

Our Vision – “Great leadership for a better health system.”

A Word from our Board Chair: Marc Pelletier



After six years with HealthCareleaders, CEO Geoff Rowlands has advised the Board that he is looking forward to his next adventure.

While there will be time over the next few months to more formally acknowledge Geoff's contributions, it should be immediately recognized that, under Geoff's leadership, our organization has had its best years yet. This can be attributed to his dynamic leadership style, to his big-picture thinking and his focus on the **leadersforlife** initiative.

leadersforlife has put our organization on the National healthcare map. It will have an impact for years to come on healthcare leadership across this country. Fortunately for HCLABC, Geoff is very keen to continue to support **leadersforlife**. As many of you may know, the initial research grant funding of LFL is largely expended, which necessitates that **leadersforlife** move ahead to a new phase of income generation to ensure its ongoing development.

With Geoff's continued participation in **leadersforlife** in mind, the Board has been actively discussing its next steps to replace the HCLABC Chief Executive role. Harry Parslow is leading up a small recruitment committee. We hope to be actively recruiting for this part time position in early September. Suggestions to Harry would be more than welcome. It is our hope that HCLABC will be in a position to announce Geoff's replacement as CEO at, or soon after, the October conference.

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NOTICE OF AGM

The Annual General Meeting of the Health Care Leaders' Association of BC
takes place October 14, 2010 from 12:15 PM - 12:45 PM

at the HCLABC Leadership Conference

Fairmont Waterfront Hotel, Vancouver BC

Proxy forms will be emailed to the membership. If you are unable to attend the AGM in person, please name a proxy (who must also be a member) to attend the AGM and vote (if required) in your stead.

Thoughts from the Chief Executive

Have you seen the www.TED.com website? It is a conference in California that uses a fast-paced approach with some really gifted speakers. They are given a limited amount of time to explore a topic. They can use audiovisuals but they are not expected to use notes. Registration is limited, the cost is high and people are still grateful to be included.



Well the HCLABC Annual Leadership Conference might not be so well publicized but we are taking a leaf out of TED's book and packing in more high quality presenters with interesting and unusual topics, tight timelines, and have held the price constant over the last four years.

How can we possibly do this? Well, it's partly because we have an excellent array of sponsors including Deloitte, Sodexo, WHIN, BCNU, CMA, Fujitsu, Medtronics, PHSA, Roche, Royal Roads University, VIHA, Providence Health Care, 3M Healthcare, Aramark Healthcare, and GE Healthcare. Thanks to all of these organizations that recognize the outstanding value of professional development for health leaders.

We also have you: an increasing audience that helps to offset the greater costs and makes a small contribution to sustain the Association. An excellent conference planning & management company that ensures the event is smooth. And we had the benefit of a small advisory group that helped with the program. Thanks to you all.

The theme is intended to provide opportunities to re-think what we do and how we do it at a time when the sustainability of public healthcare is once again a top agenda item. The speakers are drawn from diverse backgrounds and have been asked to talk about how ideas might cross between sectors or countries, to identify new trends, to update us on progress, and to stimulate us to learn and think. This year our conference is October 13th and 14th at the Fairmont Waterfront Hotel, Vancouver. We will leave it to you to read and evaluate the program of plenary and concurrent sessions at www.hclabconference.com but I think you will be impressed.

"This is not your standard conference. It is a special one-of-a-kind event in Canada and is a must attend for health leaders from across Canada."

Bill Tholl, Executive Director, The Canadian Health Leadership Network (and recent CEO of the Canadian Medical Association) "

The Awards Dinner will recognize some special colleagues who have made an impact at the local, provincial and national levels, and will feature Angus Reid the sociologist and pollster, who will use the event to reveal some new data.

This is the last year of my contract as CEO of Health Care Leaders' Association and I'm looking forward to seeing you there.



Upcoming Events of Interest

September 2010

September 17, 2010

8th Annual British Columbia Geriatric Services Conference
Dialogue on Aging –

Decision Making: Integrating Knowledge and Practice

Vancouver Convention Centre

1055 Canada Place, Vancouver, BC

Audience: Physicians, Nurses and all members of
Interdisciplinary Teams

Register online and download a complete program at

<http://www.tapestryfoundation.ca/content/geriatric-services-conference>

For additional information, contact Carolyn Thornton at
604.877.8312

cthorton@providencehealth.bc.ca

September 22, 2010

EHL event – *‘Strategic Organizational Transformation –
How to Transform Health Systems? Why Consolidation?’*

For [additional information](#)

October 2010

October 13th & 14th, 2010

Health Care Leaders’ Association of BC Annual Leadership Conference

*LEADERS TALKING TO LEADERS: If ‘They’ Ran
Healthcare*

The Fairmont Waterfront Hotel, Vancouver BC

Terrific speakers and concurrent sessions!

Online registration now available —

Register by Sept. 13th to get the EARLY BIRD rate!

