

ANNUAL CONFERENCE 2013



BC HEALTH LEADERS
CONFERENCE



Final
Program

Adaptive Leadership: Complexity, Passion and Possibilities

October 30 - 31, 2013

The Hyatt Regency Hotel, Vancouver BC



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

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The Canadian College of Health Leaders is enormously grateful to the many generous sponsors, exhibitors, supporters, volunteers and professionals who have made this conference possible.

The conference has been sponsored, in part, by the following BC Health Authorities who are committed to the development of healthcare leaders in the province.



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The Conference Program Committee and many others have contributed in-kind support, services, material and planning skills to ensure that this event will be a success. We thank them all for their wonderful support.

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Ray J Racette, CHE

President and CEO



We are pleased to host the 2013 BC Health Leaders Conference and welcome you to this event.

This conference builds on the excellent work initiated by the Health Care Leaders Association of BC (HCLABC) who developed the concept of an annual event

focused exclusively for leaders. We are honoured to build on their vision.

The conference theme entitled **Adaptive Leadership – Complexity, Passion and Possibilities** reflects the challenge of transforming a complex system by harnessing the collective knowledge, passion and innovation that is vested within our organizations, teams and professions while partnering with those we serve. This thought provoking conference will challenge your thinking and assumptions while inspiring you with insights.

During the next two days, conference participants will gain perspective from experts on how adaptive leadership provides a framework for leading in challenging environments and will come away with practical ideas they can implement in their leadership work. In doing so, they will be able to engage in new conversations and be better equipped to challenge the status quo and champion the changes needed in order to improve our health system performance.

We are delighted that you are part of this important event and participating in this essential dialogue. Enjoy the conference!

Ray J. Racette, MHA, CHE

President and CEO, Canadian College of Health Leaders





A message from the Mayor

On behalf of the citizens of Vancouver, and my colleagues on City Council, I want to extend my warmest greetings to all those attending the 2013 BC Health Leadership Conference.

We are happy to welcome the Canadian College of Health Leaders, dedicated to ensuring that the country's health system benefits from capable, competent and effective leadership, to Vancouver. Vancouver enjoys one of the world's most beautiful and unique meeting destinations. I hope that in addition to attending the conference you are able to experience the many cultural and recreational activities the City has to offer. I know everyone involved in organizing the conference will ensure your time with us is special.

Once again, welcome to Vancouver, and I hope you enjoy the conference.

Yours truly,

Greg Robertson

Mayor, City of Vancouver



Program-at-a-glance

Wednesday, October 30, 2013

7:00 am – 4:00 pm	Registration	<i>Plaza Foyer – 2nd floor</i>
7:00 – 8:00 am	Continental breakfast <i>Sponsored by: KPMG</i>	<i>Buffet: Plaza Hallway Seating: Georgia Ballroom – 2nd floor</i>
8:00 – 9:00 am	OPENING CEREMONY <i>Honourable Terry Lake, British Columbia Minister of Health</i>	<i>Plaza Ballroom – 2nd floor</i>
9:00 – 10:15 am	KEYNOTE The practice of adaptive leadership <i>Ronald Heifetz, MD, Co-founder, Center for Public Leadership, King Hussein bin Talal Senior Lecturer in Public Leadership, Harvard Kennedy School</i>	<i>Plaza Ballroom – 2nd floor</i>
10:15 – 10:45 am	Refreshment break & exhibits	<i>Plaza Hallway – 2nd floor</i>
10:45 am – 12:00 pm	PLENARY Application of adaptive leadership through the LEADS in a Caring Environment lens <i>Dr. Graham Dickson, PhD, Professor Emeritus, Royal Roads University Ed McKenzie, Learning by Heart Consulting</i>	<i>Plaza Ballroom – 2nd floor</i>
12:00 – 1:00 pm	Networking luncheon	<i>Buffet: Plaza Hallway Seating: Georgia Ballroom – 2nd floor</i>
1:00 – 2:00 pm	CONCURRENT SESSIONS	
	1. Enhancing compassionate care: A reciprocal relationship centred approach – Part 1	<i>Oxford – 3rd floor</i>
	2. Innovative PPP healthcare infrastructure projects	<i>Cypress – 34th floor</i>
	3. Adaptive leadership: The key to thriving during change	<i>Prince of Wales – 3rd floor</i>
	4. Leveraging systems transformation in a complex healthcare environment	<i>English Bay – 34th floor</i>
2:15 – 3:15 pm	CONCURRENT SESSIONS	
	5. Enhancing compassionate care: A reciprocal relationship centred approach – Part 2	<i>Oxford – 3rd floor</i>
	6. Innovative PPP healthcare infrastructure projects (repeat)	<i>Cypress – 34th floor</i>
	7. Provincial collaboration: An innovative model for healthcare leadership development	<i>English Bay – 34th floor</i>
	8. Contract pharmacy integration in a chronic kidney disease clinic	<i>Prince of Wales – 3rd floor</i>
3:15 – 3:30 pm	Refreshment break & exhibits	<i>Plaza Hallway – 2nd floor</i>
3:30 – 5:00 pm	KEYNOTE Transforming complex healthcare systems with adaptive leadership attributes <i>Robert Cancalosi, GE Corporate/Crotonville, Director of Global Customer Education Sponsored by: GE Healthcare</i>	<i>Plaza Ballroom – 2nd floor</i>
5:00 – 6:30 pm	Networking reception	<i>Stanley/Grouse/Seymour/Cypress – 34th floor</i>

