

20
23

Canada West Health Leaders
CONFERENCE

IN-PERSON
OCTOBER 24-26, 2023

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care for people



CANADIAN COLLEGE OF
HEALTH LEADERS



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TITLE
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Exploring Adaptive Leadership Practice for Frontline Professionals in an Acute Care Setting

OCTOBER 26, 2023

Presenter: Michelle Smart PT CEC ACC MA-L-H(Year 2)

@CCHL_CCLS



#CWHLC2023

Social innovation requires adaptive leadership practice that is driven by aspirations of human flourishing. Who are the social entrepreneurs within health organizations?



Objectives For Today's Talk

Create awareness of complexity science principles within leadership research and explore adaptive leadership practice.

Understand an informal leader's perspective when applying these principles to create social innovation.

Facilitate a container to empower dialogue on the subject of enabling social innovation through the adaptive process. (Campfire Dialogue)



Presentation Outline



Voices From the Grassroots

- Inquiry Team
- Background and Gap in Leadership Research
- Complexity Leadership Theory - Past and Present
- Generative Emergence - Transformational Change Process
- The FHDMP Pilot project – Exploring Adaptive leadership Practice for Informal Leaders
- Outcomes of Emergence

Inquiry Team

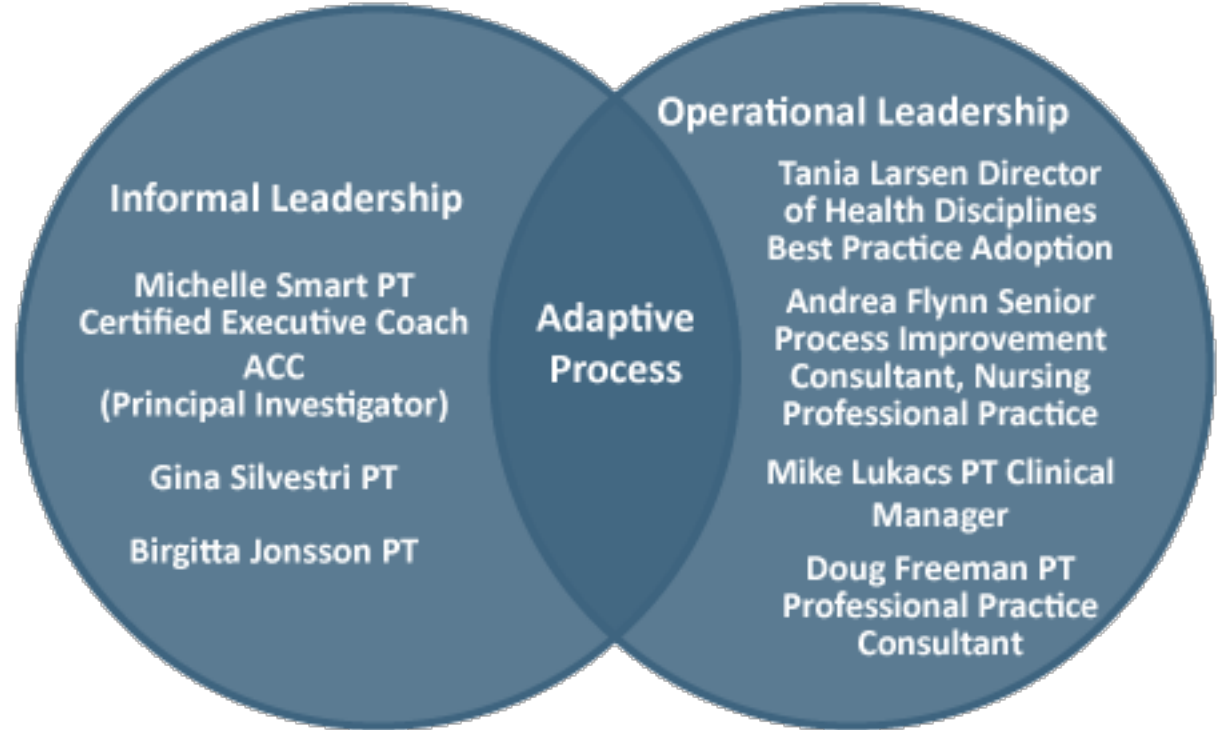


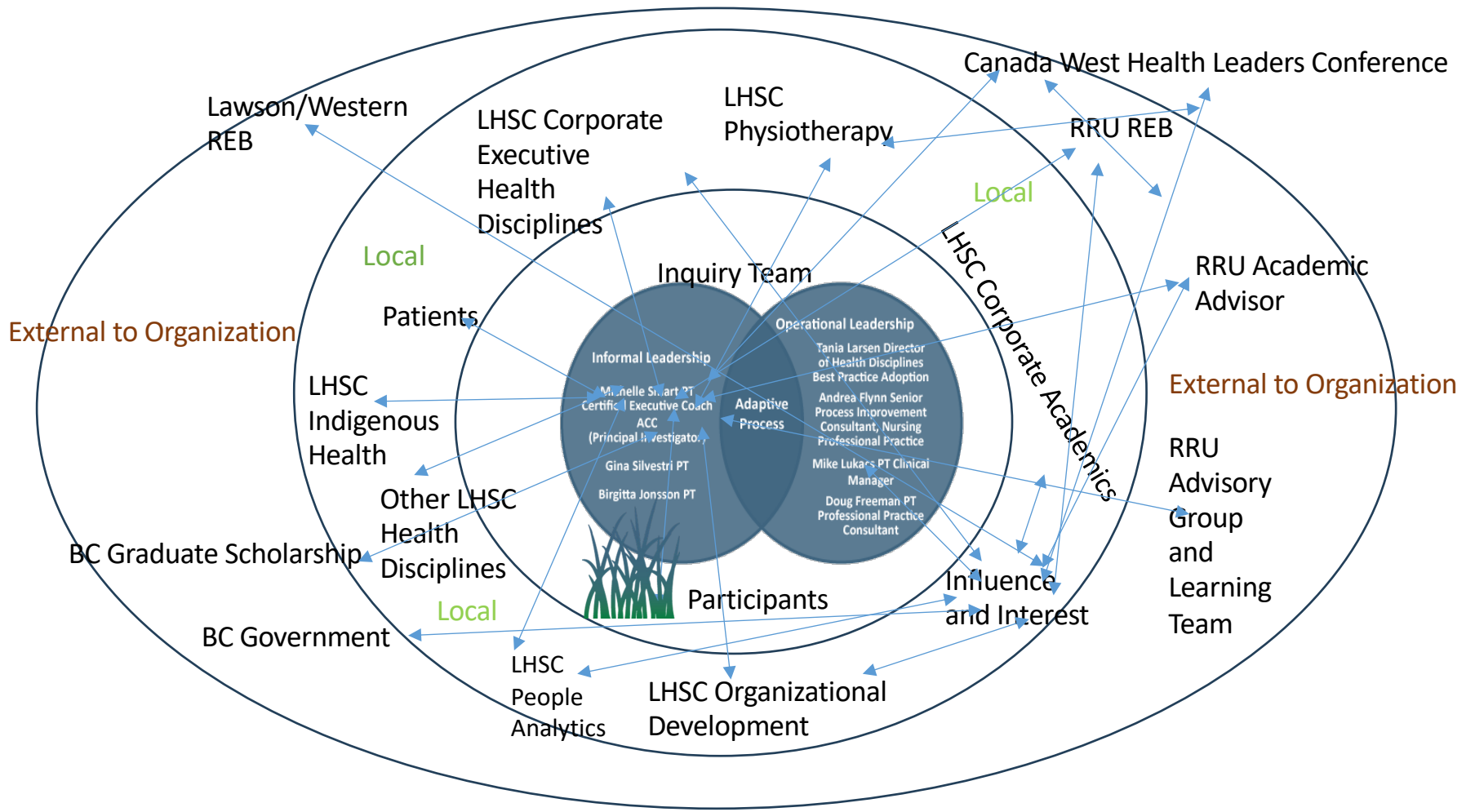
Our Team Members



Voices From the Grassroots

**We are
Stronger Together**

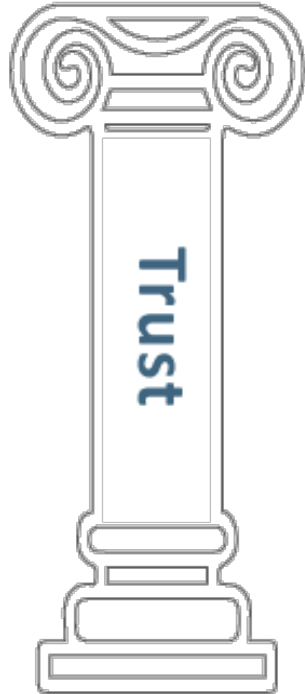




Team Values



Voices From the Grassroots



Team Mission



Voices From the Grassroots



Facilitate

Develop

Create

Foster

Team Vision



Voices From the Grassroots

Clinician led

Leadership skills
for informal leaders

Empowerment

Entrepreneurial
Leadership

Emergent

Team
LHSC

strategic
direction
Systems
thinking
competence

Adaptive
Leadership

Improved
quality of care
for patients

Collaborative

Adaptive
Process

Background/Gap in Research



Background

- Present situation of Healthcare Organizations. Present situation of Health Discipline Professionals working on the frontline.
