



*Come Together*

# CONVENING FOR ACTION:

## Applying Emergent Approaches for Leadership

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# SHA Treaty Land Acknowledgement

## Honouring Relationships with Indigenous People

We acknowledge that we are gathering on Treaties 2, 4, 5, 6, 8 and 10 (Cree, Dené, Assiniboine/Nakota and Saulteaux) territories and the Homeland of the Dakota, Lakota and Métis.

Recognizing this history is important to our future and our efforts to close the gap in health outcomes between Indigenous and non-Indigenous peoples by knowing what the land and the traditional people of the land offer us.

[www.saskhealthauthority.ca/trc](http://www.saskhealthauthority.ca/trc)

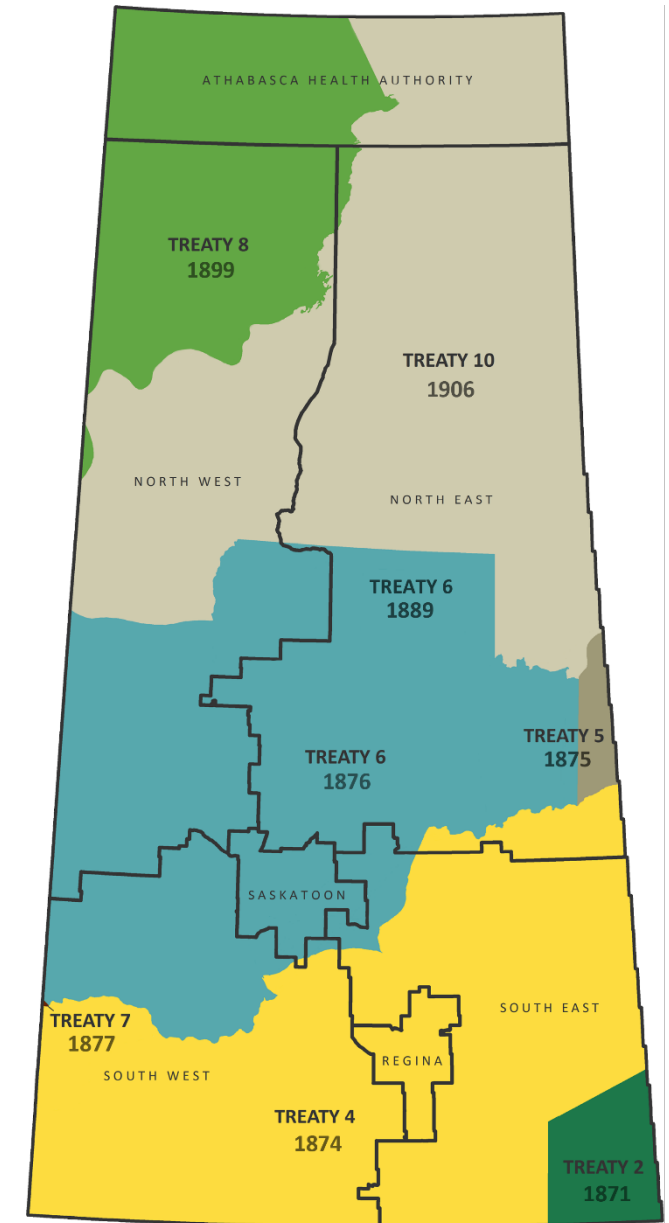


Saskatchewan  
Health Authority

## Treaty Territories and Saskatchewan Health Authority Areas

Depictions of Treaty boundaries are subject to variation. These boundaries are usually not surveyed and are estimated based on written descriptions.