Thursday, October 31, 2013

7:00 am – 12:00 pm	Registration	<i>Plaza Foyer – 2nd floor</i>
8:00 – 9:00 am	Continental breakfast	<i>Buffet: Plaza Hallway Seating: Georgia Ballroom – 2nd floor</i>
9:00 – 10:15 am	KEYNOTE Leadership in the age of distraction <i>Margaret Wheatley, Ed.D, Author and co-founder and President, emertia, Berkana Institute</i>	<i>Plaza Ballroom – 2nd floor</i>
10:15 – 10:45 am	Refreshment break & exhibits <i>Break sponsored by: SerVantage</i>	<i>Plaza Hallway – 2nd floor</i>
10:45 am – 12:00 pm	CONCURRENT SESSIONS	
	9. When have we been warriors for the human spirit?	<i>Stanley – 34th floor</i>
	10. Conversations on leadership: Co-creating our vision for exceptional leadership in BC healthcare.	<i>Oxford – 3rd floor</i>
	11. Transforming healthcare...one conversation at a time: The coach approach for leaders	<i>Cypress – 34th floor</i>
	12. Interior Health integrated physician leadership development program	<i>Prince of Wales – 3rd floor</i>
12:00 – 1:30 pm	Networking luncheon	<i>Buffet: Plaza Hallway Seating: Georgia Ballroom – 2nd floor</i>
1:30 – 2:45 pm	PLENARY Mind the gap – Leading generation Y <i>Dianne Doyle, FCCHL, President and CEO, Providence Health Care</i> <i>Cameron Brine, Executive Director, Management Development and Learning Technologies, Vancouver Coastal Health</i> <i>Feisal Keshavjee, CHE, CEO, Radiology Consultants Associated</i> <i>Harry Parslow, CHE, Managing Partner, Caldwell Partners</i> <i>Susan Owen, CHE, Senior Manager, Management Consulting, KPMG</i> <i>Zahra Hussein, MPH, Injury Prevention Program Lead, Trauma Services, Vancouver Coastal Health</i>	<i>Plaza Ballroom – 2nd floor</i>
2:45 – 3:00 pm	Refreshment break & exhibits	<i>Plaza Hallway – 2nd floor</i>
3:00 – 4:00 pm	KEYNOTE Walk the walk: The most important rule for real leaders <i>Alan Deutschman, Author of Walk the Walk: The Most Important Rule for Real Leaders</i>	<i>Plaza Ballroom – 2nd floor</i>
4:00 – 4:15 pm	Closing remarks	<i>Plaza Ballroom – 2nd floor</i>



Conference Program

Wednesday, October 30, 2013

7:00 am – 4:00 pm **Registration** *Plaza Foyer – 2nd floor*

7:00 – 8:00 am **Continental breakfast** *Buffet: Plaza Hallway | Seating: Georgia Ballroom – 2nd floor*
Sponsored by: 

8:00 – 9:00 am **OPENING CEREMONY** *Plaza Ballroom – 2nd floor*

Honourable Terry Lake, British Columbia Minister of Health



Terry Lake was re-elected in June 2013 as MLA for the riding of Kamloops-North Thompson. He was appointed the Minister of Health June 10, 2013.

Lake has served as Minister of Environment. Prior to that, he served as the Parliamentary Secretary for Health Promotion to the Minister of Health Services and Parliamentary Secretary for the Ranching Task Force to the Minister of Agriculture and Lands. He also sat as a member of the Select Standing Committee on Health and on Legislative Initiatives.

A veterinarian by profession, Lake served as the mayor of the City of Kamloops from 2005-2008 and as a city councillor from 2002-2005.

9:00 – 10:15 am **KEYNOTE** **The practice of adaptive leadership** *Plaza Ballroom – 2nd floor*

This session will present a practical framework for the practice of leadership – mobilizing adaptability so that an organization can thrive in changing and challenging environments. The framework turns on two key distinctions: between technical and adaptive work, and between leadership and authority.

We will distinguish technical problems from adaptive challenges, and examine modes of operating when problems are amenable to authoritative expertise in contrast to situations that demand changes in people's attitudes, values, or habits of behavior.

We will examine the roots of human authority structures, draw a distinction between leadership and authority, and explore the constraints on and resources for exercising leadership that come with having a position of senior authority. We will explore the dangers of leadership and present a strategy for leading through the hazards of adaptive change.

Please come to the session prepared to discuss informally with your colleagues current adaptive challenges and leadership dilemmas you face in your organization. You will have opportunities to confer with your colleagues and learn from their perspectives on your current efforts.

Speaker:

Ronald Heifetz, MD, Co-founder, Center for Public Leadership, King Hussein bin Talal Senior Lecturer in Public Leadership, Harvard Kennedy School



Ronald Heifetz is the King Hussein bin Talal Senior Lecturer in Public Leadership and founder of the Center for Public Leadership. Recognized for his seminal work on both the practice and teaching of leadership, his research focuses on building the adaptive capacity of societies and organizations. His first book, *Leadership without Easy Answers*, has been reprinted and translated many times. He cofounded Cambridge Leadership Associates and coauthored the best-selling *Leadership on the Line: Staying Alive Through the Dangers of Leading* with Marty Linsky. His recent book, *The Practice of Adaptive Leadership: Tools and Tactics for Changing your Organization and the World*, was coauthored with Linsky and Alexander Grashow. Heifetz speaks and consults extensively throughout the world with heads of governments, companies, and NGOs. He is the subject of many articles and the book by Sharon Daloz Parks, *Leadership Can Be Taught*.

10:15 – 10:45 am **Refreshment break & exhibits** *Plaza Hallway – 2nd floor*

Application of adaptive leadership through the LEADS in a caring environment lens

Building on the keynote presentation by Ron Heifetz, this facilitated, interactive session is designed to help you think about how you can apply Adaptive Leadership concepts, tools and tactics back in the workplace. Working in small groups, you will dialogue about key ideas and draft action steps that will help you apply the concepts to a real-life example of change and “move the learning forward” when you return to work. This group work will also provide an opportunity for you to begin to see how the *LEADS in a Caring Environment* capability framework embodies the principles of adaptive leadership and can assist you to address the challenges you face.

