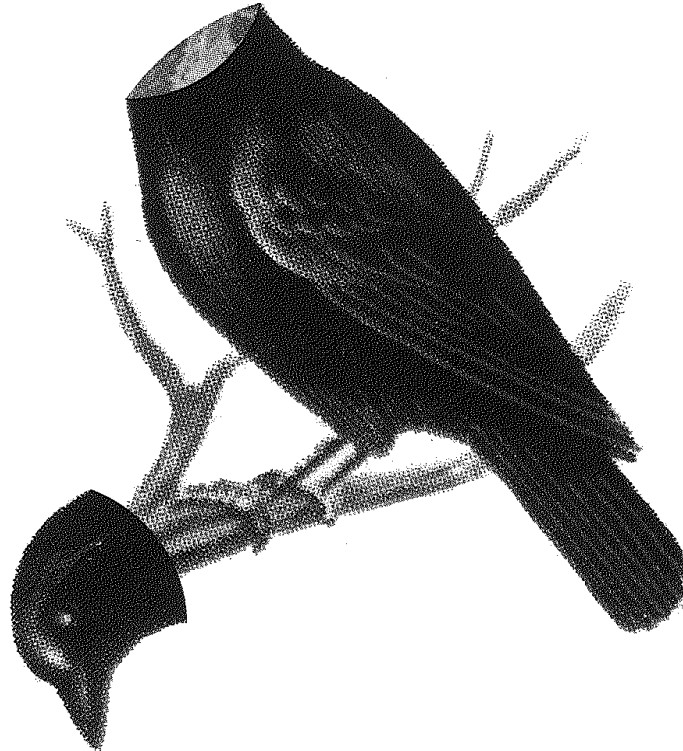


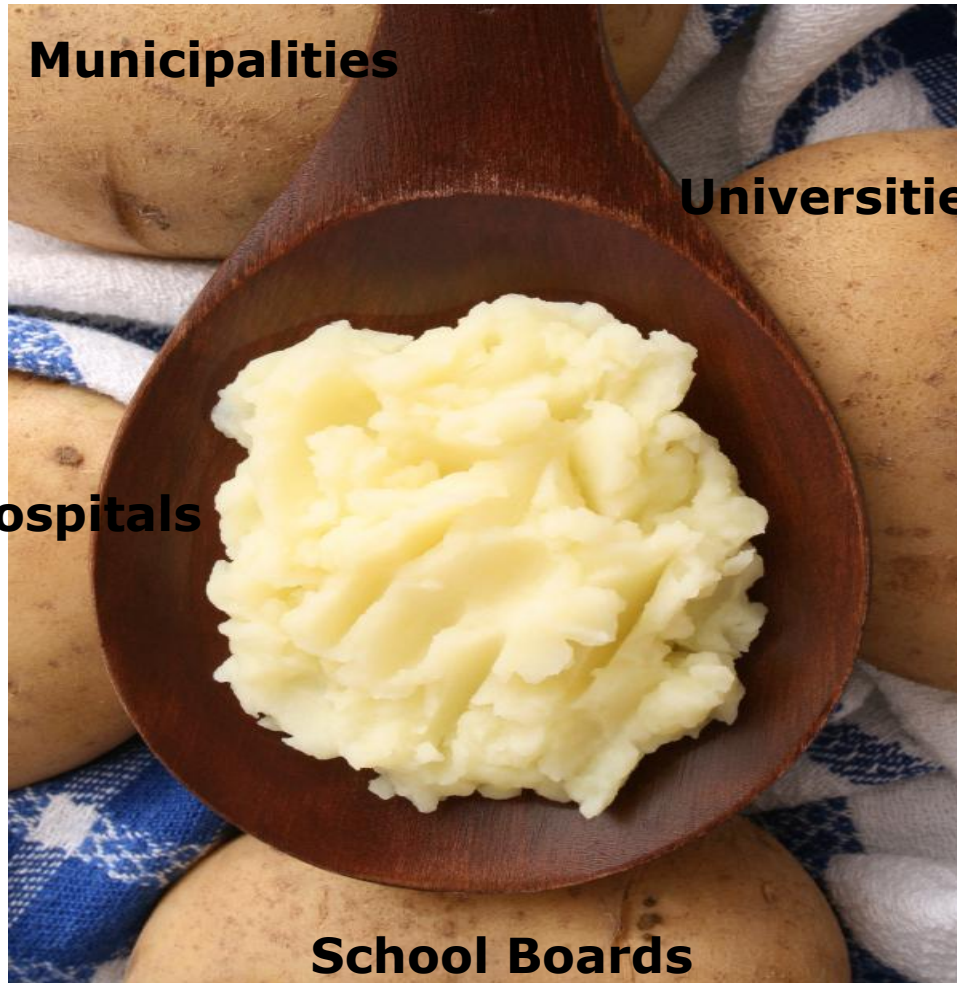
Leadership and Change in Public Sector Organizations.