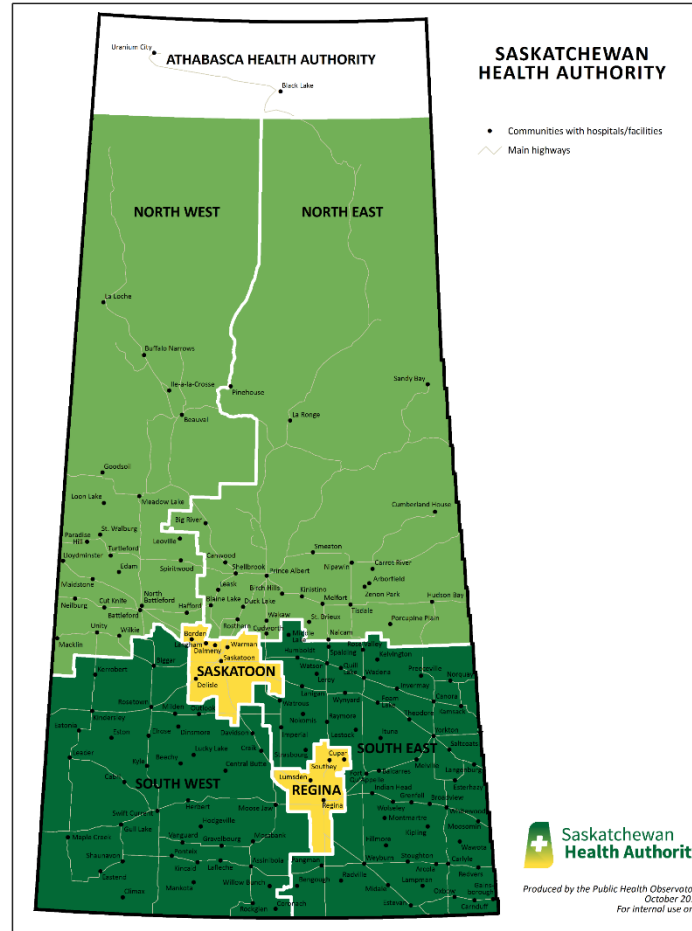
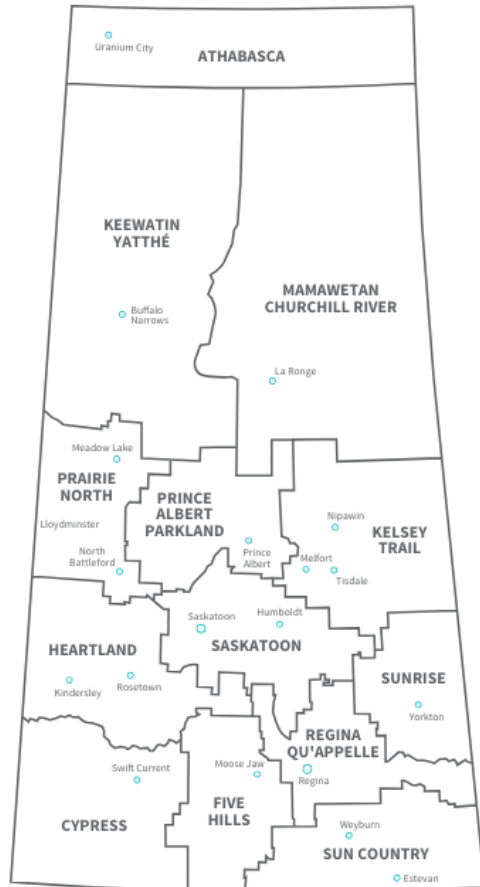
This map displays the Pre-1975 Treaties (Historic Treaties) in colour, as provided by Crown-Indigenous Relations and Northern Affairs Canada.



**What is your favorite  
geometric shape and why?**

**What makes you feel like your  
job is important?**

Saskatchewan Health Region Map



Saskatchewan Health Authority

Produced by the Public Health Observatory  
October 2019  
For internal use only

All figures are annual and current as of March 31, 2023 unless otherwise noted.



