

The background is a dark blue field featuring several concentric circles in lighter shades of blue and teal. Scattered around are various icons: a white megaphone inside a light blue circle in the top left, and a white heart with a pulse line inside an orange circle in the bottom right. There are also solid circles in blue, teal, orange, and yellow, some with dashed outlines. A thin, light blue dashed line curves across the upper right portion of the image.

# ***National Conversation***

## ***Leadership for Health System Redesign***



**Get ready to join  
the conversation!**



## Poll #1: What's your unofficial job title?

# 2025 National Conversation Topic

The need for health system redesign in Canadian healthcare is critical to address the growing challenges of accessibility, equity, and sustainability.

As the population ages and the demand for services increases, our current systems must evolve to ensure timely, equitable care for all Canadians.

Redesigning the health system will help us adapt to these pressures, integrate innovative technologies, and create a more resilient and responsive healthcare environment that meets the needs of every community.



**Poll #2: If you had to pick a song that reflects Health care leadership right now, which one would you pick:**



**Dr. Santanna Hernandez**

Rural Family Medicine  
Residency, Medicine Hat,  
University of Calgary

 [Santanna Hernandez](#)  
| [LinkedIn](#)



**Janet Davidson**

Healthcare Consultant

 [Janet Davidson, OC,](#)  
[MHSA, LLD | LinkedIn](#)



**Dominic Giroux,**  
**CHE, FACHE**

President and Chief Executive  
Officer

 [Dominic Giroux |](#)  
[LinkedIn](#)

 [@Dominic\\_Giroux](#)



**Shiyen Shu**

CCHL Faculty and LEADS  
Executive Coach

 [Shiyen Shu, Msc.OT,](#)  
[H.BSc, PMP, CYT | LinkedIn](#)

 [@shiyen\\_1](#)

 [Shiyen.s](#)

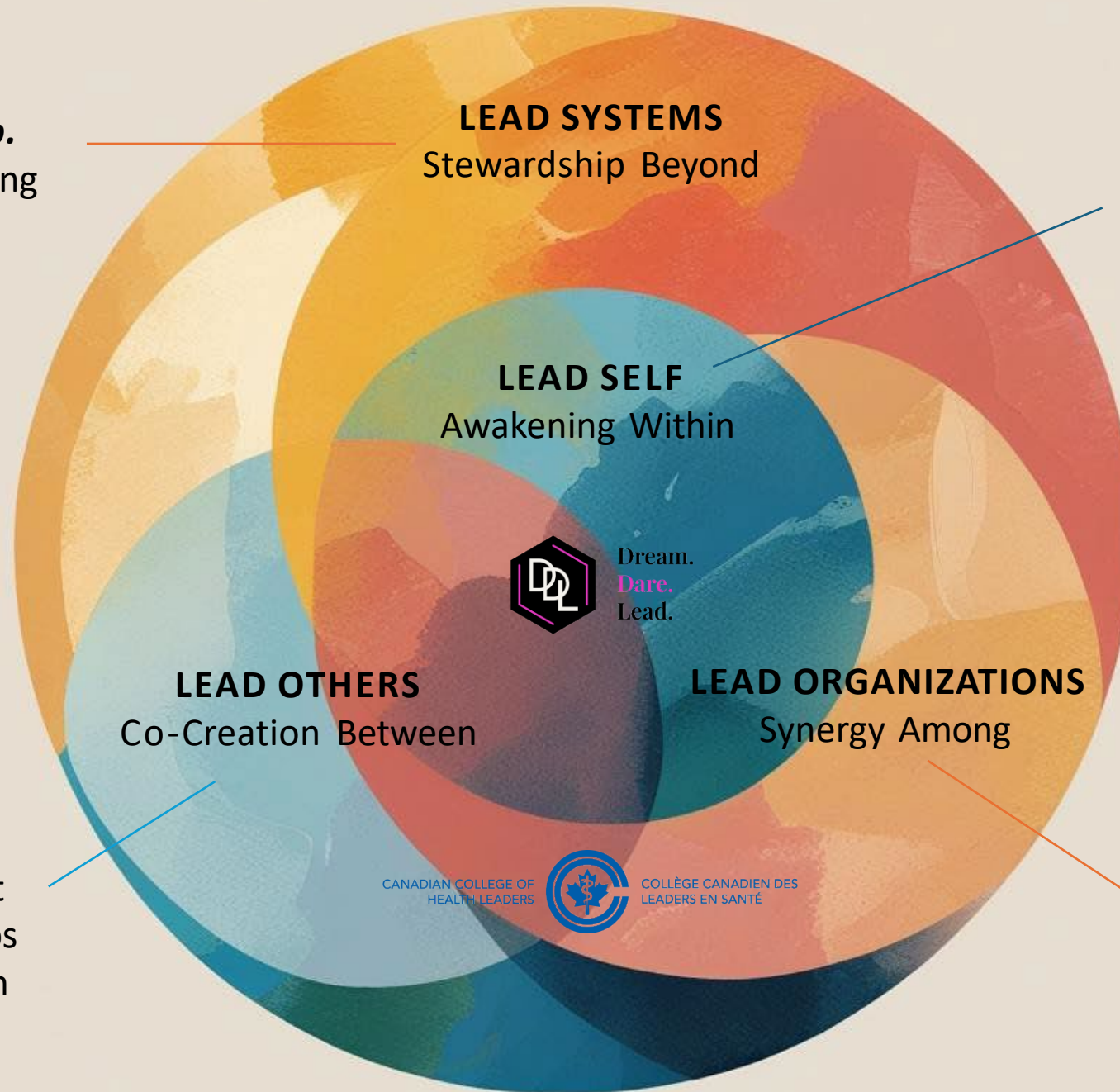


## **Poll #3: What is the #1 challenge you face when trying to influence change?**



Be in service of something greater – across roles, time, and sector. Widen your lens to lead for the whole.