Facilitators:

Dr. Graham Dickson PhD, Professor Emeritus, Royal Roads University

Ed McKenzie, Learning by Heart Consulting



Dr. Dickson is Research Advisor to the Canadian Health Leadership Network, and a member of the Physician Assistants Certification Council of Canada.

Prior to leaving Royal Roads University, Graham was the founding Director of the Centre for Health Leadership and Research and helped develop the Master of Arts in Leadership (Health specialization) at Royal Roads University.

Dr. Dickson was the principal investigator in the cross-Canada research project on the *LEADS in a Caring Environment* capabilities framework. This framework has been endorsed by Health Care Leaders Association of BC; the Canadian College of Health Leaders, and the Canadian Health Leadership Network. He has given numerous talks re LEADS across Canada and abroad in the past five years, including Uganda, Hong Kong, Whistler, and London (UK).

Dr. Dickson is the principal investigator on two participatory action research studies being conducted in Canada. The first is entitled, *Evidence-Informed Change Management in Canadian Healthcare Organizations*, a commissioned project for the Canadian Health Services Research Foundation. The second is entitled *Leadership in Health Systems Redesign*, a CIHR sponsored project.

Dr. Dickson teaches strategic planning for the Canadian Medical Association’s Physician Management Institute (based on the LEADS framework). He is a former teacher, administrator, and public servant in the BC civil service.



For well over a decade, **Ed McKenzie** and his wife Cathy have operated Learning by Heart Consulting (www.learningbyheart.com), a firm that works with a wide variety of clients in both the public and private sectors, focusing on leadership development.

Ed considers it an honour to be involved in the field of leadership and learning. He describes himself as one of the fortunate few who get an opportunity to do what they really care about.

When Ed reflects on the paths that have led him to his current work, he realizes they all involve a curiosity about people – how they think, how they feel, how they act and how they communicate with each other. Ed spent a great deal of his working life as a journalist. His love of writing led him to literature and creative writing studies at the University of Victoria, where he completed his Bachelor of Arts degree.

In 1973, he became a radio journalist and when Ed left broadcasting, he took what he had learned and turned it into a successful communication consulting business. That experience paved the way to move into the public sector as Manager of Communication Services at BC Ferries. Ed and a handful of other like-minded colleagues created BC Ferries’ first-ever Organizational and Employee Development department.

Ed holds a Masters in Leadership and Training from Royal Roads University where he now serves as an associate faculty member. He also teaches at The Banff Centre.

1. Enhancing compassionate care: A reciprocal relationship centred approach – Part 1

Oxford – 3rd floor



At the Centre for Practitioner Renewal (CPR) we understand that healthcare has to be answerable to a business model of efficiency and yet the work of healthcare is all about relationship – relationship with self, other and Other. Increasing demands to do more with less can sometimes mean that the quality of collegial relationships suffer, which undermines effective teamwork and compassionate care. At the CPR we have seen, and are beginning to measure, how attending to workplace relationships improves work satisfaction, patient care, performance and cost savings.

This interactive workshop is divided into two complimentary parts. In part 1) participants will be invited to explore their own relationship with work, and appreciate the complexities of emotion in the workplace. In part 2) participants will be invited to understand the importance of attending to relationships as part of the foundation of an enlivened and creative organizational community.

Speakers:

Paul Whitehead, MA, PhD, CCC, R.Psych, Assistant Professor, Department of Family Practice, Faculty of Medicine, University of British Columbia, Psychologist, Centre for Practitioner Renewal, Providence Health Care

Hilary Pearson, MA, PhD, CCC, Assistant Professor, Department of Family Practice, Faculty of Medicine, University of British Columbia, Counsellor, Centre for Practitioner Renewal, Providence Health Care

Douglas Cave, MSW, RSW, PhD, R.Psych, MA, AMP, MCFP, Assistant Professor, Department of Family Practice, Faculty of Medicine, University of British Columbia, Consultant, Centre for Practitioner Renewal, Providence Health Care

2. Innovative PPP healthcare infrastructure projects

Cypress – 34th floor

The Province of British Columbia has successfully implemented numerous PPP Healthcare Infrastructure Projects during the past nine years. There are eight healthcare facilities presently operating under the PPP concept today in British Columbia.

Tom Sparrow is the Chief Project Officer for the \$600 million PPP North Island Hospitals Project. Tom recently completed the \$301.8 million PPP Fort St. John Hospital and Residential Care Project.

Tom will share some of his insight into how to develop, implement, and operate these large scale projects. The presentation will focus on key lessons learned associated with PPP healthcare projects implemented in the Province of British Columbia.

Key lessons learned touch on actively engaging executives and senior project managers early on in this process. It is important to recognize and respect the project management triangle – time, cost, scope. During the project initiation stage it's critical that the Business Case clearly defines the clinical program; the capital, procurement and implementation budgets; and the health authority's strategic objectives and goals; ensuring a successful project and outcome for all stakeholders.

The significance of community participation and buy-in is critical to the success of these projects with Project Co, the Clinical and Non-Clinical teams, Community Membership and First Nations/Aboriginal participation.

Key lessons learned that Tom Sparrow will touch on include:

1. Engaging executives early on in the process
2. Master Program – Clinical Program – Functional Program
3. Business Case Development
4. Cost – Scope – Time
5. PPP Process – Conceptual – Initiation - Procurement – Implementation – Move-in – Operations
6. IMIT – Bio Med – Smart Technology – Systems and Networks
7. Partnerships – Project Co – Clinical and Non-Clinical – Community
8. First Nations – Aboriginal – New Agreements
9. Project Board – Ministry of Health – Health Authority
10. Processes – procurement; design, clinical, construction, operations
11. Clinical – Non-Clinical Stakeholder Buy-in
12. Consultants – how effective are they

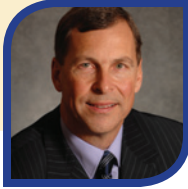


Speaker:

Tom Sparrow PMP MBA MSc, Chief Project Officer, North Island Hospitals Project, Vancouver Island Health Authority

3. Adaptive leadership: The key to thriving during change

Prince of Wales – 3rd floor



Healthcare is a constantly changing and incredibly challenging field. New drugs and medical devices, new surgical procedures, improved diagnostics, personalized medicine, robotics and other emerging fields, heightened patient expectations, economic pressures – healthcare leaders must constantly adapt to these and other factors in order to thrive. Using the *LEADS in a Caring Environment* leadership framework, the Canadian Agency for Drugs and Technologies in Health (CADTH) – a not-for-profit pan-Canadian producer and broker of health technology assessment – has transformed from a traditional research-oriented organization to a service organization focused on the needs of its customers. This session will provide concrete examples of adaptive leadership during change. It will also highlight resources available at no cost from CADTH to support healthcare decision-makers deal with the constantly changing environment they work in.