CIVIL AND CIVIC



Serve the public because civil society deserves the best.

A little bit about me



The MUSH Sector

- ✓ School Board Trustee for 5 years
- ✓ Large School Board Association Lobbyist for a bit.
- ✓ AMO policy (social and finance) for a few years.
- ✓ OHA Policy and Government Affairs.
- ✓ Advisor to Minister of Municipal Affairs and Housing.
- Disentanglement)**
- ✓ Hospital Council of GTA. (**HSRC / restructuring**)
- ✓ V.P. At Toronto East Hospital.
- ✓ Medical Research Council to Canadian Institutes of Health Research. **National research infrastructure redo**
- ✓ Private consulting
- ✓ Kemptville Hospital.

A little bit about us, with 2 questions

- ❑ Too much money ?
- ❑ Not enough demand ?

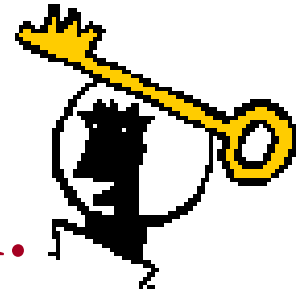


Three things we all know.

- *I don't know anything you don't know* -

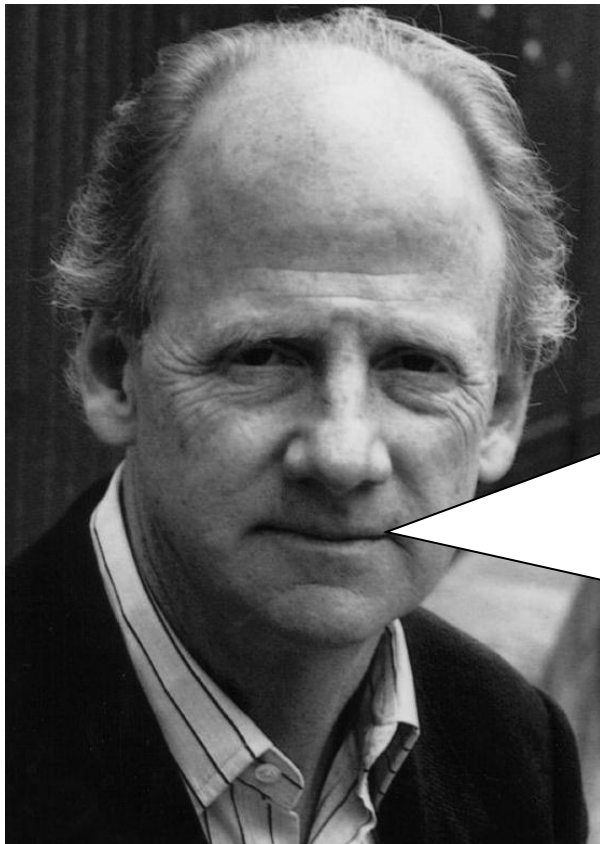
1. The personal drivers that bring us to our work, more than anything else determine our ability effect change.
2. Pygmalion theory is true. People respond positively to positive expectations.
3. Our teams, our organizations and civil society advance as direct expressions of points one and two above.

A 4th point, Colin's observation.



- As you lead your organization, its public persona and perceived societal contribution alters society's collective valuation of socially governed and led infrastructure.
 - Our work in being purpose centred, building better teams and better communities creates a feedback loop in which a community's positive expectations of and for itself – in civic, market and personal domains - are reinforced.
 - Consciously use your organization to build a better society. That is the public's expectation of you.

Have you been reminded lately?



On questions of public service, the silence of public service leaders in generally baffles me.

Hospital CEOs in particular are uniquely placed to lead public discourse, to be examples of what is good about how we have chosen to organized ourselves.

John Ralston Saul

Why do you go to work in the morning? Your personal heritage.



Appreciative inquiry

- ❑ Rising public expectations.
- ❑ High anti government rhetoric.
- ❑ Short public attention spans.
- ❑ Short delivery times.
- ❑ Taxation exhaustion.
- ❑ \$15 billion Ontario deficit.
- ❑ Compliance and performance fetishization in the workplace.

Who is in this room?