Co-create trust, mutual ownership, and generative dialogue that strengthens relationships and fosters collaboration



Lead from within by noticing your inner landscape – stories, values, fears, identity patterns and choose how you show up.

Pay attention to the culture, patterns and collective intelligence that emerge in the space between roles, departments, and disciplines.



# Building and Sustaining Trust

## The Trust Equation Formula

$$\text{Trustworthiness} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$



Trustworthiness : how much someone can be trusted



Credibility : the words someone speaks – expertise, credentials, truthfulness



Reliability : the actions someone takes – consistency, dependability, integrity



Intimacy : the emotional safety felt with someone – willingness to share, vulnerability, empathy



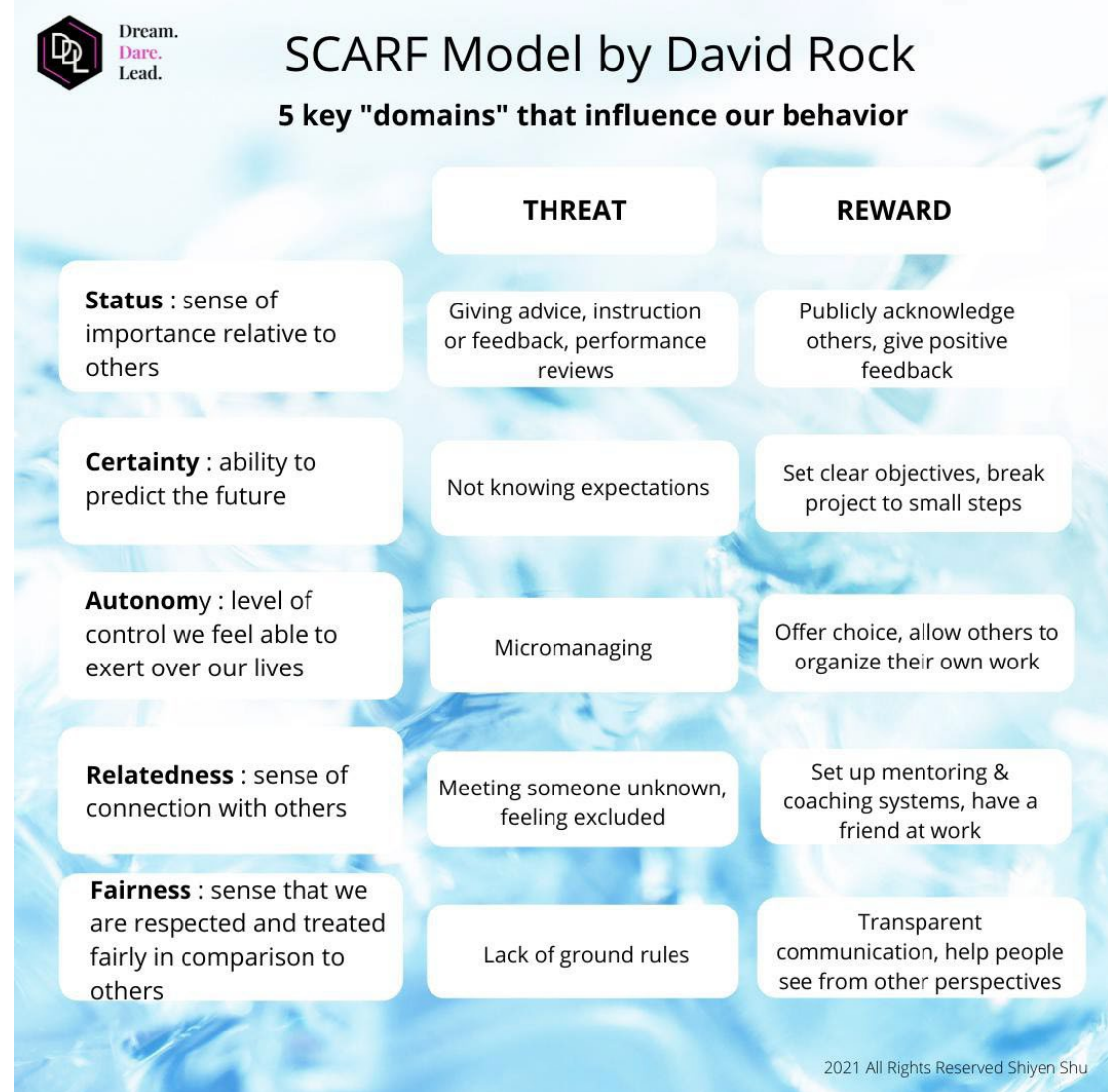
Self-Orientation: the focus on self-interest – selfishness, lack of other focus