Speaker:

Dr. Brian O'Rourke, President and CEO, Canadian Agency for Drugs and Technologies in Health (CADTH)

4. Leveraging systems transformation in a complex healthcare environment

English Bay – 34th floor

This session will provide healthcare leaders with an overview of the three-year journey to create the first provincial cohort of the executive level Transforming LINX program. This program is designed to equip senior leaders across BC with the capability, models, methods and networks required to develop coalitions, enable adaptive system thinking and continually renew and transform systems in our ever changing healthcare sector.

Participants can anticipate a powerpoint complimented by a panel format to describe the journey and next steps; including a short video (potentially) with Guiding Coalition executive members and senior leader participants from across the health authorities sharing their experience and the impact of the program, including their cross system transformational Action Learning Projects.

Lead panelist:

Karen Pettit, Director, Strategic Solutions, People and Organizational Development, Vancouver Island Health Authority

Other panelists:

Representatives of the stakeholders for Transforming LINX Program

2:15 – 3:15 pm

CONCURRENT SESSIONS

5. Enhancing compassionate care: A reciprocal relationship – Part 2

Oxford – 3rd floor

At the Centre for Practitioner Renewal (CPR) we understand that healthcare has to be answerable to a business model of efficiency and yet the work of healthcare is all about relationship – relationship with self, other and Other. Increasing demands to do more with less can sometimes mean that the quality of collegial relationships suffer, which undermines effective teamwork and compassionate care. At the CPR we have seen, and are beginning to measure, how attending to workplace relationships improves work satisfaction, patient care, performance and cost savings.

This interactive workshop is divided into two complimentary parts. In part 1) participants will be invited to explore their own relationship with work, and appreciate the complexities of emotion in the workplace. In part 2) participants will be invited to understand the importance of attending to relationships as part of the foundation of an enlivened and creative organizational community.

Speakers:

Paul Whitehead, MA, PhD, CCC, R.Psych

Hilary Pearson, MA, PhD, CCC

Douglas Cave, MSW, RSW, PhD, RPsych, MA, AMP, MCFP

6. Innovative PPP healthcare infrastructure projects (repeat)

Cypress – 34th floor

The Province of British Columbia has successfully implemented numerous PPP Healthcare Infrastructure Projects during the past nine years. There are eight healthcare facilities presently operating under the PPP concept today in British Columbia.

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9. Project Board – Ministry of Health – Health Authority
10. Processes – procurement; design, clinical, construction, operations
11. Clinical – Non-Clinical Stakeholder Buy-in
12. Consultants – how effective are they

Speaker:

Tom Sparrow PMP MBA MSc, Chief Project Officer, North Island Hospitals Project, Vancouver Island Health Authority

7. Provincial collaboration: An innovative model for healthcare leadership development

English Bay – 34th floor

The BC Health Leadership Development Collaborative (BCHLDC), a province-wide Health Authority (HA) initiative, is establishing a long-term talent management strategy for attracting, retaining, and developing healthcare leaders. This presentation will illustrate how provincial collaboration inspires improvement in the design, delivery and evaluation of healthcare leadership development in BC.

The opportunity for collaboration was identified in 2009 knowing efficiencies, optimizations and improvements could be gained through sharing knowledge, materials and information. The BCHLDC has members from all health authorities and is focused on programs in five areas: Coaching, Mentoring, New Manager, Experienced and Senior Leader. The results of provincial-wide collaboration as a model of best practice are inspiring, not only in the HAs and Ministry of Health's membership on working groups, but also in the modeling of large-scale collaborative design and an implementation approach resulting in the co-creation of sustainable, world class leadership development opportunities for healthcare leaders. Additionally, the resulting relationships, networks and partnerships are system wide, resource rich, and trust-based.

Effective collaboration requires a balance between the HAs priorities and culture - which must be honoured and respected - and the collaborative goals of high quality, consistent and cost effective programs. Central to the Collaborative's initial success is our "Develop Centrally; Deliver Locally" philosophy, which provides the freedom to deliver programs how HAs deem appropriate. The quality

of leadership development has increased in BC healthcare through access to excellent programs. Another strong indicator of success is that traditionally independent organizations actively engage in enhancing provincial healthcare leadership development, together. Anecdotally, results indicate that this work has made significant improvements; however, full evaluation of the programs will tell the final story.

Speakers:

Marion Olynyk, Director, Strategic Human Resources and HR Consulting Services, Provincial Health Services Authority

Khwezi Mbolekwa, CHE, Regional Director, Organizational Development and Engagement, Northern Health Authority



8. Contract pharmacy integration in a chronic kidney disease clinic *Prince of Wales – 3rd floor*

Chronic kidney disease (CKD) patients are prescribed multiple medications which require frequent monitoring and dosage adjustment, increasing the risk of medication discrepancies and drug related problems (DRPs). Performance of medication reviews to maintain an up-to-date medication list can reduce adverse drug events. Pharmacists are best suited to perform medication reviews in this challenging patient population. However, in the IHA Renal Program, hospital pharmacists were not available to provide this service. Therefore, we piloted integration of community pharmacists into CKD clinics to provide medication reviews to CKD clinic patients. The pharmacists in this program receive reimbursement through the BC Pharmacare Medication Review Program. Based on the positive results from two pilot programs to integrate the community pharmacists into the Kamloops and Penticton CKD Clinics, the IHA Renal Program has expanded program to the Trail CKD clinic. This session will describe the results of the pilot projects and a program description of the roles and responsibilities of the community pharmacist in the provision of the medication reviews in CKD clinic patients.