<http://www.hclabconference.com/>

October 20, 2010

EHL Event — *‘LEANing in Health Care’*

For additional information click [here](#)

October 21 – 23, 2010

Halifax 10 Webcast – available to everyone in BC

The B.C. Patient Safety & Quality Council is sponsoring the
Halifax 10 Webcast again this year. To register your
location for the webcast, please send an email to Sean

Jones at halifax@buksa.com

Phone: 780.436.0983 ext. 229

<http://www.buksa.com/halifax/Content/Webcast.aspx>

October 29, 2010

BCHIMPS Education Symposium

*“The Evolving Climate of Health Care: The Relationship
between Technology, Patient Empowerment and Patient
Outcomes”*

UBC Golf Course 8:00 AM—3:30 PM

Refreshments and Lunch included

To register go to <http://www.bchimps.bc.ca>

November 2010

November 17, 2010

EHL Event – *‘Change Management – How do we Manage
Change?’*

For more information, see [poster](#)

Nov. 26, 27, 2010

2nd National Conference on Positive Aging

The aim of the conference on positive aging is to bring
together an interdisciplinary audience of health
professionals and researchers to address some of the
issues and challenges facing the aging population today.

Coast Plaza Hotel & Suites, Vancouver BC

Following our feature last issue on “Blogsmanship” we received a note from member Barbara Kaminsky, Chief Executive Officer of the Canadian Cancer Society, BC/Yukon, noting that she has a blog on the Canadian Cancer Society website. To access her blog, please click [here](#).

Healthcare and the Environment

Toward an Environmentally Responsible Canadian Health Sector

As long ago as October 2005 the Health Care leaders' Association of BC published an advocacy position paper on "[Better Health Through Smart Building Practices](#)". It commended leaders to re-think some of the then current practices that impacted the environment.

In November 2009 thirteen national health organizations, including the Canadian College of Health Service Executives, published a Joint Position Statement "[Toward an Environmentally Responsible Canadian Health Sector](#)".

On August 12 2010 the BC Premier's Office issued a [news release](#) about his unique opportunity to speak to the Assembly of the State of California about his pride in being partnered with California in "taking the steps that are necessary to create the Pacific century where California, British Columbia lead the United States and Canada into a new century of opportunity, a cleaner century, a healthier century, one where we improve and restore the quality of our environment as opposed to take it away".

Before and during these years, the health authorities in BC with the support of the Ministry of Health Services have been adopting new, leading edge, environmentally sounder, policies and practices. They are among the leaders in the country

As major employers that "use considerable energy; consume large quantities for plastics, paper and other resources; and produce significant solid, liquid and gaseous waste", would it not support the Premier's position on the environment if they were to join the Association, the College and many other professional organizations & health employers across the country to publicly endorse the Joint Position Statement to show a united leadership position on this important issue?

Seeds of Inspiration

Do executive leaders need different types of leaders to bring about profound action?



Malcolm Gladwell (2000), in speaking about change, points out the unstoppable power of momentum in his book *The Tipping Point*. Health practitioners are well acquainted with the terms epidemic and contagion.

In this ten years old book, Gladwell contends that the success of any kind of social epidemic with sweeping contagious changes depends on the involvement of people with a particular and rare set of social skills. He categorizes these people as “Connectors, Mavens and Salesmen”. Within these acknowledged roles people can move into coordinated patterns of action, sometimes without the artificial and tedious process of making an action plan. They can start to act in an aligned way toward the common purpose and the action and movement starts a domino affect leading to dramatic change.

Malcolm Gladwell's First Novel: Gladwell, M. (2000). [The tipping point: How little things can make a big difference.](#) Boston: Little, Brown. :

Does his theory stand the ten year test of time?

What Links Outgoing Board Director Harry G. Parslow, CHE, the Olympic Torch Relay and our October Conference?

Outgoing CCHSE and HCLABC Board Director, 2004–2010 Harry Parslow, CHE, was invited by one of the Olympic sponsors to carry the Olympic Torch in Sechelt. Harry also volunteered during the Olympics with hockey at Thunderbird Stadium at UBC.

The Olympics were a huge example of dynamic organization and effective leadership under the direction of John Furlong. They generated unprecedented pride in many Canadians.

What was special about the Olympic Spirit? And what would happen if that spirit permeated healthcare?

John Furlong will be one of the keynote speakers at our Annual Conference on October 13th and 14th. He is a spirited and entertaining speaker with a message for all of us.





Canadian College of
Health Service Executives
Collège canadien des
directeurs de services de santé



Links to CCHSE BC Chapter Events can be found at:

[BC Interior](#)

[Lower Mainland](#)

[Northern BC](#)

[Vancouver Island](#)

If you are looking for national events, National CCHSE events can be found on the

[College's website](#)

Revised Student Membership Category

In an attempt to attract and engage students the College introduced a new category of student membership in 2006. In order to evaluate how successful this has been, the College surveyed the Chapter Chairs and University strategic alliance partners for feedback. Response indicated that because the application of the student membership fee excluded students who were working on a part-time or greater basis, the ability to attract students was not being fully realized.