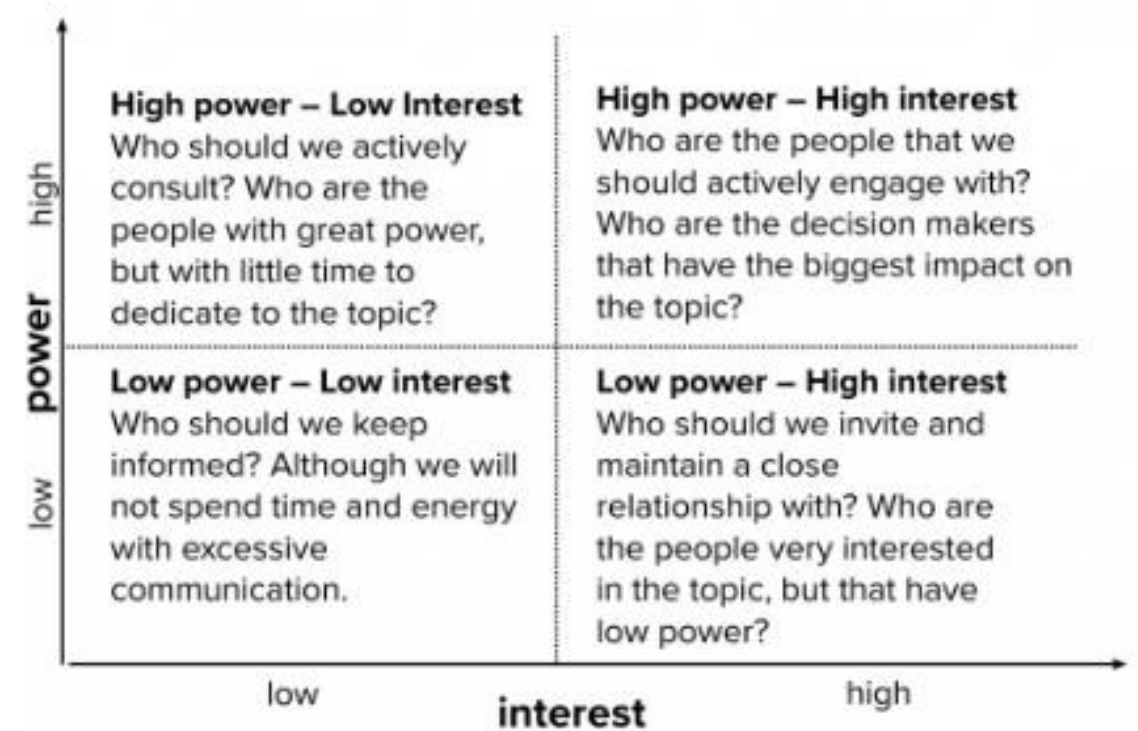
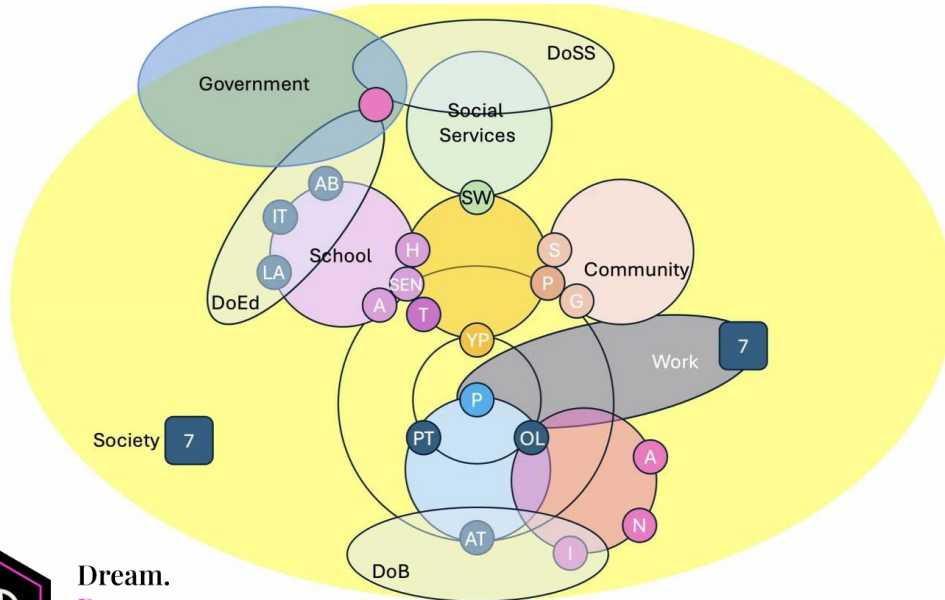
Dream.  
Dare.  
Lead.