- Sustainability for Healthcare Organizations moving forward.



Sustainability

- The acute care environment is a complex adaptable system in that all layers within organizational structure from frontline staff to executive leadership are required to work together to adapt and respond to the ever-changing conditions and demands placed on our healthcare system (Crick et al., 2023)
- The ability to adapt and respond to change within a complex system, like an acute care environment, requires the process of adaptive leadership, which is essential to driving innovation and entrepreneurship (Uhl-Bien, 2021).



The Gap in Leadership Research

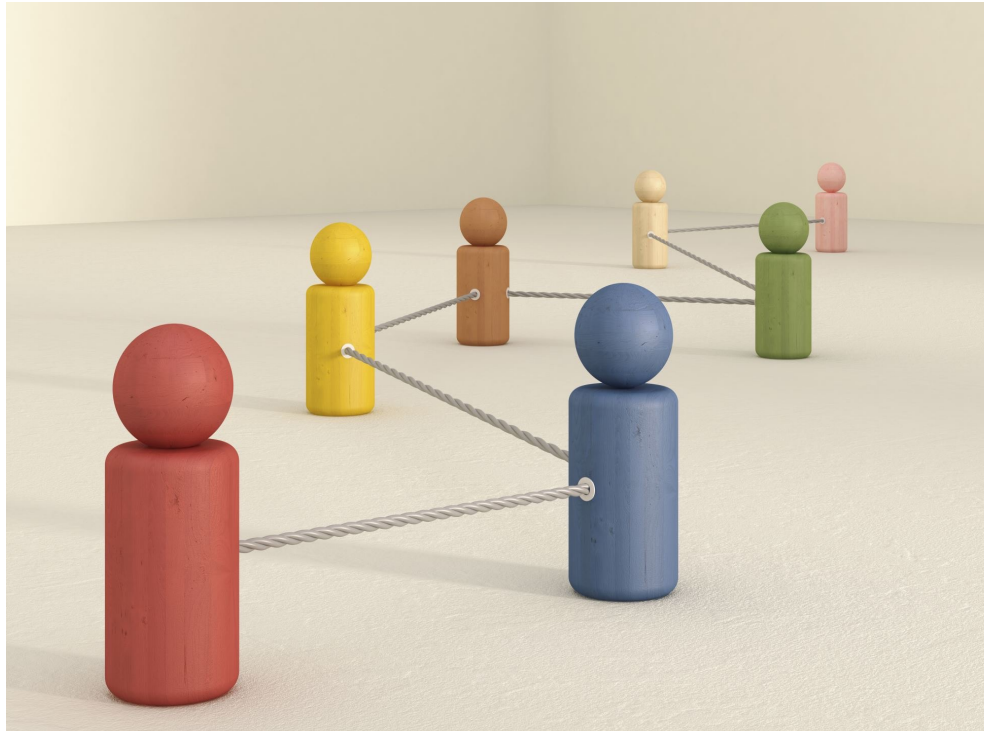
Informal leader's perspective
Engaged and Action Oriented
Research to study applications
of Complexity Leadership
Theory and systems
thinking within healthcare
organizations



FHDMP Research Project = Redefining Leadership With Healthcare Organizations



Voices From the Grassroots



Change is best achieved through networks accommodating both formal and informal leaders as change agents.