- How we lead ourselves is an essential part of social evolution.
- We are leaders who share a commitment to improve the people lives.
 - At KDH we have embraced a commitment to

“Building Healthier Communities”

1. In a nutshell



- Internalize, embody, expect and represent the best of what motivates you.

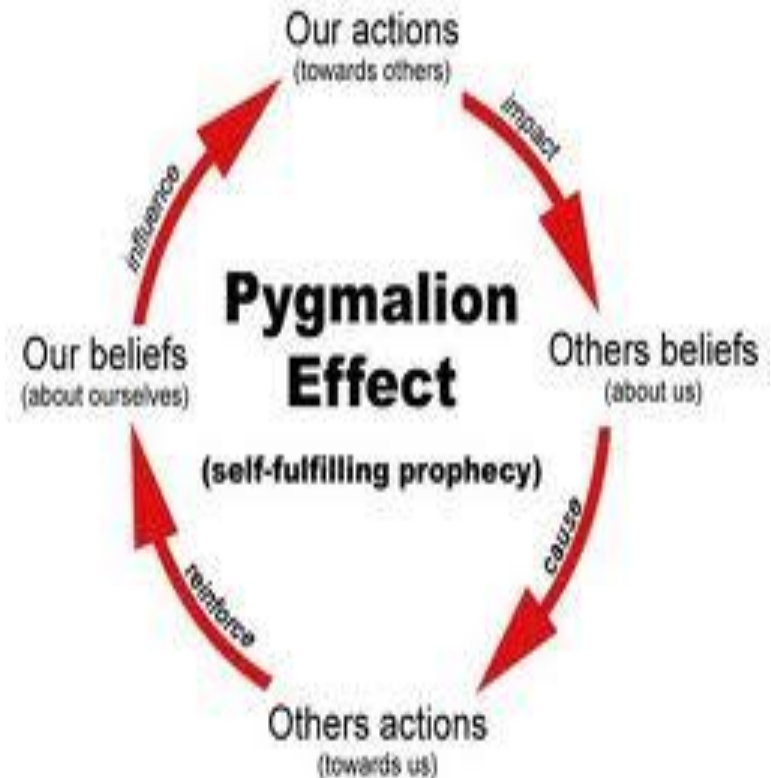
***"You must be the change
you want to see in the
world."***

Mahatma Gandhi

It is our vision to educate a generation of children who will see it as their responsibility to protect the human rights of all; who know that they can and do make a difference in this world.

2. How are we as leaders and co-workers?

- The Pygmalion effect enables staff to excel in response to the manager's message that they are capable of success and expected to succeed.
- People tend to do better when treated as if they are capable of success