# Burnout & Motivation

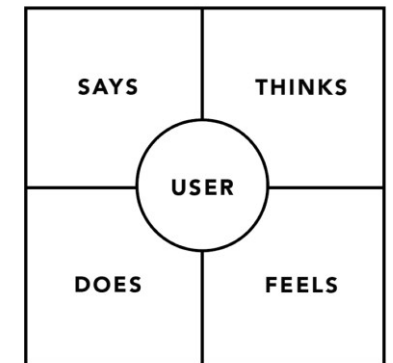
- **Workload** – too much to do with too few resources.
- **Control** – lack of autonomy or influence.
- **Reward** – insufficient recognition or compensation.
- **Community** – isolation, conflict, or poor relationships.
- **Fairness** – perceived inequity or injustice.
- **Values** – a disconnect between personal values and the organization's.



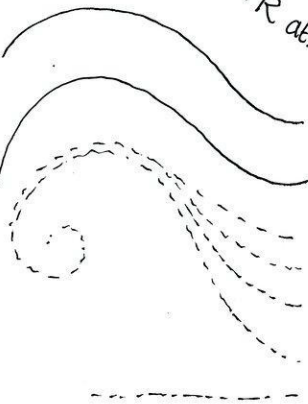
# Navigating political & bureaucratic barriers



EMPATHY MAP



# Resistance to Change

|   |   |  |   |
|---|---|--|---|
| <p><b>CHANGE GOAL:</b><br/>I AM COMMITTED to<br/>GETTING BETTER at:</p>  | <p>FEARLESS<br/>INVENTORY</p> <p>WHAT AM I <b>DOING</b> or <b>AVOIDING</b><br/>THAT WORKS AGAINST THAT GOAL?</p> <p>I'm not... I...<br/>Instead of...</p> | <p>IF I DIDN'T DO THAT,<br/>WHAT AM I<br/><b>WORRIED</b> ABOUT?</p> <p>UNDERNEATH, I AM<br/>COMMITTED to:</p> <p>← THE RIPTIDE</p> | <p>if... then...</p> <p>WHAT <b>BIG ASSUMPTIONS</b><br/>UNDERLIE MY WORRIES<br/>&amp; COMMITMENTS?</p> <p>CHOOSE ONE<br/>TO TEST!</p> |
|---|---|--|---|

## IMMUNITY *to* CHANGE

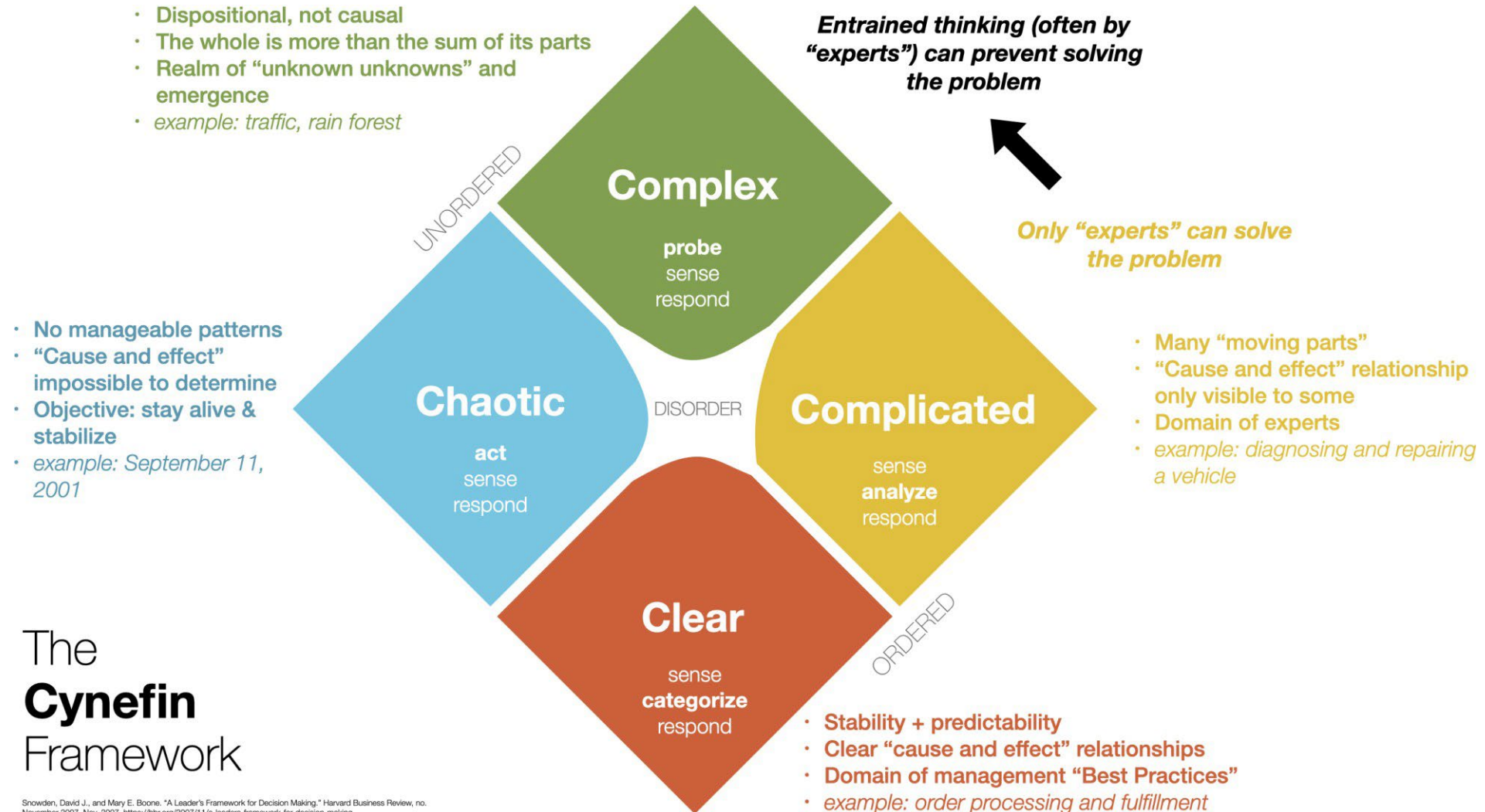
FRAMEWORK by BOB KEGAN & LISA LAHEY, ILLUSTRATED BY ROSI