Complexity Leadership Theory (CLT) Then and Now

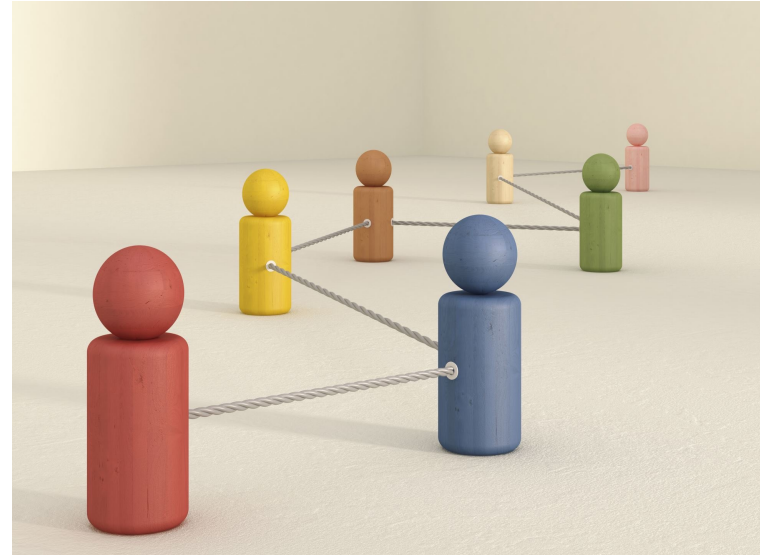


Complexity Leadership Theory (CLT)



Voices From the Grassroots

CLT is a leadership paradigm which positions leadership as a complex interactive dynamic that exists between formal and informal leadership structures within an organization (Uhl-Bien, 2021).



Adaptable | **Collective** | **Limited Hierarchy** | **Emergent**

CLT Original Leadership Structures Constructs 2007



Voices From the Grassroots



Administrative leadership –
Traditional hierarchical structure

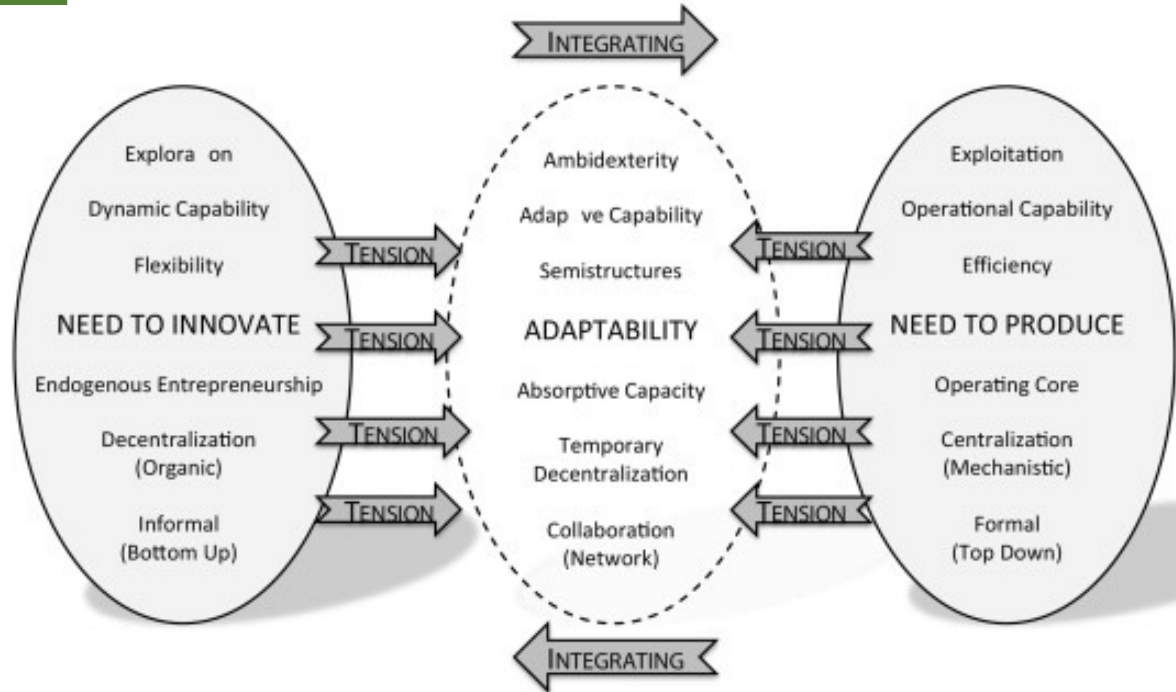


Enabling leadership -
Promotes conditions to optimize creativity, adaptability and learning