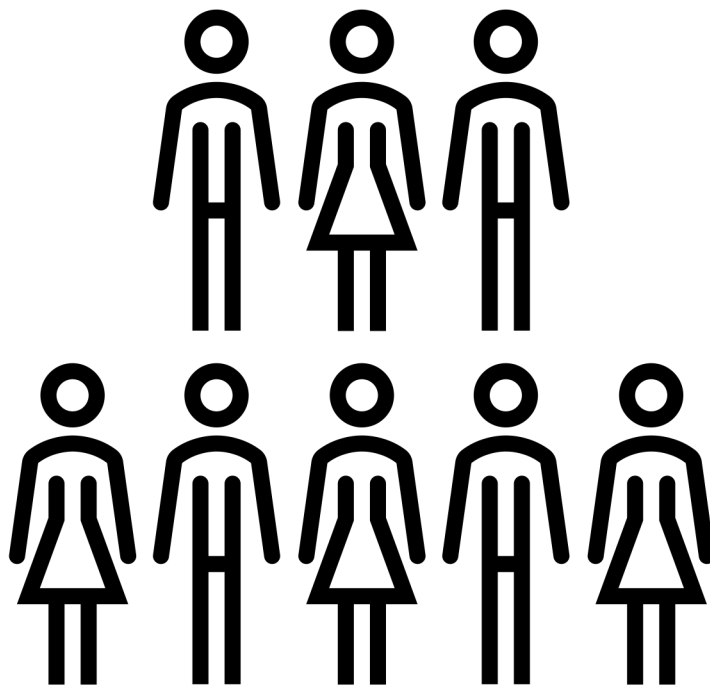
\*Money raised by the 32 members of the Network of Saskatchewan Hospital and Health Care Foundations in the past three years.

*Provincially strengthened, locally delivered*

Consolidate 82 administrative information systems

Establish new leadership structure & teams

Standardize clinical procedures

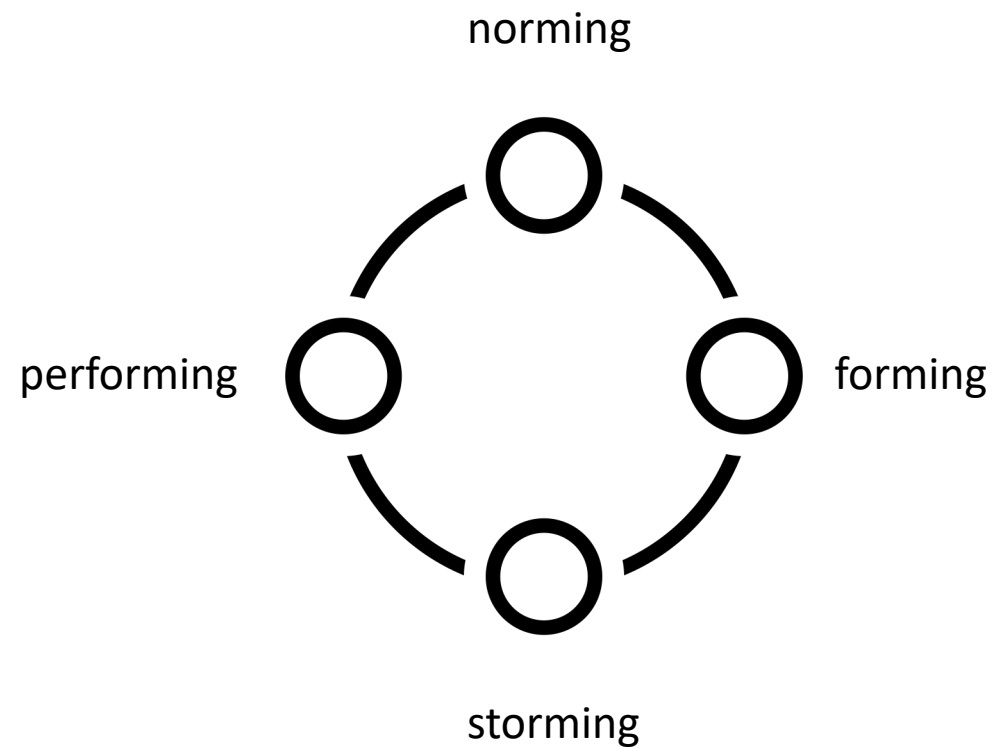


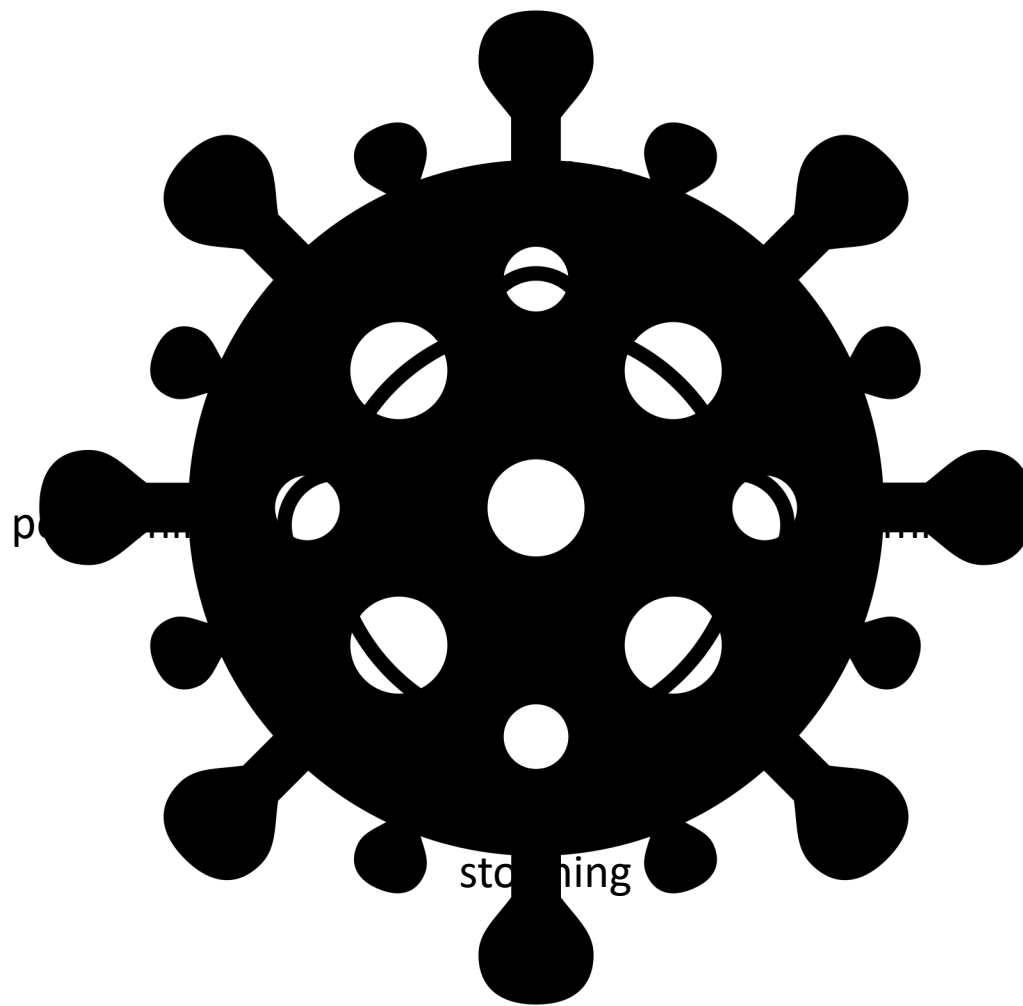
Set new information flows & communications for external and internal audiences

**Build a culture of innovation!**

**Strengthen capacity for transformational change!**











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saskhealthauthority.ca

# Where are we “at”? | How might we...?



# Our key messages!

- **Key complexity leadership skill** – bringing people together in conditions ripe for connection first, then collaboration
- **Key starting point** – empathy for all involved, to clearly see where we're coming from and make space for diversity of experience and ideas
- **Key theory** – be complexity conscious and lean into it
- **Key takeaway tactic** – intentionally remove barriers to equity, connection, and collaboration using simple but powerful facilitation tools