At its February 2010 meeting, the Board of Directors considered this and agreed. The Board approved a revised student membership definition by removing the part-time and full-time work criteria and approved that all students would be eligible for the student category, as follows:

Student membership is for students who are enrolled in a program at the baccalaureate or higher level at an accredited degree-granting institution.

The student membership is offered to students attending university at the baccalaureate or higher level at an accredited degree-granting institution on a full time or part time basis. Students may remain student members for a maximum of five years, provided they are still enrolled in their program. They are then required to apply for active membership with the College.

For more information, please contact: Josée Larivière at 1-800-363-9056 ext 38 or jlariviere@cchse.org or Johanne Featherstone at 1-800-363-9056 ext 23 or jfeatherstone@cchse.org



Vision

To develop emerging health system leaders across Canada

Mission

To provide opportunities to support the development of emerging health leaders through the creation of knowledge exchange networks, educational events, mentoring relationships and informed health care and related discussions.

EHL VANCOUVER CONTACTS

EHL Vancouver Co-Chairs

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www.emerginghealthleaders.ca

What are the key principles that maximize potential for successful transformational change in healthcare?

The BC health system is constantly undergoing change. Yet we have heard from members that there is not a clear, shared view of the vision, goal and process that guide change or consolidations. What is more, some members complain that they have been through interview processes up to four times for “their own” jobs.

There are many models for change and transition management. Probably the easiest to remember is William Bridges’ “Four P’s”. Bridges suggests that the leader should answer four questions relative to the change process:

- What is the *purpose* and does everyone involved understand it?
- What is the *picture* of success after the change is complete?
- What is the *plan* – does everyone involved know what is going to occur and when?
- What is the individuals’ *part* in the process?

A simple model but is it applicable to the health context today? We asked Paul Gallant to research the principles that maximize potential for successful transformational change in healthcare. When pursuing such change, are there some key principles that might guide that change? What can our experience and the literature tell us about how to go about such changes?

He found out that Bridges’ key concepts are relevant to the health context, but are not necessarily sufficient to guide a leader through the complexity of change in that health system.

The following Seven Key Principles consistently emerged. In reviewing them you will see that they extend the Bridges’ concepts to address the unique challenges of health reform. To the casual observer, they may not be rocket science. But how well are these principles really being applied in current transformations occurring in healthcare?

The principles can be characterized as the “Seven C’s”. These are outlined below and connected to Bridges’ four P’s:

1. **Clear direction:** Focus on a long term vision within a whole health systems context (*Purpose*)
2. **Communicate:** Use direct and relentless communication (*Purpose, Picture*)
3. **Care :** Champion the caring aspect of healthcare (*Purpose, Picture*)
4. **Change readiness:** Assess the change readiness of the organization(s) and individuals (*Part*)
5. **Community:** Ensure the community involved is actually and actively included (*Plan, Part*)
6. **Culture:** Address culture by being aware of cultural dynamics and plan for them (*Plan, Part*)
7. **Construct:** Ensure a sufficient structural framework exists to support the transformation (*Plan*)

[For expanded information about each of the seven C’s click here](#)

[For the bibliography click here](#)

Membership in HCLABC

Gain the Edge with HCLABC.

As a member in the Health Care Leaders' Association of BC you'll attain the tools, guidance and support you need to gain an edge in the field. Membership will enhance your marketability, relationships, knowledge and leadership so you can excel.

Benefits

Conjoint membership

When you join HealthCareleaders, you are automatically enrolled in the Canadian College of Health Service Executives, as well as becoming a member of your CCHSE regional Chapter.

Publications and Information

Receive regular newsletter and policy

papers on current topics of interest in the industry.

Communication and Networking

We offer a wide array of networking opportunities to connect with your colleagues on a less formal basis. All members are immediately notified when events are taking place.

Professional Development

HealthCareleaders has a variety of learning opportunities from just-in-time on-line learning to regular professional development events career and learning planning through our Leaders for Life initiative.

Peer Recognition

Our Awards Program recognizes excellence in leadership and

management in a variety of industry settings and career stages.

Representation

Collectively, our senior leadership and Board of Directors ensure your voice is heard at national and provincial levels.

ACTIVE Membership – \$445.00/yr

STUDENT Membership – \$50/yr

ASSOCIATE Membership – \$230/yr

*Please see full details of membership and/or download the 2010 Membership Application Form at: <http://www.hclabc.bc.ca/about/membership>

Feel free to contact HCLABC member services inquiries (250) 383-4252 or e-mail memberservices@hclabc.bc.ca



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Vision

Great leadership for a better health system.

Mission

Develop, support & recognize excellence, and unify health system leaders & managers as a strong resource for BC's communities.

2010 marks the 62nd anniversary of the organization. HealthCareleaders has been on the scene with a variety of names since 1948.

HCLABC is uniquely positioned in Canada as a provincial, member driven association and we have a strategic partnership with the Canadian College of Health Service Executives that together provides for a national, provincial and chapter/regional presence.

Our major roles are continuing professional education, leadership development, advocacy for health leadership issues, networking and member benefits and services.