Adaptive leadership -
Dynamic process and stimulates emergent change initiatives through collaboration

Complexity Leadership Theory Model Update- 2018



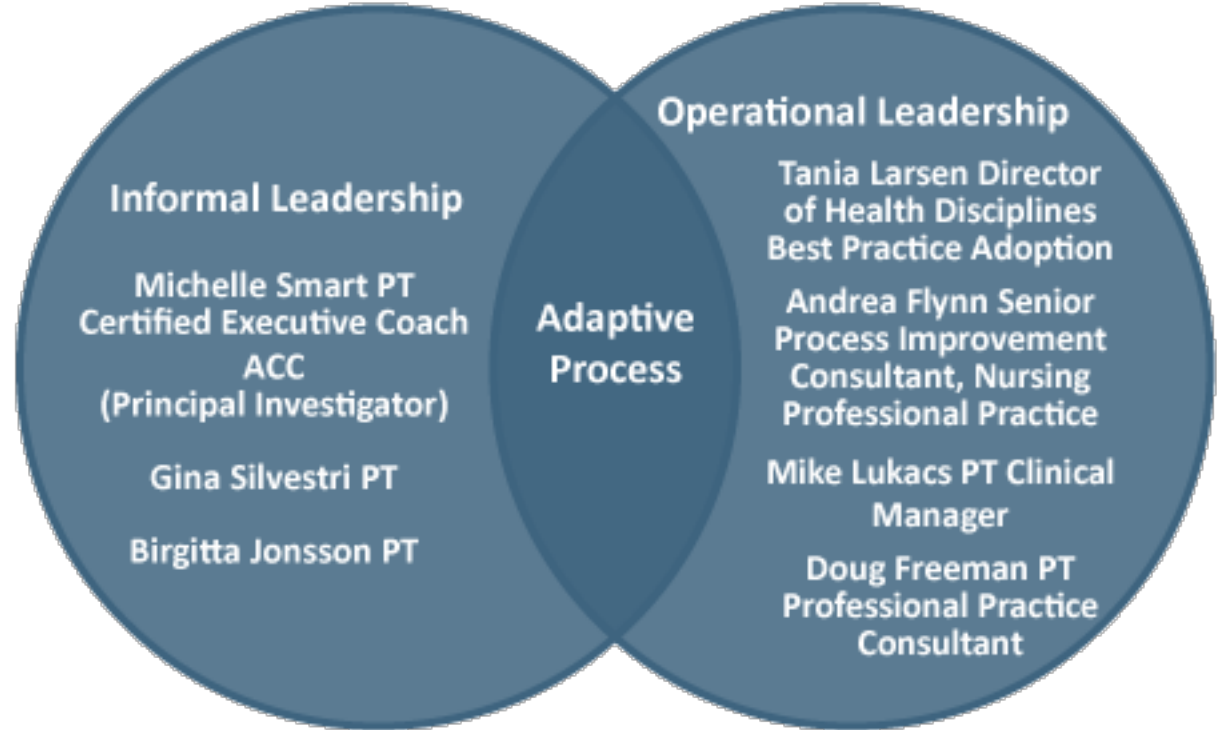
Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89-104.

Our Team Members

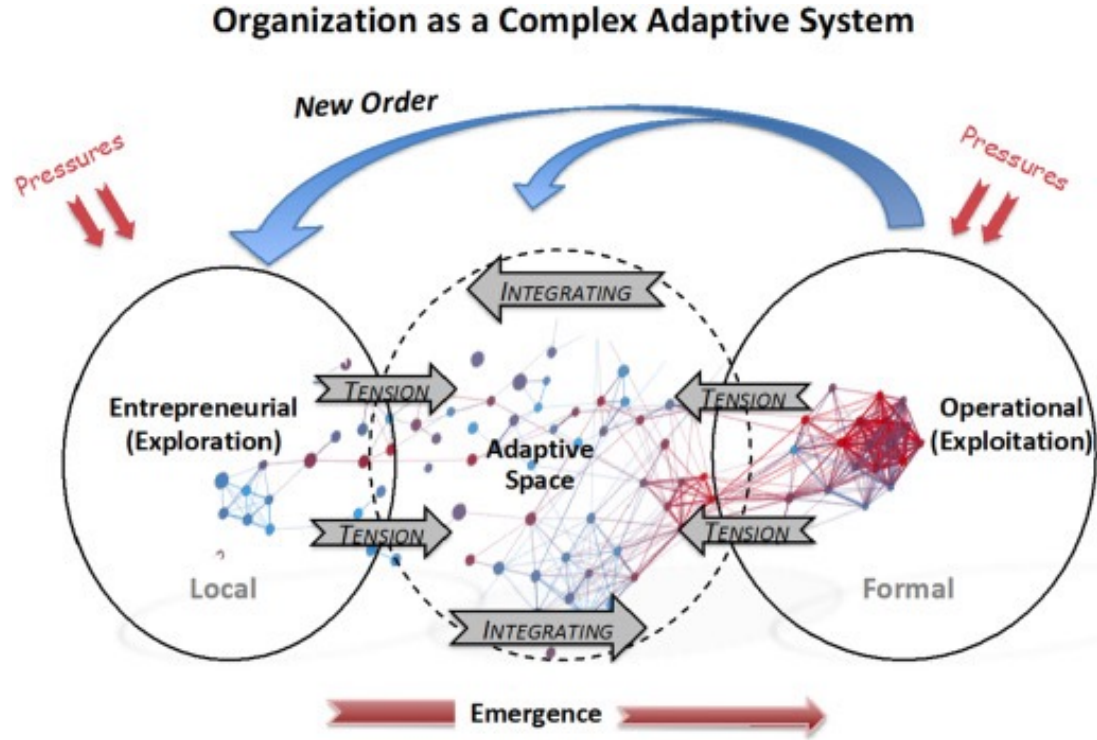


Voices From the Grassroots

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Complexity Leadership Theory Model Update -2018



Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89-104.

Generative Emergence (GE)

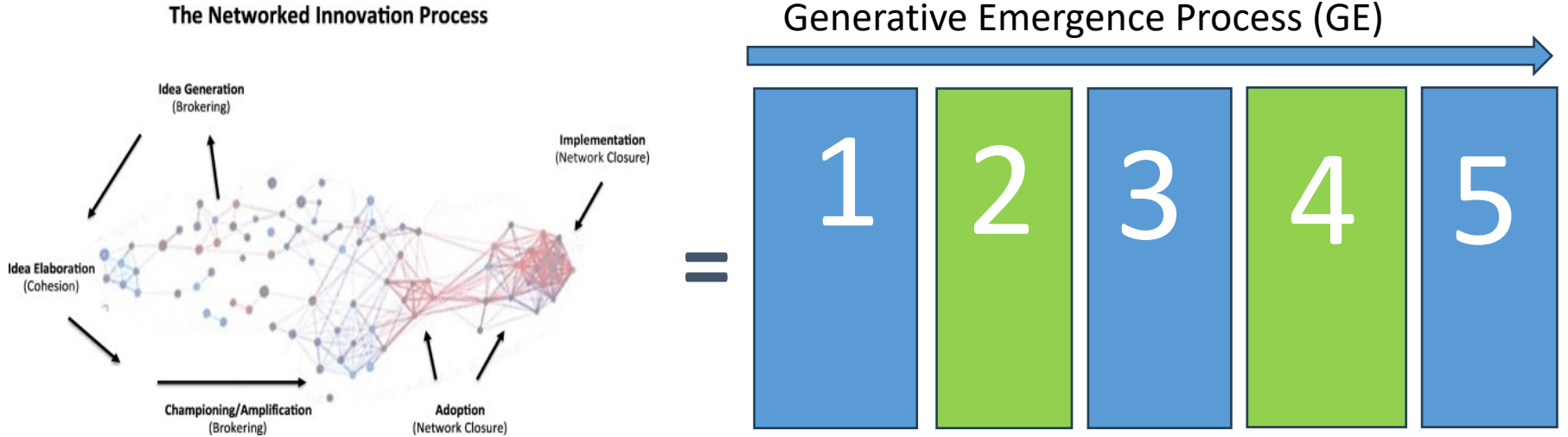


Generative Emergence Process (GE)



Source: Adapted from writing by Lichtenstein (2014) *Generative emergence*. Oxford University Press.