Speaker:

Piera Calissi, BSc (Pharm), Clinical Pharmacy Specialist, IH Renal Program

3:15 – 3:30 pm **Refreshment break & exhibits** *Plaza Hallway – 2nd floor*

3:30 – 5:00 pm **KEYNOTE** **Transforming complex healthcare systems with adaptive leadership attributes** *Plaza Ballroom – 2nd floor*

Sponsored by:  **GE Healthcare**

The world we lead in is becoming more complex as the speed of information, system interdependencies, generational workforce shifts and critical need to collaborate are increasing at ever expanding rates. The current state leadership practices are no longer in sync to effectively handle this speed of change and leaders have to increase their Adaptability skills to lead their organizations successfully. In this session Bob will share some of the current paradigms on Adaptive Leadership and share his insights on the key Leadership Attributes that will be key to success and the key Leadership derailers that need to be mitigated for leaders to be effective in these complex times. Bob's session will provide a global perspective gained from working with 5 global GE businesses & GE Corporate over the past 27 years.

Speaker:

Robert Cancalosi, GE Corporate/Crotonville, Director of Global Customer Education

Bob Cancalosi joined GE in 1985 as a Commercial Sales Rep for GE Silicones in Waterford, NY and then transitioned to GE Plastics for 10 years in a multitude of Sales, Six Sigma Black Belt and Master Black Belt roles in numerous business units and locations across the Americas.

In 2000 he moved to GE Medical Systems, to run the \$1B Sales Operations and Global Refurbished Medical Equipment business. In 2001, Bob was recognized as the GE Medical Systems "Leader of the Year".

Bob was promoted to the Chief Learning Officer role at GE Healthcare in 2005 with responsibility for the leadership development of 60,000 global employees in 54 countries. In 2006 he was presented with the GE Healthcare President's Award for his work on creating a world-class culture for Leadership Development in GE Healthcare. He helped lead GEHC's Cultural Transformation



throughout 2009 and worked closely with external experts to change GEHC's culture to become more collaborative and boundaryless. In 2010, he introduced the GEHC Global Coaching strategy as part of the 5-year journey of Transformational Culture Change.

Related to GE's focus on HR Simplification, Bob has been a member of the Global LD Simplification Team since February, 2012 with responsibility for the LD organization design, job responsibilities, learning capabilities and career path.

In September 2012, Bob joined the GE Corporate team as the Director of Customer Leadership Education with responsibility for all of GE's Global Customer leadership training and education. He reports to Susan Peters, VP of Executive Development & Chief Learning Officer of GE.

Bob holds a BBA & MBA from St. Bonaventure University.

5:00 – 6:30 pm **Networking reception** *Stanley/Grouse/Seymour/Cypress – 34th floor*

Thursday, October 31, 2013

7:00 am – 12:00 pm **Registration** *Plaza Foyer – 2nd floor*

8:00 – 9:00 am **Continental breakfast** *Buffet: Plaza Hallway | Seating: Georgia Ballroom – 2nd floor*

9:00 – 10:15 am **KEYNOTE** **Leadership in the age of distraction** *Plaza Ballroom – 2nd floor*

In this brave new world of speed, aggression and overwhelm, we hurl through our lives increasingly distracted. We plunge ahead, frantic to complete our mushrooming lists of tasks. Too busy to stop, to listen or to reflect, we end up far from where we intended to be, lost in the details, lost to ourselves, lost to each other, lost to wise actions and meaningful contributions.

The only way to restore possibility and creativity to our organizations is to notice how distracted we are, and consciously take steps to restore thinking and reflection to both our personal and organizational lives. As we counter distractions with good thinking, enormous benefits result, including confidence, sanity and stronger collegial relationships. We become leaders who have the skills and teams to find our way through this frantic time.

Speaker:

Margaret Wheatley, Ed.D., Author, Co-founder and President emerita, The Berkana Institute

Margaret Wheatley is a well-respected writer, speaker, and teacher for how we can accomplish our work, sustain our relationships, and willingly step forward to serve in this troubling time. She has written several best-selling books, beginning with her path-breaking *Leadership and the New Science*, first published in 1992. Her other books are: *Walk Out Walk On* (with Deborah Frieze); *Perseverance*; *Turning to One Another*; *A Simpler Way* (with Myron Rogers); *Finding Our Way*.

Each of her books has been translated into a number of languages; *Leadership and the New Science* appears in 18 languages. Her newest book, (October 2012), is *So Far from Home: Lost and Found in Our Brave New World*. She is co-founder and President emerita of The Berkana Institute. Berkana has been a leader in discovering new organizational forms based on a coherent theory of how living systems change. Berkana has responded to the global crisis by moving courageously into the future now, experimenting with many different solutions to create healthy and resilient community. www.berkana.org. Margaret's articles appear in both professional and popular journals and may be downloaded free from her website: www.margaretwheatley.com. Wheatley received her doctorate in Organizational Behavior and Change from Harvard University, and a Masters in Media Ecology from New York University. She's been an organizational consultant since 1973, a global citizen since her youth, a professor in two graduate business programs, a prolific writer, and a happy mother and grandmother. She has received numerous awards and honorary doctorates.