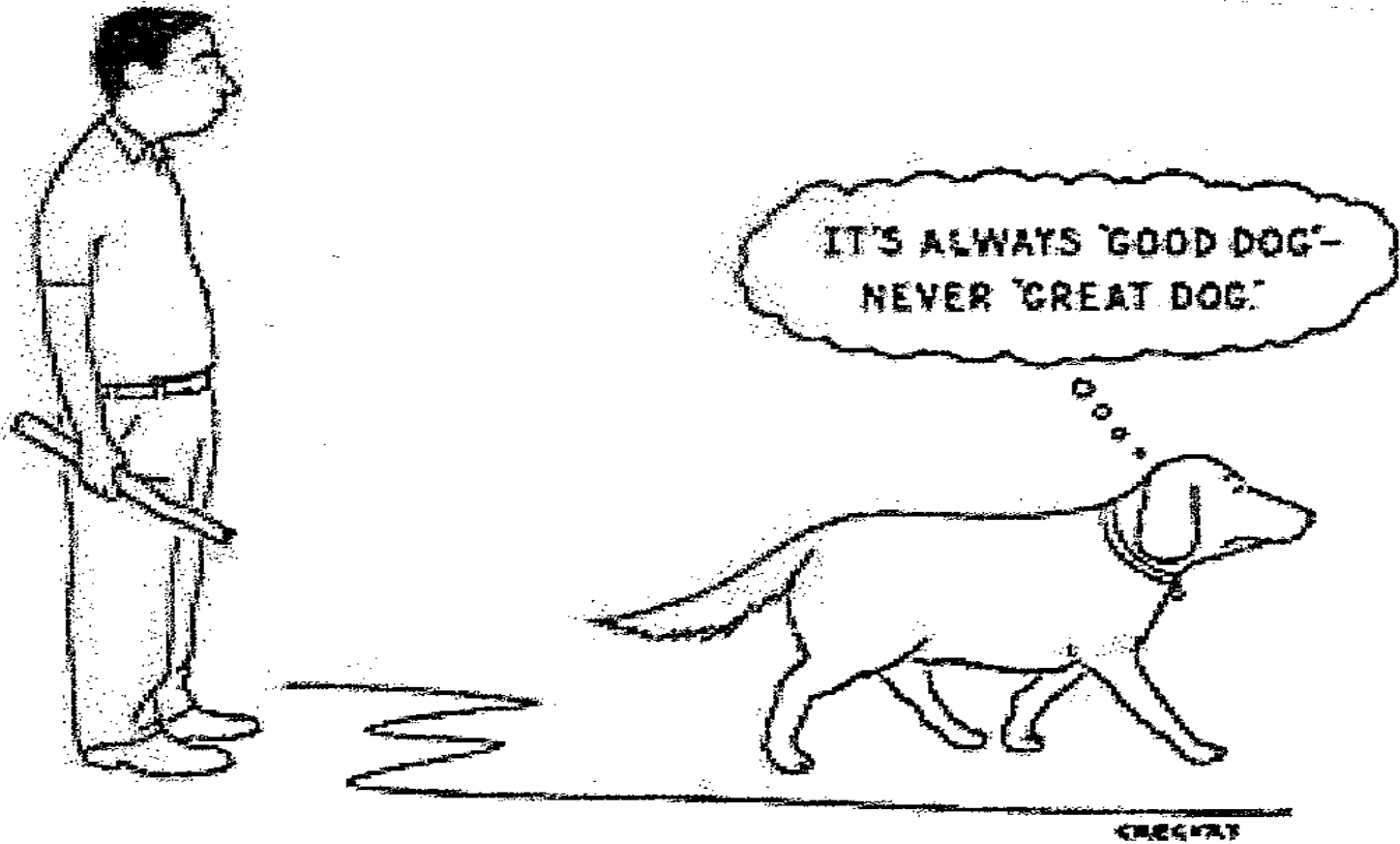


2. It is as plain and direct a this.

- How we lead our teams is the bulwark of civil society.
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2 In a nutshell

People respond positively to positive expectations.



Pygmalion: name your people now.

It has never been a better time to be a Public Sector Leader.

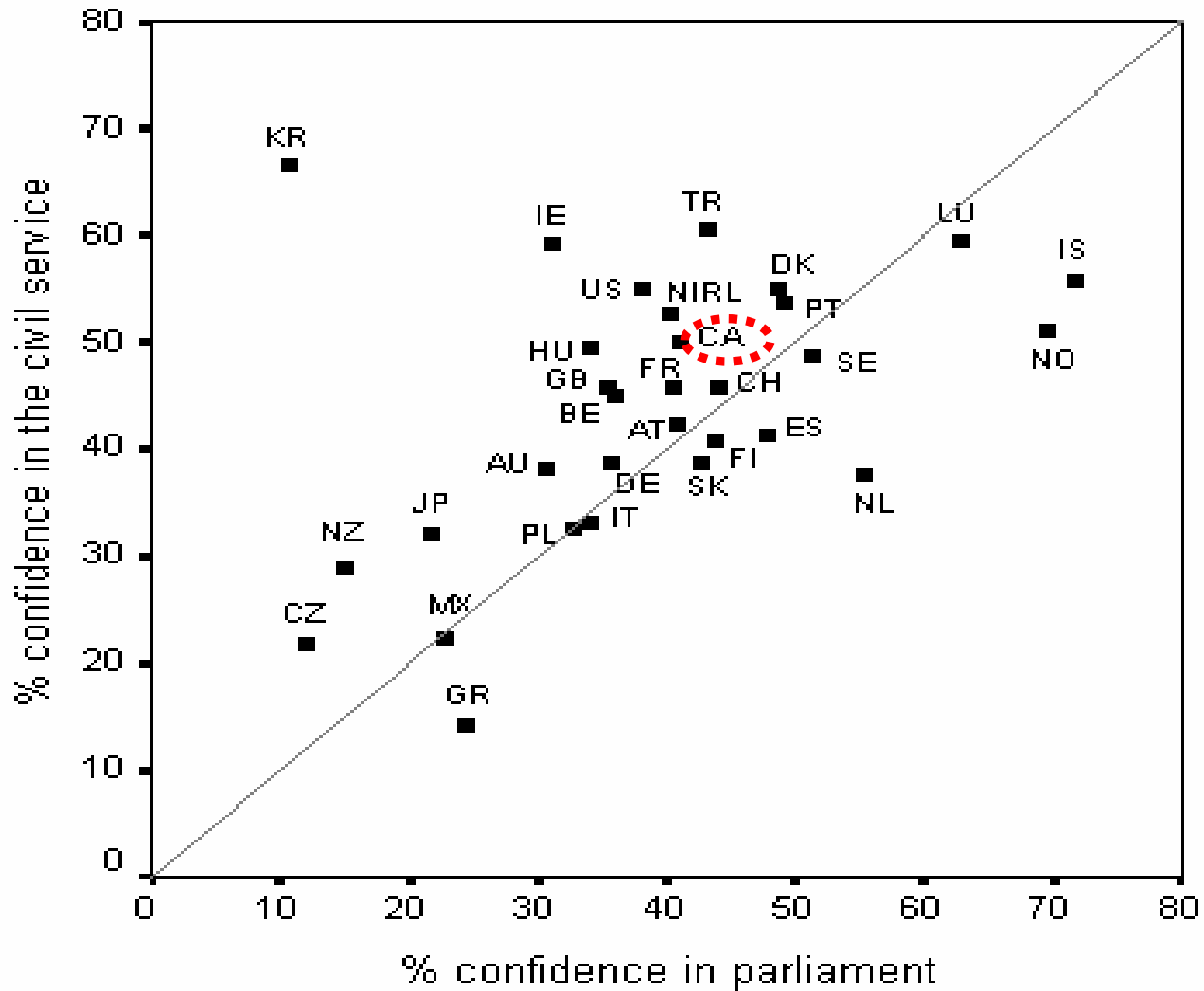


- Great things happen every day.
 - Arab spring.
 - U.S. Universal Health.
 - Berlin Wall.



- Your most recent success.
- Your next big success.

The public is depending on us.



**OECD ANNEX:
TRUST IN THE
PUBLIC SECTOR**

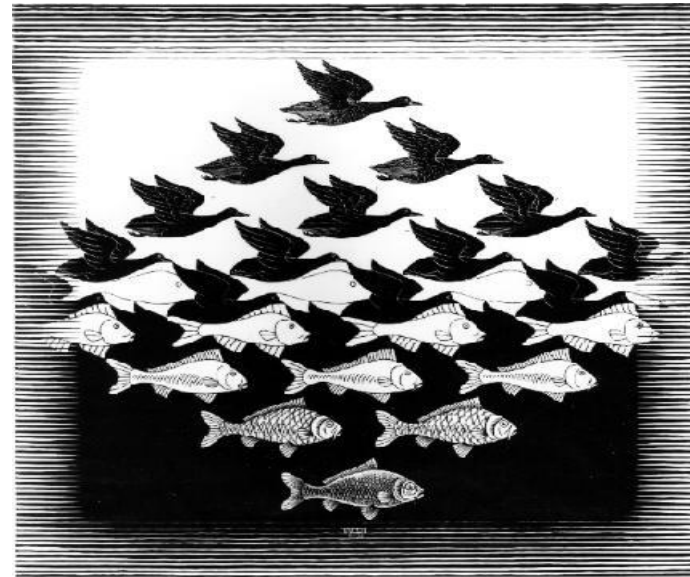
Twin Peaks, yes please.

□ Leading an organization.

□ A leading organization.



+



What do you believe you ought to be getting done?

3.& 4. In a nutshell



Embrace the positive expectations that exist for us from the people we serve.



Blowing smoke? - Five year results.



We have accomplished together

- ❑ Doubled in physical size
- ❑ About to double the number of locations and another 50% bigger
- ❑ Our budget has increased 140%
- ❑ 75% of our Employee health and satisfaction indicators are above industry average
- ❑ Employee loyalty is the highest in the industry
- ❑ Our surgical client satisfaction rate the quarter just ended was 99.9%
- ❑ After some very hard work our sick days are below industry average.
- ❑ Recruitment of talent is getting easier.
- ❑ Testing new model of *fast to serve* suburban health care.

Summary or a friendly reminder.

1. We are all leaders in a movement to improve people lives.
Remember why you go to work.
2. How we lead our teams is a bulwark of civil society.
Enjoy and celebrate peoples' excellence and commitment.

Summary or a friendly reminder.

3. Excellence in public administration creates a positive feedback loop in which a community's positive expectations of itself are reinforced.
Rising public expectations are a sure sign of success.
4. We each have a positive duty to strengthen civil society through the use of our position and our organization to advance civil society's collective interests.
Consciously use your organization to build a better society. That is the public's expectation of you.

Serve the public because civil society deserves the best.