Dream.  
Dare.  
Lead.



# Leading through complexity & uncertainty



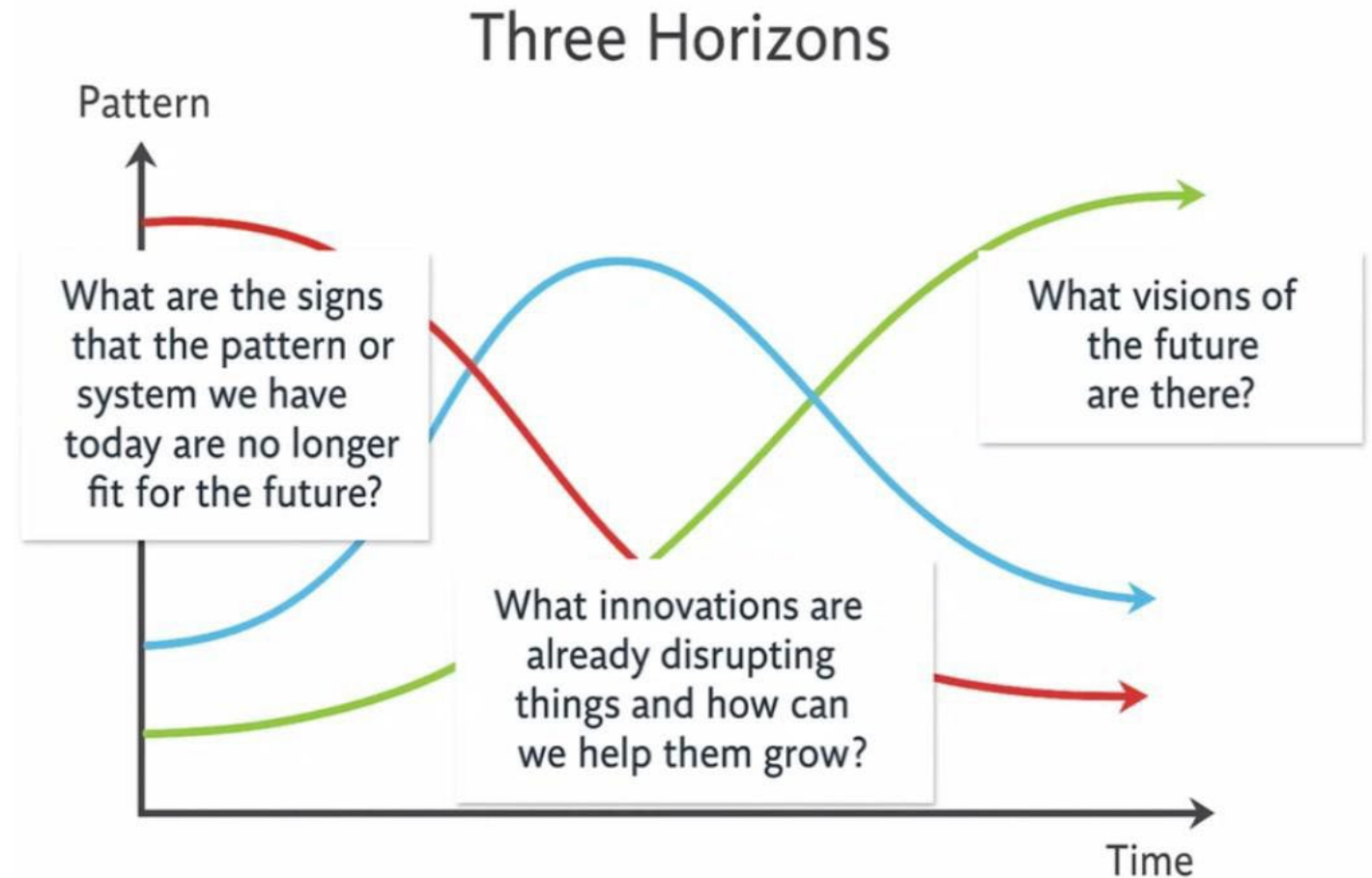
# Leading through complexity & uncertainty