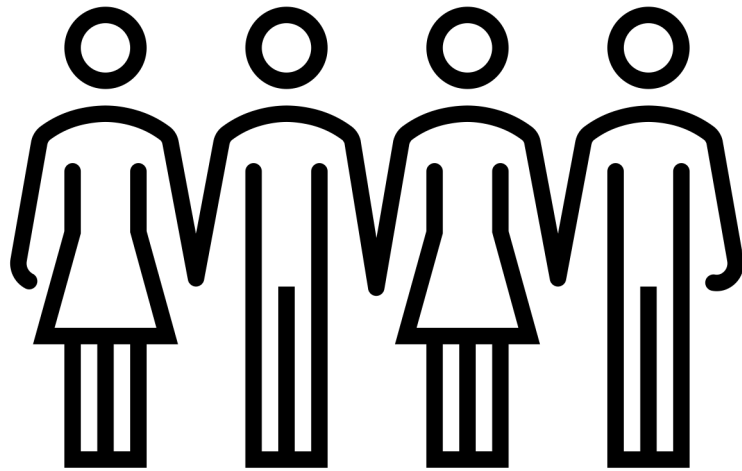
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# Empathy Mapping

## PRACTICE



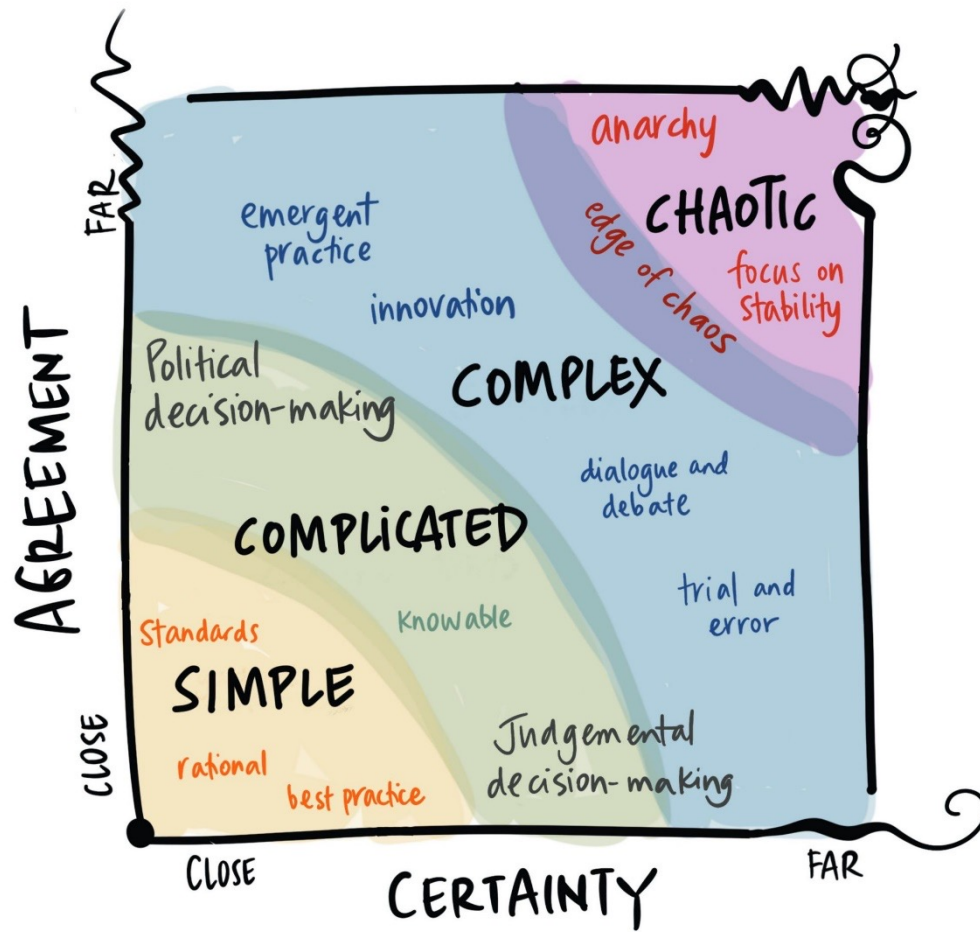
Scenario: mid-level manager leading a cross-functional team to address a complex challenge



*Advancing innovations & large-scale change is about **convening people, creating direction & shared purpose, role modelling behaviours, creating the space** for people to experiment, learn, grow & improve things & **joining everything up.***

*– Helen Bevan, 2023*

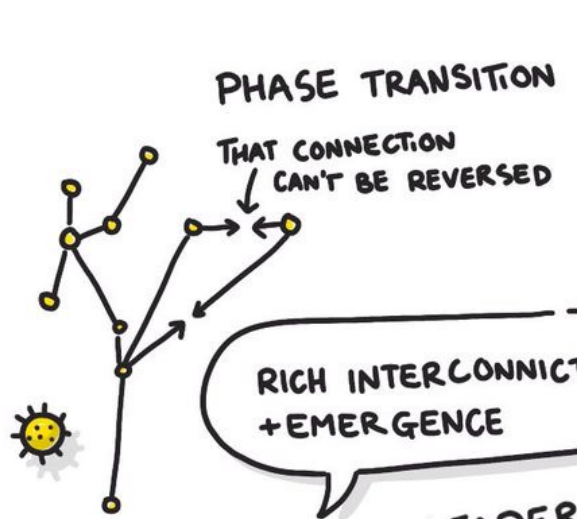




Before you disturb the system in any way, **watch how it behaves**. If it's a piece of music or fluctuation in a commodity price, **study its beat**. If it's a social system, **watch it work. Learn its history**. – Donella Meadows.

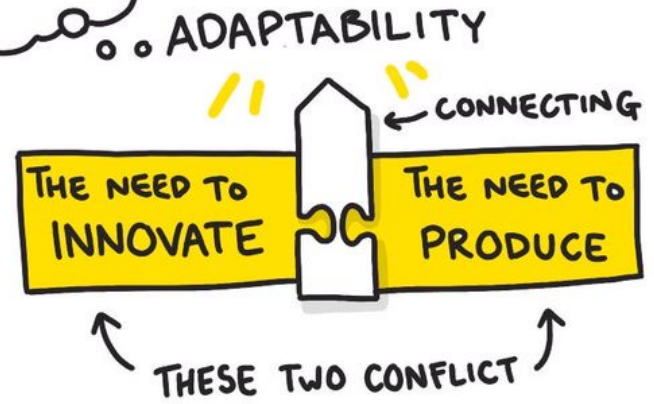
Stacey Matrix adapted by S. Bradd and D. Finegood

#SitraLab  
#Heraamo  
MARY UHL-BIEN



SHOULD BE  
CONSIDERED AS AN  
OUTCOME

J 2021



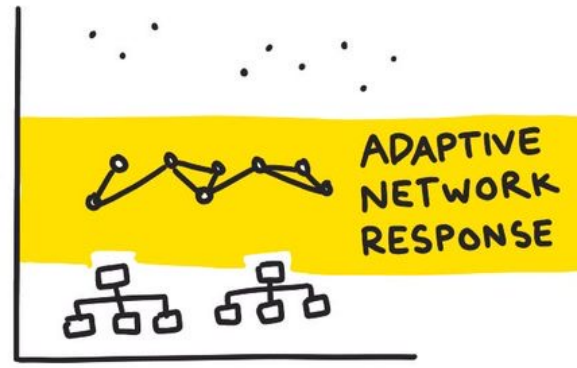
Leading in complexity



CHAOS

COMPLEXITY

ORDER



<https://www.sitra.fi/en/events/heraamo-leading-in-complexity-together-towards-systems-change/>



# Provincial Clinical Networks

## ACCELERATING CLINICAL COLLABORATION

Provincial Clinical Networks (PCNs) are an **integrating mechanism** to empower teams, focus resources, and integrate existing SHA tools, processes, and people to transform care and add value in ways that benefit patients, providers, and the overall system. Each PCN will focus on a specific clinical condition that requires patients to receive care delivered by multiple program areas, requiring intentional cross-functional collaboration.

The goal of every PCN is to connect providers and clinicians from across the province who are passionate about providing the best care possible in a specific clinical area, to

- **align** how care is delivered across the province, ensuring equitable access to quality care no matter where patients live and receive care;
- **improve** how care is delivered by providing support to process and quality improvement projects and sharing results broadly;
- **innovate** how care is delivered by creating conditions to identify and test innovative approaches and products, support Saskatchewan-based research opportunities, and use what is learned to implement innovation across the care continuum, across the province.

All PCNs are shaped by five guiding principles:



### Objective

We heard a desire across Primary Health Care teams, including physician leaders that people want to connect and learn from each other. The first Integrated Team Based Care showcase was held Thursday, October 5, 2023 in Saskatoon, Saskatchewan. The showcase was developed to bring people together to highlight projects across Saskatchewan that are advancing integrated team-based care and improving health outcomes through health networks.

### Highlights of the Day

- Approximately 150 people from Saskatchewan Health Authority, Saskatchewan Medical Association and Ministry of Health attended the Integrated Team Based Care Showcase
- 85% of people said they would recommend the event to a colleague
- People said they found the event inspiring, collaborative, innovative and a good learning experience

"That we need to remember that we do really great work. We often hear the challenges we have and need to remind ourselves this and celebrate the great work."

"So impressed with the creative and client centred approaches in PHC across the province"

"Connect-Share-Discover... simple yet valuable!"

"I made a whole list of ideas. Talk to your colleagues!"

"Fantastic to see the volume of network based work going on provincially. I'm proud to work in the SHA with such amazing people."



**1** Patient Family Partner Story



**2** Spotlight Presentations



**20** Poster Presentations

*Transformation will take time, but planning is so important. We are all pieces of the puzzle, and our voices are important.*

*Innovation may be taking place in a very responsive way, but supporting departments are more regimented and slower to adapt.*

*It felt good to share our success and areas for improvement with all the other leaders. We don't often get to meet in person, and ..it's nice to know that identified areas of improvement impact all departments. I feel optimistic for the future.*

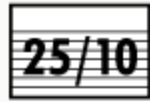
*I made a whole list of ideas! Talk to your colleagues!*

As for the future, your task is not to foresee it,  
but to enable it.

- Antoine de Saint-Exupery, *The Wisdom of the Sands*

# Tapping into the wisdom of the whole group

## Practice

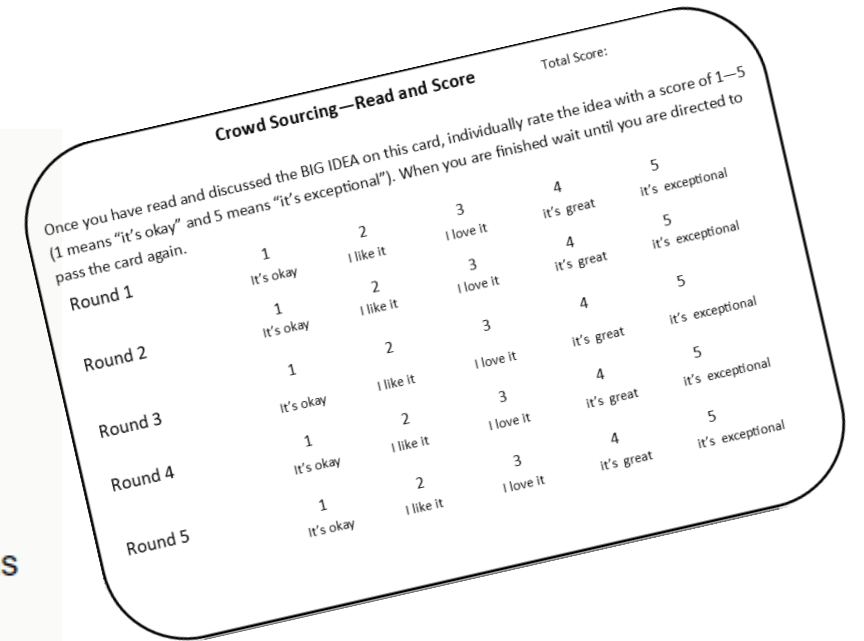


## 25/10 Crowd Sourcing

Rapidly Generate and Sift a Group's Most Powerful Actionable Ideas (30 min.)

*Reality is only a consensual hunch. – Lily Tomlin*

**What is made possible?** You can help a large crowd generate and sort their bold ideas for action in 30 minutes or less! With **25/10 Crowd Sourcing**, you can spread innovations “out and up” as everyone notices the patterns in what emerges. Though it is fun, fast, and casual, it is a serious and valid way to generate an uncensored set of bold ideas and then to tap the wisdom of the whole group to identify the top ten. Surprises are frequent!



# Tapping into the wisdom of the whole group

## Practice

If you were 10 times more bold, what is something you would do to center **collaboration and connection** in your organization's change initiatives? What's your first step?

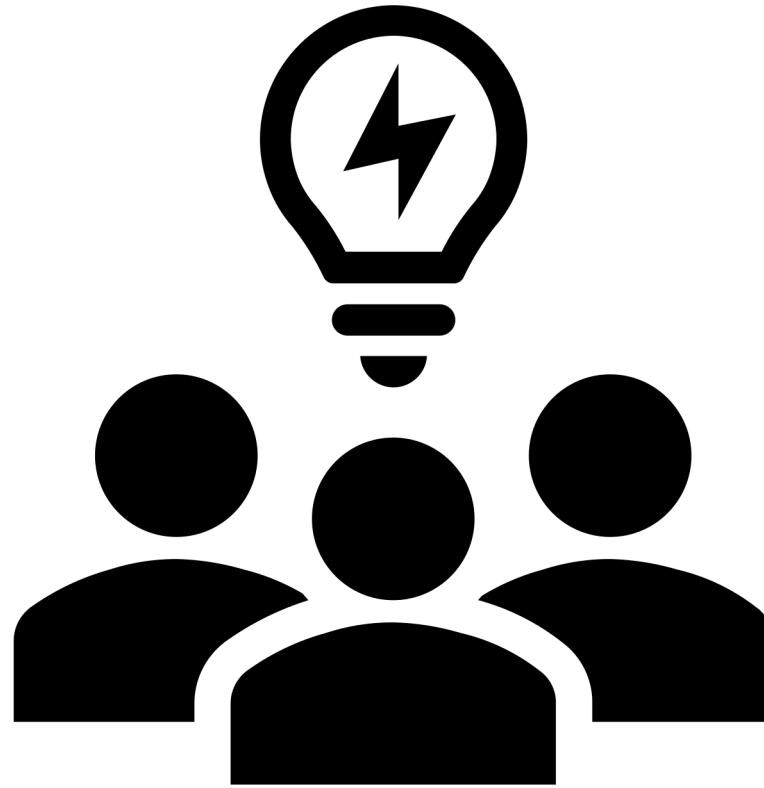
# Tapping into the wisdom of the whole group

## Practice

### Steps:

- Mill and Pass
- Stop and Read
- Score

*Five Rounds*



## Engage Others



Engaging leaders....

**Build teams**

## Develop Coalitions



Collaborative leaders...

**Purposefully build partnerships and networks to create results**

## Systems Transformation



Successful leaders...

**Demonstrate systems/critical thinking**





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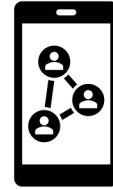


# Closing Round

What's one new idea or practice that I'd like to test in my work life?



Brave New Work (Aaron Dignan)  
Breakthrough Facilitation (Adam Kahane)  
Impact Networks (David Ehrlichman)



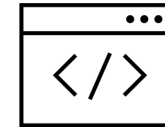
Systems Innovation Hub  
Decision Lab  
Session Lab



Helen Bevan  
Mary Uhl-Bien



At Work with The Ready  
Facilitation Lab – Voltage Control



[Check in question generator](#)  
[| The Digital Workplace](#)  
Liberating Structures

*Connect with us on LinkedIn – Kerilyn Voigt and Adrienne Danyliw*