10:15 – 10:45 am

Refreshment break & exhibits

Plaza Hallway – 2nd floor

Break sponsored by:  **Servantage**
our service, your advantage

10:45 am – 12:00 pm

CONCURRENT SESSIONS

9. When have we been warriors for the human spirit?

Stanley – 34th floor

Meg invites you to explore the role of warriors for the human spirit (warriors in the Tibetan tradition of “one who is brave,” brave enough to never use aggression but rather compassion and insight). In this role, we engage wholeheartedly, embody values we cherish, let go of outcomes, and are vigilant with our relationships. We learn how to persevere, remaining focused and confident in service to the issues and people we care about.

In this session, we’ll engage in a series of reflections to discover when we’ve already been warriors, times when we’ve stepped forward to take a stand, prevent harm, or make a difference. We will become aware of the conditions and circumstances that provoke our warriorship, so that we can continue to serve in this role.

Speaker:

Margaret Wheatley, Ed.D., Author, Co-founder and President emerita, The Berkana Institute

10. Conversations on Leadership: Co-creating our vision for exceptional leadership in BC healthcare

Oxford – 3rd floor

In BC we have a leadership framework (LEADS) that describes the “how” of leadership. We are not so clear on what it means to “be” as a leader in an increasingly complex environment. In other words there is a gap in our story of leadership. In November, 2012 BCHLDC brought together leaders and physicians from across BC to explore and co-create a vision of leadership for BC healthcare now and in the future. Using appreciative inquiry as a foundation for the day, these people had a different kind of conversation. The results of this extraordinary gathering are the seeds of an ongoing conversation on leadership across our province.

In this highly participative session, people will learn about the creation, design and outcomes of that day in November. They will experience some of the power of this approach and actively contribute to the deepening of our understanding and vision for the “being” of leadership in BC healthcare. In addition, they will have enough information to design a deeper conversation on a topic important to them.

Speakers:

Ann Brown, MA, Acting Director, Change Initiatives, Providence Health Care

Susan Good, Director, Leadership and Organizational Development, Fraser Health Authority

Thomas F. Ward, MD, FRCPC, Executive Medical Director, Fraser Health Authority



11. Transforming healthcare...one conversation at a time: The coach approach for leaders

Cypress – 34th floor

A leader is someone who believes in change and enrolls others to work towards a shared vision of the future.

Coaching LINX is a dynamic leadership development program aimed to integrate coaching as a learning strategy in healthcare. Coaching LINX is aligned with the LEADS Capability Framework and is part of Leadership LINX, a comprehensive pathway of Leadership Development programs developed by the BC Health Leadership Development Collaborative (BCHLDC).

Coaching LINX supports:

- To support and advocate for leaders
- To attract and retain BC's best talent
- To create mobility and equality in Leadership Development opportunities in BC
- Viewing leaders as a shared resource

Currently, the focus of Coaching LINX is two streams: Coach Approach for Leaders and 1:1 Coaching for Senior Leaders.

Coaching is a structured conversation designed to provoke thought, achieve a goal, and facilitate learning and problem solving through one's own experience.

The Coach Approach for Leaders program uses Coaching Out of the Box®, a proven effective methodology that helps individuals and organizations maximize their potential.

Come join us for an interactive and engaging session on how you can engage your team in reaching a higher level of performance.

Speakers:

Helen Roberts, Change Leader, Providence Health Society

Cathryn Lecorre, Coach, facilitator and host of transformational conversations, Fraser Health Authority

Dori van Stolk, RN, BScN, MA, CEC, Director, Learning & Development, Leadership Program Coordinator, Facilitator, Coach, BC Children's & BC Women's Hospitals

12. Interior Health integrated physician leadership development program

Prince of Wales – 3rd floor

The Interior Health Physician Integrated Leadership Program is a leadership development program designed to provide our medical leaders and administrators regularly-scheduled training led by recognized experts. In addition to building individual skills, this will build teams of physician leaders and administrators working to ensure quality care to our patients, residents and clients. This program builds on the principles of Adaptive Leadership whereby leaders break through complex and solve problems in new ways.

Developing leadership capacity through ongoing interaction and follow-up with colleagues is critical to achieving positive long-term job satisfaction and meaningful organizational change. Enhanced leadership capacity, clear vision, effective communication, and teamwork will lead to better healthcare outcomes.

This session will provide background history to why and how this integrated leadership training was established. There will be an opportunity for interaction and small group discussion. Hear about the successes and plans for the future.

A made-in-IH program where "Leaders cultivate Leaders" and share knowledge about leading healthcare practice.

Speaker:

Dr. Jon Slater, Executive Medical Director IH, TCS & NOK Acute Services

12:00 – 1:30 pm

Networking luncheon

Buffet: Plaza Hallway | Seating: Georgia Ballroom – 2nd floor

1:30 – 2:45 pm

PLENARY

Mind the gap – Leading generation Y

Plaza Ballroom – 2nd floor

Some Baby Boomers are starting to move into semi-retirement. Shifting demographics in the workplace has seen a rise of Generation X leaders. Baby Boomers and Gen X leaders are increasingly faced with the challenge of leading members of Generation Y that may hold a different set of values. This engaging PechaKucha session will discuss how to navigate through the inter-generational gap and help people through the challenging process of collectively taking action to deliver quality healthcare. Speakers will address values and motivation, recruitment and retention; succession planning; achieving results. How can adaptive leadership support closing the gaps?

PechaKucha has a unique presentation format in which 20 slides are shown for 20 seconds each (6 minutes and 40 seconds in total) and is a fast-paced, multi-speaker event.