## The Cynefin Framework

|             | THE CONTEXT'S CHARACTERISTICS   | THE LEADER'S JOB  | ANGER SIGNALS  | RESPONSE TO DANGER SIGNALS  |
|-------------|---|---|--|---|
| CLEAR       | <ul style="list-style-type: none"> <li>- Repeating patterns and consistent events</li> <li>- Clear cause-and-effect relationships evident to everyone; right answer exists</li> <li>- Known knowns</li> <li>- Fact-based management</li> </ul>  | <ul style="list-style-type: none"> <li>- Sense, categorize, respond</li> <li>- Ensure that proper processes are in place</li> <li>- Delegate</li> <li>- Use best practices</li> <li>- Communicate in clear, direct ways</li> <li>- Understand that extensive interactive communication may not be necessary</li> </ul>  | <ul style="list-style-type: none"> <li>- Complacency and comfort</li> <li>- Desire to make complex problems simple</li> <li>- Entrained thinking</li> <li>- No challenge of received wisdom</li> <li>- Over-reliance on best practice if context shifts</li> </ul>                           | <ul style="list-style-type: none"> <li>- Create communication channels to challenge orthodoxy</li> <li>- Stay connected without micromanaging</li> <li>- Don't assume things are simple</li> <li>- Recognize both the value and the limitations of best practice</li> </ul>   |
| COMPLICATED | <ul style="list-style-type: none"> <li>- Expert diagnosis required</li> <li>- Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible</li> <li>- Known unknowns</li> <li>- Fact-based management</li> </ul>                               | <ul style="list-style-type: none"> <li>- Sense, analyze, respond</li> <li>- Create panel of experts</li> <li>- Listen to conflicting advice</li> </ul>  | <ul style="list-style-type: none"> <li>- Experts overconfident in their own solutions or in the efficacy of past solutions</li> <li>- Analysis paralysis</li> <li>- Expert panels</li> <li>- Viewpoints of non-experts excluded</li> </ul>   | <ul style="list-style-type: none"> <li>- Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking</li> <li>- Use experiments and games to force people to think outside the familiar</li> </ul>   |
| COMPLEX     | <ul style="list-style-type: none"> <li>- Flux and unpredictability</li> <li>- No right answers: emergent instructive patterns</li> <li>- Unknown unknowns</li> <li>- Many competing ideas</li> <li>- A need for creative and innovative approaches</li> <li>- Pattern-based leadership</li> </ul>           | <ul style="list-style-type: none"> <li>- Probe, sense, respond</li> <li>- Create environments and experiments that allow patterns to emerge</li> <li>- Increase levels of interaction and communication</li> <li>- Use methods that can help generate ideas: Open up discussion as through large group methods); set barriers: stimulate attractors: encourage dissent and diversity; and manage starting conditions and monitor for emergence</li> </ul> | <ul style="list-style-type: none"> <li>- Temptation to fall back into habitual, command-and-control mode</li> <li>- Temptation to look for facts rather than allowing patterns to emerge</li> <li>- Desire for accelerated resolution of problems or exploration of opportunities</li> </ul> | <ul style="list-style-type: none"> <li>- Be patient and allow time for reflection</li> <li>- Use approaches that encourage interaction so patterns can emerge</li> </ul>  |
| CHAOTIC     | <ul style="list-style-type: none"> <li>- High turbulence</li> <li>- No clear cause-and-effect relationships, so no point in looking for right answers</li> <li>- Unknownables</li> <li>- Many decisions to make and no time to think</li> <li>- High tension</li> <li>- Pattern-based leadership</li> </ul> | <ul style="list-style-type: none"> <li>- Act, sense, respond</li> <li>- Look for what works instead of seeking right answers</li> <li>- Take immediate action to reestablish order-command-and control)</li> <li>- Provide clear, direct communication</li> </ul>   | <ul style="list-style-type: none"> <li>- Applying a command-and-control approach longer than needed</li> <li>- "Cult of the leader"</li> <li>- Missed opportunity for innovation</li> <li>- Chaos unabated</li> </ul>  | <ul style="list-style-type: none"> <li>- Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment</li> <li>- Encourage advisers to challenge your point of view once the crisis has abated</li> <li>- Work to shift the context from chaotic to complex</li> </ul> |

# Balancing short term pressures with long term vision

---



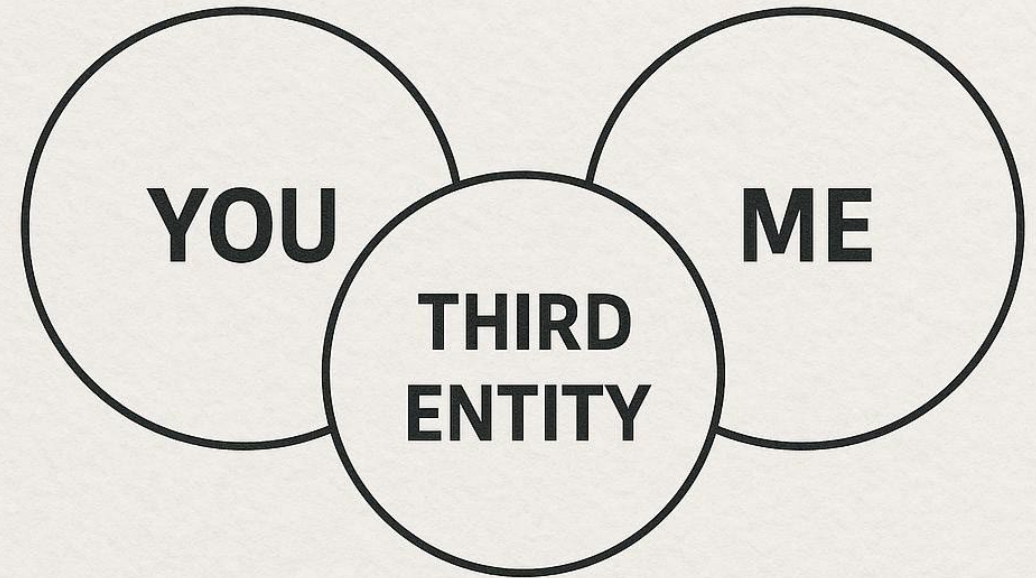
Dream.  
Dare.  
Lead.