Relationship between CLT and GE Process



Source: Adapted from writing by Lichtenstein (2014) *Generative emergence*. Oxford University Press.

Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89-104.

The Frontline Health Disciplines Mentorship Program Pilot Project Adaptive Leadership Practice



Timeline for FHDMP (Phase 2 GE: Prototype Creation)



Royal Roads
UNIVERSITY

STUDENT



September – December 2023

Develop the framework for the pilot.

January 2024- May 2024

FHDMP pilot project, prototype creation – Master’s Capstone ELP

May 2024 – September 2024

FHDMP pilot project evaluation

Master’s Capstone ELP

September 2024- December 2024

Second iteration of pilot project with knowledge generation from first iteration. LHSC Quality Improvement project initiative

Past and Present state (2017 - Present)



Future state



1. Disequilibrium organizing

Driver of emergence- begins with an aspiration – To express the greatness in the goodness of caregiving. Create a sense of belonging for health professionals within the organization.

2017- Emotional Intelligence courses

- Self awareness – Lack of education for professionals. Almost all education days eliminated and caseload demands pushed health disciplines to about 95 percent patient care. No time for quality initiatives .

2019- Initial awareness of Health Systems professionals and role within the organization.

- Awareness of how siloed the system had become.
- Questioning the value of caregiving in society
- Awareness of mental models of efficiency-based care negatively impacting clinical leadership/engagement/professional goodwill.
- Awareness of the quieted voice amongst professionals within organization
- Awareness of the collaborative nature of our department and the strength this culture had on quality patient care and job satisfaction.
- This awareness facilitates action to express the importance of professional caregiving and informal leadership.

2020- IHI Storyboard presentation- Joy at Work and Value Based Care- Defining our own department and the goodness in caregiving

“Seeing professionals such as you demonstrated such exceptional leadership and commitment to better patient outcomes means more than you know.” Fred Horne (Former Alberta Health MLA, 2020)

2. Stress and experiments

Challenging the status quo leads to work intensity to improve the current situation as an informal leader

June 2021- IHI Patient Safety Congress- Virtual Storyboard Presenter: The link between workforce engagement, clinical leadership and professional goodwill and the importance of building capacity for clinical leadership.

July 2021 – Publish with LHSC Penelope O’Gorman Quality Improvement Facilitator – Healthcare quarterly- Case study on Value based care and workforce engagement –Connection formed with Health systems professionals. Connect with Process Improvement Consultant – relationship building with health systems. Engagement is the theme of this article.

September 2021- LHSC Q1 Quality and Performance Townhall Presenter – The value of the informal leaders role as it relates to care quality.

December 2021- LHSC Advanced Practice Academic Realignment Award (ARIA)- unsuccessful for short list review.

December 2021 – RRU Entrance Scholarship recipient (\$3000)

January 2022- Graduate Certificate in Executive Coaching Program enrolled

May 2022- LHSC Harvey Sullivan Memorial Scholarship recipient (\$ 4100)

June 2022- IHI Patient Safety Congress – virtual storyboard presenter - A3 analysis and outline of development of a leadership program

August 2022 – Certified Executive Coach CEC

September 2022 – Masters of Arts in Leadership –Health Specialization Program entrolled.

September 2022- BC Graduate Scholarship recipient (\$ 15 000)

October 2022 – LHSC Discoveries in Leading Innovation Participant: October 2022 till April 2023

December 2022- Inquiry team established for FHDMP – Team learning exercises; Scoping review on existing leadership programs for frontline physiotherapist

January 2023- Initiate relationship building with Indigenous Health – Chantel Antone Senior Director.

February 2023- Corporate Health Disciplines supportive of idea of project with potential for all health disciplines

April 2023 – Associate Certified Coach ACC International Coaching Federation Certification.

June 2023- LHSC Diane Y Stewart Endowment Scholarship recipient (\$1300)

June 2023- Mitacs Accelerate Scholarship – unsuccessful for organizational support

June 2023- Mary Uhl-Bien PhD supportive – reference letter for ARIA

September 2023 – LHSC Education Week presenter – Mentorship and physiotherapy

September 2023- LHSC Advanced Practice Academic Realignment Initiative Award – unsuccessful applicant for short list review

Nest steps...

October 2023 – Canada West Coast Leaders Convention – Presenter on Entrepreneurial Leadership

October 2023- RRU Residency- finalize the FHDMP – Pilot (Prototype) formally construct for submission the REB both with RRU and Lawson/Western

November 2023 – Indigenous Health booked with Elder and Senior Director o Indigenous Health to continue my own decolonization journey.

January 2024 – Capstone ELP – FHDMP – Pilot Program – (Prototype to move the emergence process towards phase three for systemic-wide acceptance)

3

Amplification and critical event

4

New order through recombination

5

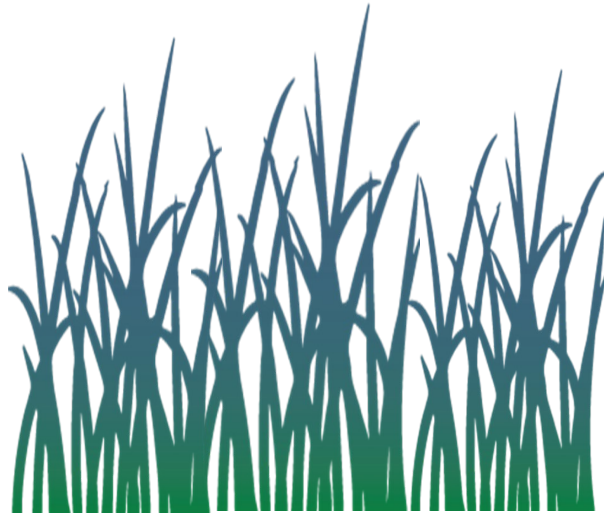
Stabilizing feedback

Future State

Future State

Future State

Outcomes



Outcomes: My Process of Generative Emergence Leading to Transformational Change

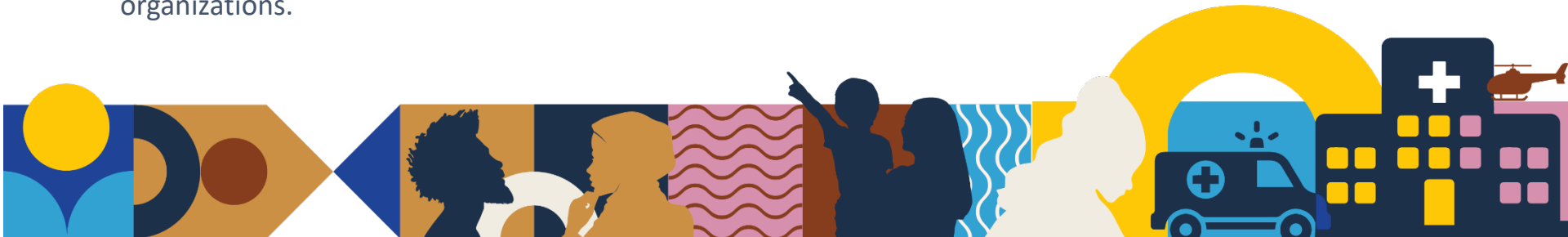
Co–Create a leadership skills development program prototype for Health Disciplines through an engaged and action oriented research project. This prototype can be scaled for others within the organization.

Move the discipline of emergence closer to the “Amplification and Critical Event” Phase

Facilitate knowledge sharing throughout the process of emergence – conversations matter

Create awareness that disengagement and lack of leadership, within the professionals, is detrimental to quality patient care.

Understand the importance of the informal leaders role within healthcare and plant the seed to redefine leadership within healthcare and acknowledge the importance of professional goodwill; namely, empower adaptive/entrepreneurial leadership to build capacity to innovate and thus, sustain health organizations.



Objectives For Today's Talk

Create awareness of complexity science principles within leadership research and explore adaptive (entrepreneurial) leadership practice.

Understand an informal leader's perspective when applying these principles to create social innovation.

Facilitate a container to empower dialogue on the subject of enabling social innovation through the adaptive process (Campfire Dialogue).





Voices From the Grassroots

Thank you.
Questions?



Questions – Campfire Conversation



Voices From the Grassroots

1. What stood out for you?
2. What examples do you see of adaptive/entrepreneurial leadership within your organization?
3. How is the generative emergence phase 1 and 2 supported within your organizations at present?
3. How might your role as manager enable adaptive/entrepreneurial leadership within your organization?