Moderator:

Zahida Esmail, Regional Practice Initiatives Lead, Vancouver Coastal Health

Speakers:

Dianne Doyle, FCCHL, President and CEO, Providence Health Care

Cameron Brine, Executive Director, Management Development and Learning Technologies, Vancouver Coastal Health

Feisal Keshavjee, CHE, CEO, Radiology Consultants Associated

Harry Parslow, CHE, Managing Partner, Caldwell Partners

Susan Owen, CHE, Senior Manager, Management Consulting, KPMG

Zahra Hussein, MPH, Injury Prevention Program Lead, Trauma Services, Vancouver Coastal Health



2:45 – 3:00 pm

Refreshment break & exhibits

Plaza Hallway – 2nd floor

3:00 – 4:00 pm

KEYNOTE

Walk the walk: The most important rule for real leaders *Plaza Ballroom – 2nd floor*

Leadership is the art of transforming how people think, feel, and act. Though some experts make it seem overly complicated, it really has only two elements: what you say and how you act. And according to Alan Deutschman, most aspiring leaders focus too much on words and not nearly enough on setting an example. In this talk based off of his book, *Walk the Walk*, Deutschman presents a clear, focused, and insightful theory of leadership. He tells revealing true stories about a wide range of authentic leaders (in business, education, the military, and non-profits) who always walked the walk, especially when times got tough. Deutschman also shows the devastating consequences of not walking the walk, even on seemingly minor matters. The eye-opening examples in *Walk the Walk* will inspire leaders at all levels to rethink their priorities.

Speaker:

Alan Deutschman, Author of *Walk the Walk: The Most Important Rule for Real Leaders*

Alan Deutschman is one of America's most provocative thinkers about leadership and change. In his new book, *Walk the Walk*, he presents a compelling new theory of leadership that is changing the way business leaders think—and behave. In a 21-year career as a journalist, Deutschman has been *Fortune's* Silicon Valley correspondent; *GQ's* "Profit Motive" columnist; and a contributing editor at *Vanity Fair*. He has studied the successful turnarounds and change efforts at companies such as Apple and IBM; companies that, when faced with a choice—to either change or die—chose change. He is currently a professor at the University of Nevada at Reno.

Deutschman has interviewed and profiled many influential figures including Bill Gates and Steve Jobs, about whom he wrote the acclaimed book *The Second Coming of Steve Jobs*.

His pathbreaking earlier book, *Change or Die*, which began as one of *Fast Company's* most highly touted cover stories, won universal acclaim both in the business community and outside of it.

4:00 – 4:15 pm

Closing remarks

Plaza Ballroom – 2nd floor

General information

Registration fees

Onsite fees after Oct. 15, 2013

CCHL Members	\$600 + (5% GST) = \$630.00
Non-Members	\$675 + (5% GST) = \$708.75
Students/Retired*	\$375 + (5% GST) = \$393.75

Registration and information desk hours

Hyatt Regency Vancouver, Plaza Foyer, 2nd Floor

Wednesday, October 30 **7:00 AM – 4:00 PM**

Thursday, October 31 **7:00 AM – 12:00 PM**

Registration information

Registration fees include admission to all conference sessions, continental breakfasts, refreshments breaks, two luncheons and the Reception.

Please note:

*Proof of full-time student status required upon registration.

*Retired status is for people 55+ not employed or seeking employment including consulting.

Registration policies

Conference payment policy:

Registration must be paid in full. When registration is completed you will receive a receipt and a confirmation via email following the conference.

Substitution policy:

If you are unable to attend the BC Health Leaders Conference, you are welcome to send a colleague in your place. There is no fee to make this change up to October 15, 2013. Please submit your substitution in writing to Laurie Oman at loman@cchl-ccls.ca. **Substitution requests received after October 15, 2013 will be handled onsite. In this case, you are responsible to bring the registration confirmation of the person you replace.**

Breakfasts

Continental breakfasts are available on Wednesday between 7:00 and 8:00 AM and Thursday between 8:00 and 9:00 AM in the Plaza Hallway/Georgia Ballroom (2nd Floor).

Networking Reception

Do not miss this unique opportunity to reconnect with old friends and colleagues and make new acquaintances! Delectable hors d'oeuvres and great conversation in a wonderful setting! West coast hospitality.

Vancouver...yours to discover; yours to re-discover!

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Accommodation

The Hyatt Regency Hotel

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604-683-1234 | www.vancouver.hyatt.com/en/hotel/home.html

Excellence in health leadership awards

We are pleased to profile the 2013 British Columbia recipients from the Canadian College of Health Leaders' National Awards Program.

Exhibits

Located in the Plaza Foyer on the second floor, don't miss out on visiting our exhibitors during the course of the two days. This will provide you with an opportunity to meet with our sponsors and organizations as they highlight, demonstrate and update delegates on their products and services.

Conference etiquette

We are pleased to offer a smoke-free environment. We ask for your cooperation in refraining from wearing scented products in consideration of those who may have severe allergies. All wireless devices should be turned off or set to vibrate during sessions.

Messages

There will be no paging of participants. Individuals wishing to contact conference participants should leave a message at their hotel.



Maintenance of certification

Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to **11.25 Category I credits** toward their maintenance of certification requirement.



Join the 3000 individual members committed to advancing excellence in health leadership



The Canadian College of Health Leaders is a national, member-driven, non-profit association dedicated to ensuring that the country's health system benefits from capable, competent and effective leadership.

Benefits of membership include networking, publications, certification, professional development and recognition.



www.cchl-ccls.ca

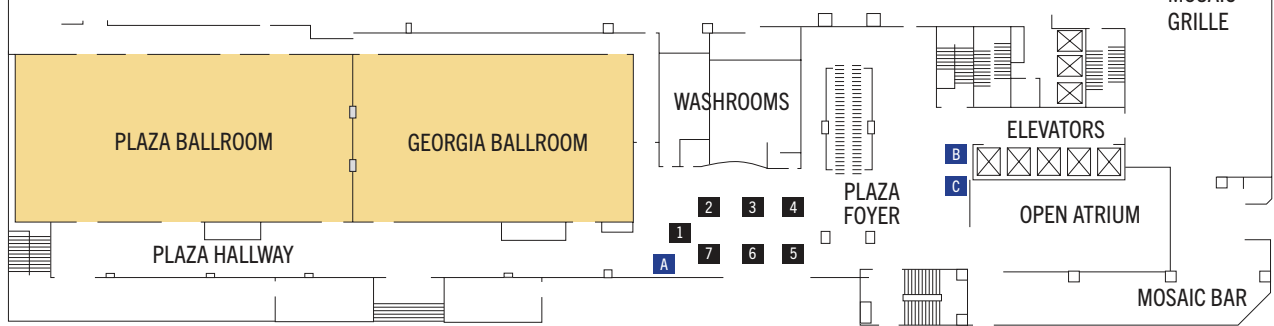


CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ

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Exhibitors

Plaza Level (Second Floor)



- | | | |
|---|---------------------------------------|---|
| 1 Sauder School of Business | 5 Canadian Medical Association | A Book Store |
| 2 British Columbia Nurses' Union | 6 KPMG | B Registration |
| 3 Virox Technologies Inc. | 7 Cisco Systems Inc. | C Canadian College of Health Leaders |
| 4 Royal Roads University | | |



The Canadian College of Health Leaders (College) is a national, member-driven, not-for-profit association dedicated to ensuring that the country's health system benefits from capable, competent and effective leadership. As defined by the *LEADS in a Caring Environment* framework, a leader is anyone with the capacity to influence others to work together constructively. Through credentialling, training, networking and mentoring, we support health leaders in every sector and region, from every professional background and at any stage of their career. Guided by a code of ethics, we help individuals acquire the skills they need to create change in their own organizations and, ultimately, the health system.

The College achieves all of this within an environment of collaboration, cooperation and member engagement – through partnerships and chapters – promoting lifelong learning and professional development while recognizing leadership excellence. Situated in Ottawa with a satellite office in Vancouver and more than 21 chapters across the country, representing more than 3,200 members and 90 corporate members, the College offers a range of programs and services, including capabilities based credentialling, professional development for Canadian health leaders, and a nationwide career network.

Contact information

For general information, please contact:

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 Tel: 613-235-7218 or 1-800-363-9056 (ext. 222)
 bshields@cchl-ccls.ca

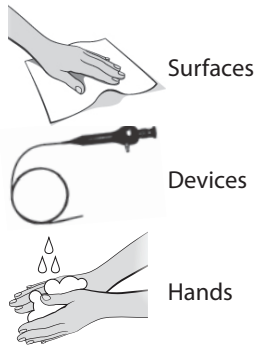
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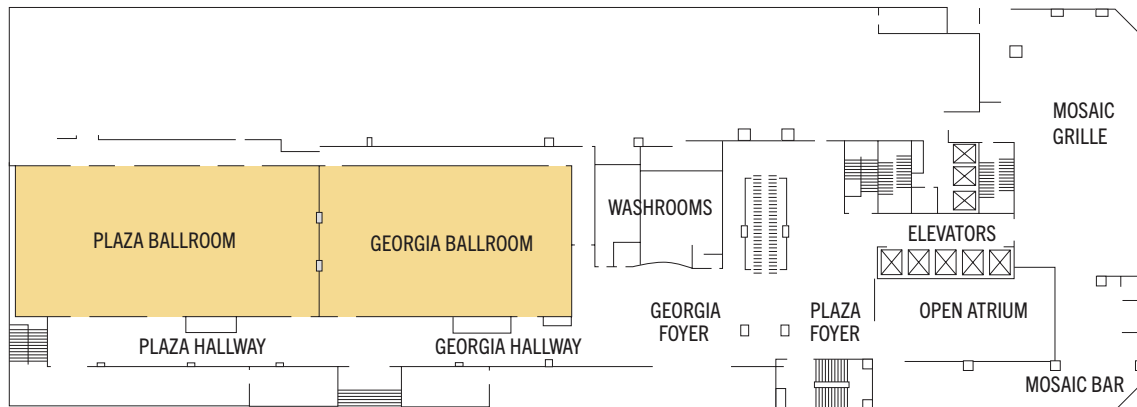
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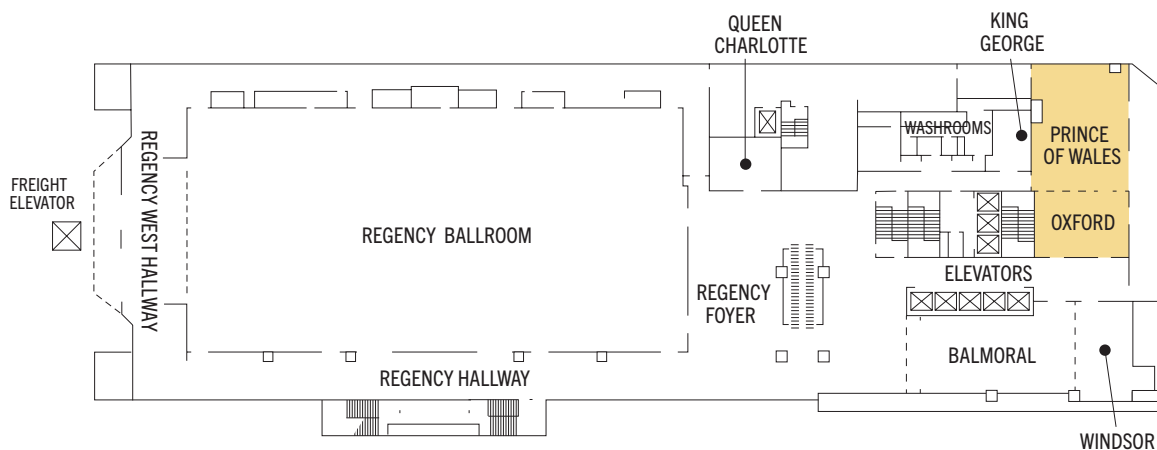
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Floor plans

Plaza Level – 2nd floor | Registration, Exhibits, Meals/Breaks, Keynotes/Plenaries



Convention Level – 3rd floor | Concurrent sessions 1, 3, 5, 8, 10, 12



Perspectives Level – 34th floor

Concurrent sessions 2, 4, 6, 7, 9, 11
Reception