# Collaboration across Silos

---

- What does this relationship/team/system need from us right now?
- If our shared purpose could speak, what would it ask of us?
- What are we creating—or avoiding—together?
- What does this Third Entity want to become?



Dream.  
Dare.  
Lead.

# Communicating Change

Use these 4 building blocks to reshape your message:

- **Hero**

→ Who is your audience and what do they care about?  
(*"You're a team that wants to work in sync, deliver results, and support one another through complexity"*)

- **Problem**

→ What challenge or tension are they facing that this change addresses?  
(*"But lately, unclear priorities, siloed communication, and constant pivots have made it hard to stay aligned—and even harder to feel like a team."*)

- **Plan**

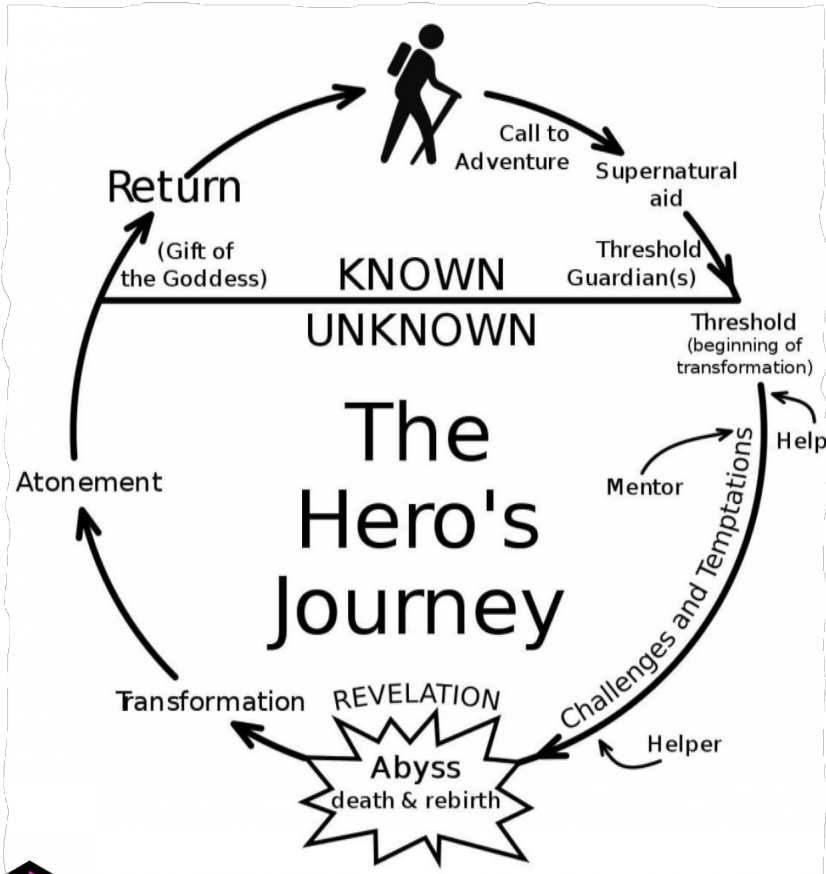
→ What's the clear and simple path forward?  
(*"That's why we're creating a new rhythm of connection—through shared goals, regular team huddles, and space for open dialogue."*)

- **Success**

→ What's the aspirational future or benefit of this change?  
(*"When we move together, we make progress faster, reduce duplication, decisions are easier, relationships deepen, and your impact expands, creating a culture where everyone can thrive."*)

- **Failure**

→ What's at stake?  
(*If we don't adapt, we risk falling behind, losing funding, and burning out staff who are already stretched thin. Change is hard—but not changing is harder.*)



Dream.  
Dare.  
Lead.

# Conflict and Difficult Conversations

## Nonviolent Communication

*“There are no positive or negative emotions, just emotions we feel when our needs are met and emotions we feel when our needs are not met.”*

*- Marshall Rosenberg*

Observation: Describe the situation objectively. Focus on specific, observable facts rather than interpretations or assumptions.

“I noticed that you did not respond to my message yesterday”.

Feelings: Express your genuine emotions related to the observation. Distinguish between feelings and thoughts.

“I feel concerned when I don’t hear back from you.”

Needs: Identify the universal human needs underlying your feelings.

“I need reassurance that my messages are being received.”

