yes 77% No 23%

Comments:

“really a wonderful place to work, especially within the management team, support from peers is really valuable, very proud of my workplace”

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Next Steps

- Continue the journey
- Emerging Leaders
- Leadership Development
- Impact at Front Line
- Succession Management Program

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Interviews: Our Leaders Speak

- Janet Knox – President and CEO
- Nancy McBay – Site Manager, EKMHC
- Dylana Arsenault – Director Pharmacy
- Jo-Anne Wentzell – Director, Primary Health Care
- Michelle McLearn – Director, Food and Nutrition Services

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Lessons we are learning:

- Leadership is a journey that must be planned
- Be focused on your goals
- Build capacity
- Pay attention to organizational/workplace culture
- Leadership development must occur across the organization
- Understand the impacts of all that you do or do not do
- Encourage/support people to take leadership roles; to be a leader
- Flexibility is needed
- Talk about leadership; have the conversation often, with many
- Evaluate your progress

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The Value of the Leadership Journey

- The organization becomes more nimble
- People and partners know what to expect of AVH
- Gradually you develop owners
- Outcomes begin to be sustained

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Questions: For You – An opportunity to Reflect

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Questions: For Us

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Thank you!

Our Journey Continues



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