Make clear, positive, actionable requests (not demands). Be open to hearing “no” and use it as an opportunity for further dialogue.

“Would you be willing to let me know when you see my messages?”

“When I see X, I feel Y, because I need Z.”



Dream.  
Dare.  
Lead.

# The Leader's Toolkit for building Psychological Safety



Dream.  
Dare.  
Lead.

| CATEGORY         | SETTING THE STAGE  | INVITING PARTICIPATION  | RESPONDING PRODUCTIVELY  |
|------------------|--|---|--|
| LEADERSHIP TASKS | <b>Frame the Work</b> <ul style="list-style-type: none"><li>Set expectations about failure, uncertainty, and interdependence to clarify the need for voice</li></ul> <b>Emphasize Purpose</b> <ul style="list-style-type: none"><li>Identify what's at stake, why it matters, and for whom</li></ul> | <b>Demonstrate Situational Humility</b> <ul style="list-style-type: none"><li>Acknowledge gaps</li></ul> Practice Inquiry <ul style="list-style-type: none"><li>Ask good questions</li><li>Model intense listening</li></ul> <b>Set up Structures and Processes</b> <ul style="list-style-type: none"><li>Create forums for input</li><li>Provide guidelines for discussion</li></ul> | <b>Express Appreciation</b> <ul style="list-style-type: none"><li>Listen</li><li>Acknowledge and thank</li></ul> <b>Destigmatize Failure</b> <ul style="list-style-type: none"><li>Look forward</li><li>Offer help</li><li>Discuss, consider, and brainstorm next steps</li></ul> <b>Sanction Clear Violations</b> |
| ACCOMPLISHES     | Shared expectations and meaning  | Confidence that voice is welcome  | Orientation toward continuous learning   |

## Psychological Safety



## **Poll #4: What do you see as the biggest enabler to health system redesign In Canada?**



**Poll #5: Which question would you most like the panelists to answer (rapid fire questions)**

“You cannot be  
committed to  
your dream and  
your comfort  
zone at the same  
time.”

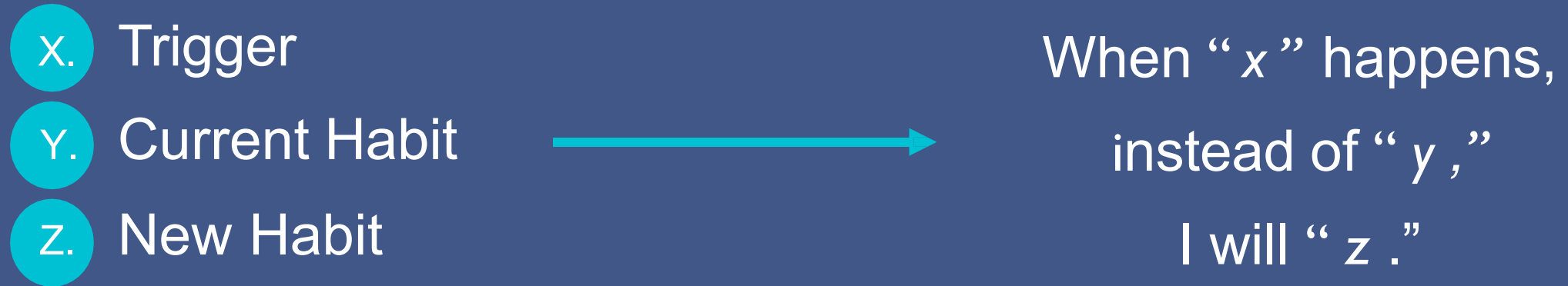
-James Clear



Dream.  
Dare.  
Lead.



# The New Habit Formula\*: Creating Good Commitments



## X Trigger

- Location-based
- Time-based
- *(ideally both)*

## Y Current Habit

- The thing you've trained yourself to do

## Z New Habit

- The “laughably small” first step
- Make it specific

# Sample Commitments

## Presence

### When

I begin my workday

### Instead of

diving straight into emails or tasks

### I will

pause and take 3 deep breaths and identify my priority for the day

## Collaboration

### When

I attend a meeting

### Instead of

only worrying about my interests or those of my teams'

### I will

extend one open-ended question to facilitate our shared purpose

## Managing change and uncertainty

### When

I feel resistance against my idea

### Instead of

brushing it off or pushing forward

### I will

ask, "What concerns you most about this?"



Dream.  
Dare.  
Lead.

# Setting up our system for progress



Set Group Visibility to open  
Sharing progress will improve your own success by 50%.



Choose your Accountability Buddy  
It will improve your habit building success by 2.5x.



Set daily notifications (even if you don't check in each time)  
Daily reminders will still nudge you to stick to your commitment.



Add notes (at any point through the habit building timeframe)  
Even just one note will increase change success.



Dream.  
Dare.  
Lead.



Dream.  
Dare.  
Lead.

Commit fully,  
and doors you never saw  
will begin to open.



**6NWI**



**Poll #6: What is the single most important value that health leaders should embody to lead health system redesign?**

**Change will not come if we wait for some  
other person or some other time.**

**We are the ones we've been waiting for.**

**We are the change that we seek.**

*Barack Obama*

Find out more about the CCHL National Conversation:

