

# Culture Eats Accountability for Breakfast

AFHTO Conference  
October 29, 2015

Presenter: David Courtemanche





City of Lakes | Ville de lacs  
**Family Health Team**  
**Équipe de santé familiale**



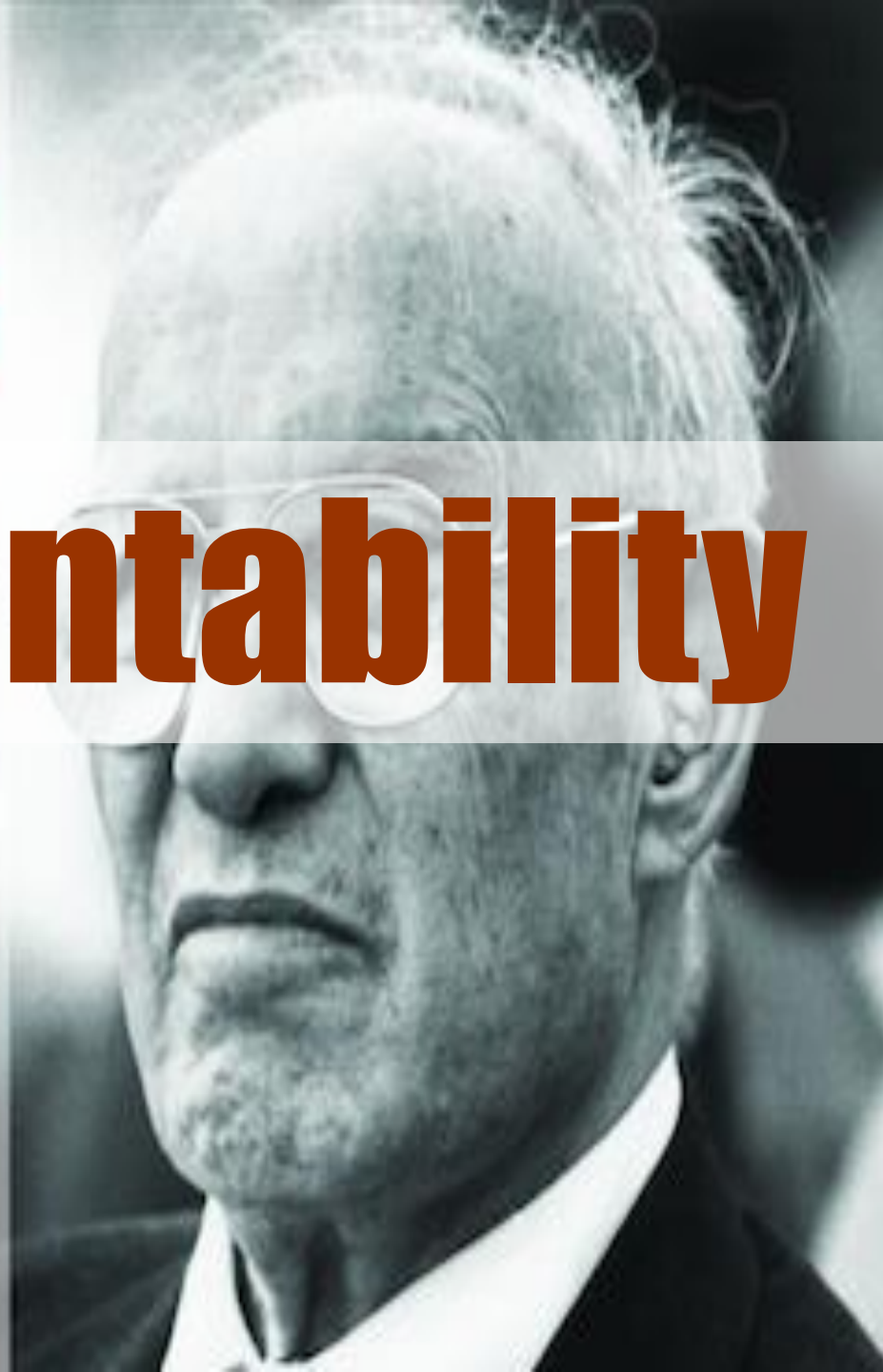
**Culture**

**eats**

**Accountability**

**for breakfast**

**Peter Drucker**



A 3D rendered image of a keychain. The keychain features a prominent gold-colored tag with the word "PERFORMANCE" embossed in a bold, serif font. The tag is attached to a silver-colored metal ring. Two keys are attached to the ring: one is a standard silver key with a notched bit, and the other is a more complex, circular key with a textured surface and a central hole. The entire keychain is set against a dark, textured background, possibly a piece of leather or a similar material, which is illuminated from the side, creating highlights and shadows that emphasize the metallic textures and the embossed text.

**PERFORMANCE**

# Newspaper Headlines

*Health care in Ontario is cracking under stress*

Toronto Star

*How Ontario plans to 'transform' health care*

National Post

*Healthcare system changing to meet seniors' needs*

Guelph Mercury

*Crisis in Ontario health-care system deepens*

Toronto Star

*Ontario budget continues hard line on health care*

Globe & Mail

*Mass exodus of doctors predicted*

London Free Press



A photograph of Minister Hoskins speaking at a press conference. He is wearing a dark suit, a light blue shirt, and a patterned tie. He is gesturing with his hands while speaking. The background is a teal wall with the Ontario Health Services logo and the text "Patients First Action Plan for Health Care" in both English and French.

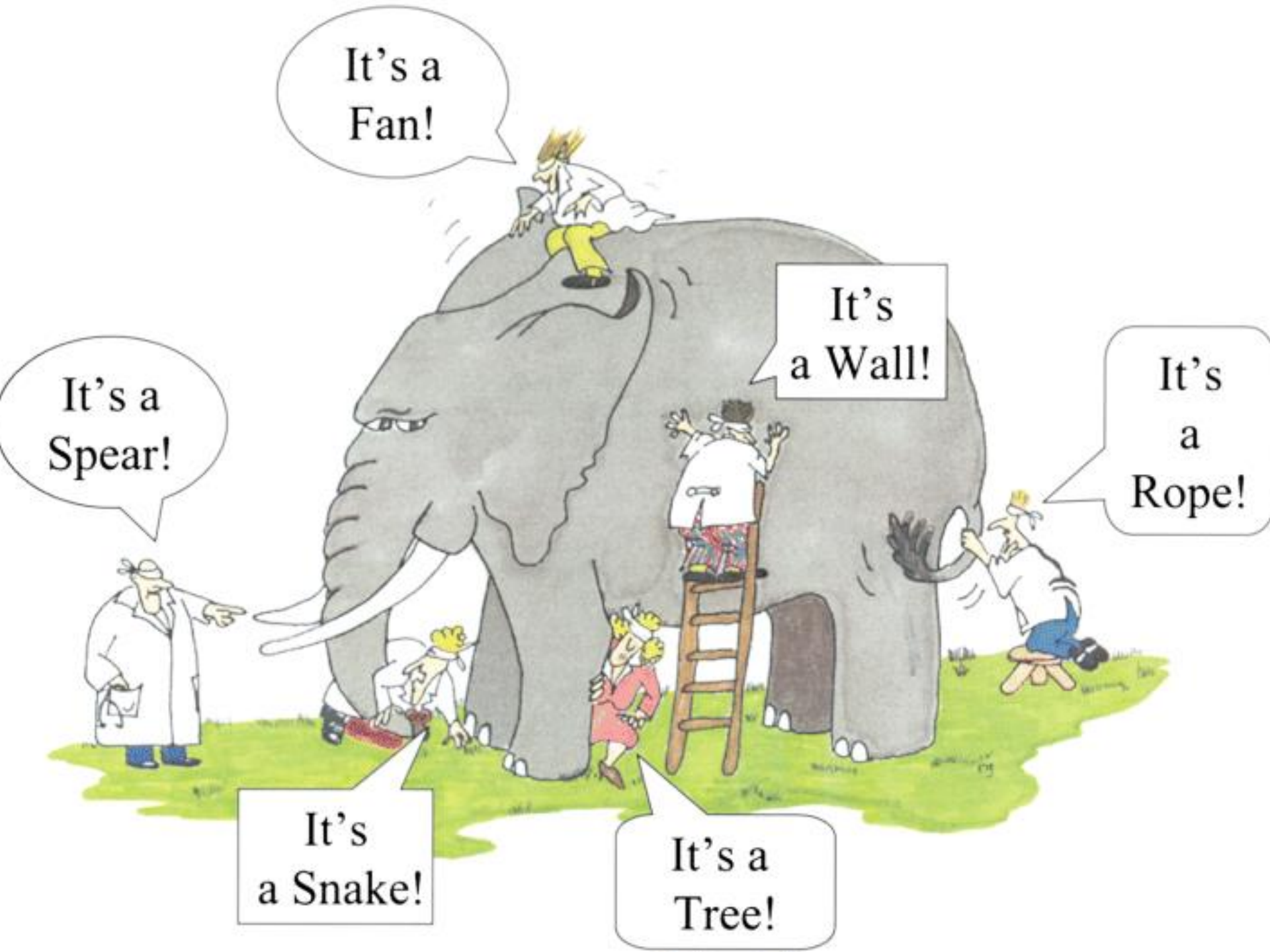
# Minister Hoskins

Patients First  
Action Plan for Health Care

patients  
action santé

“We have to approach the challenges facing health care from a different vantage point... we cannot be afraid to try new things and diverge from old ways.”

February 2, 2015



It's a Fan!

It's a Snake!

It's a Wall!

It's a Rope!

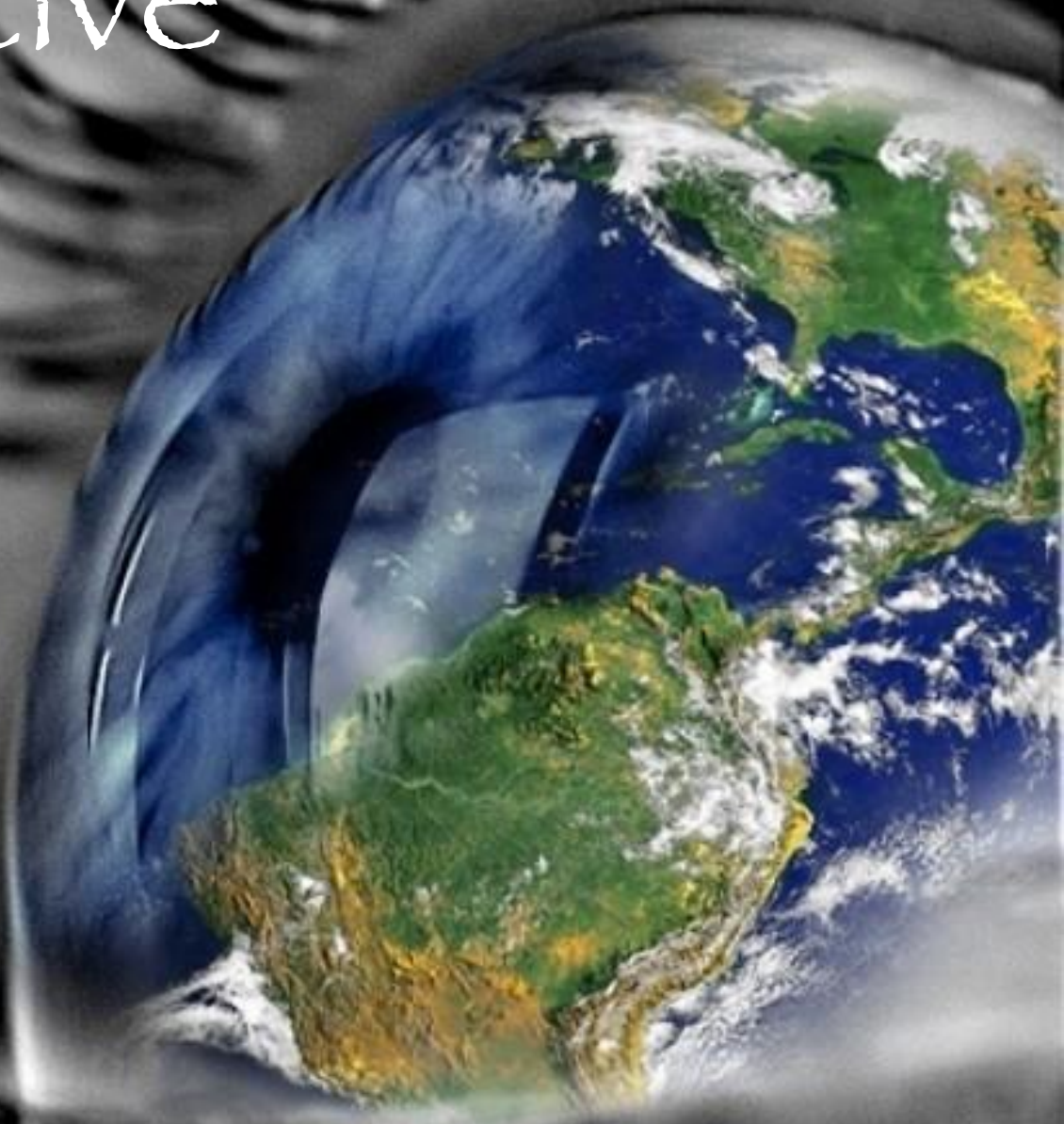
It's a Snake!

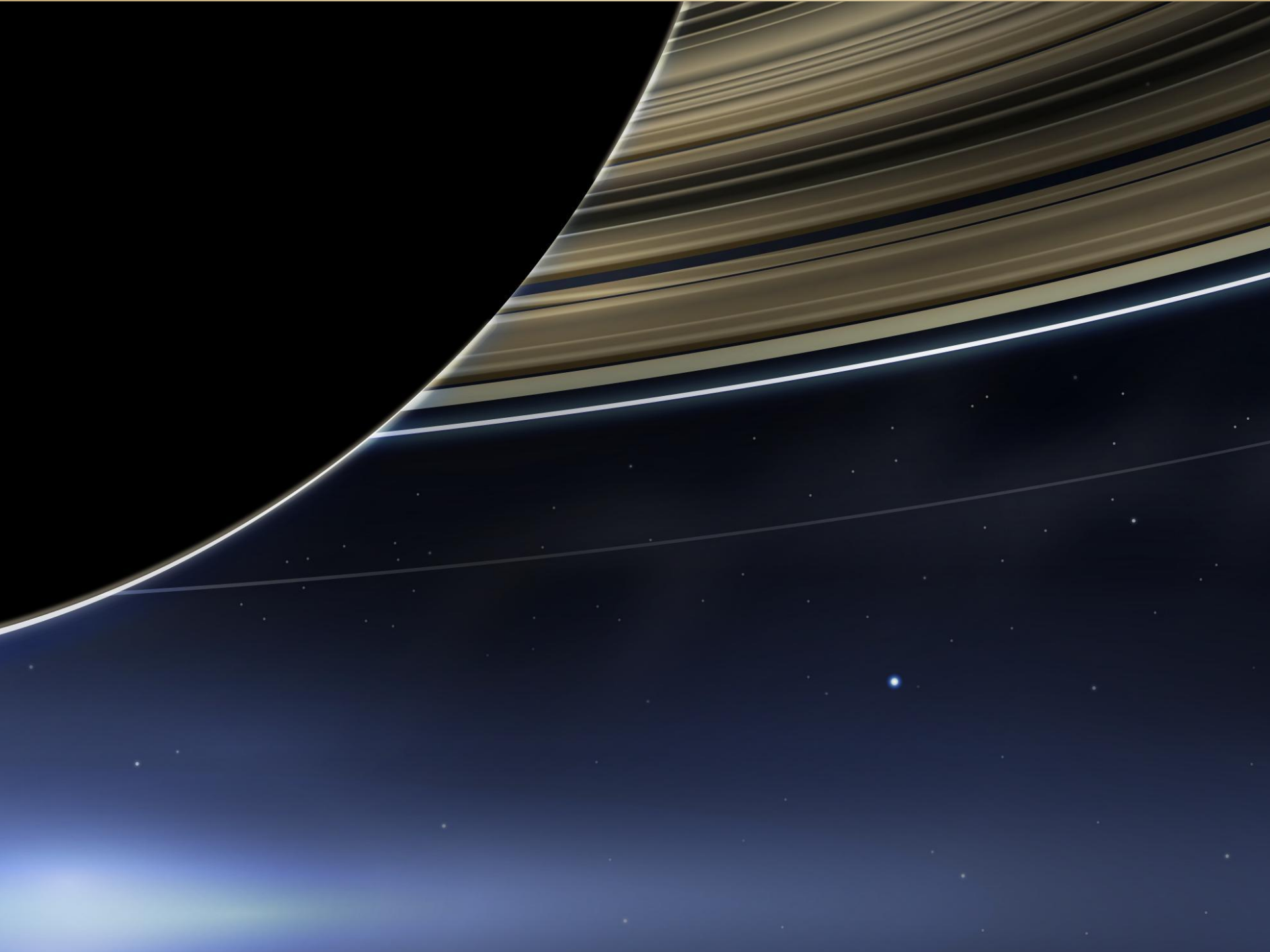
It's a Tree!

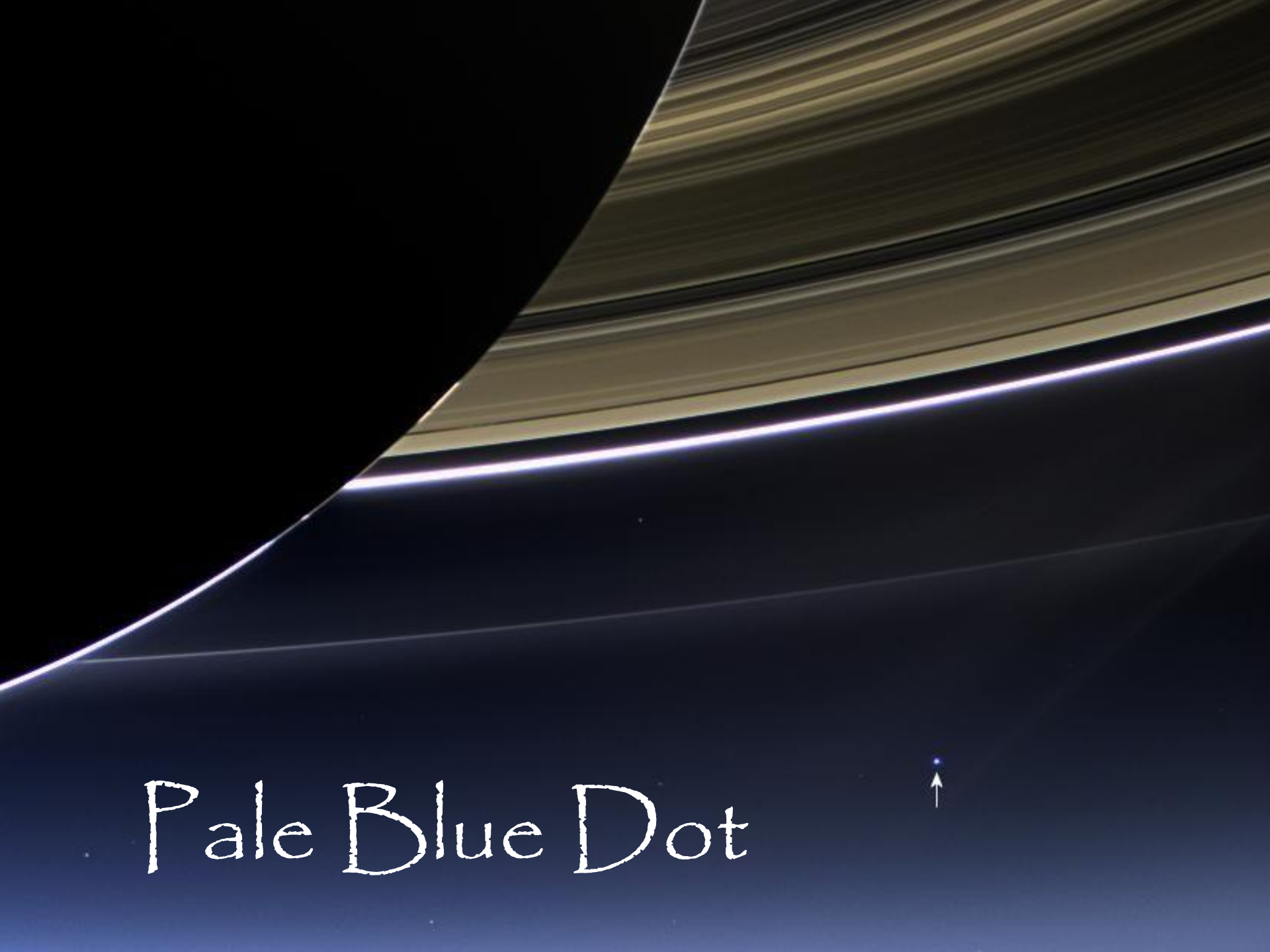
It's a Snake!



Perspective







Pale Blue Dot

LEFT  
BRAIN

RIGHT  
BRAIN

LEFT

RIGHT

Analytic

Logic

Reasoning

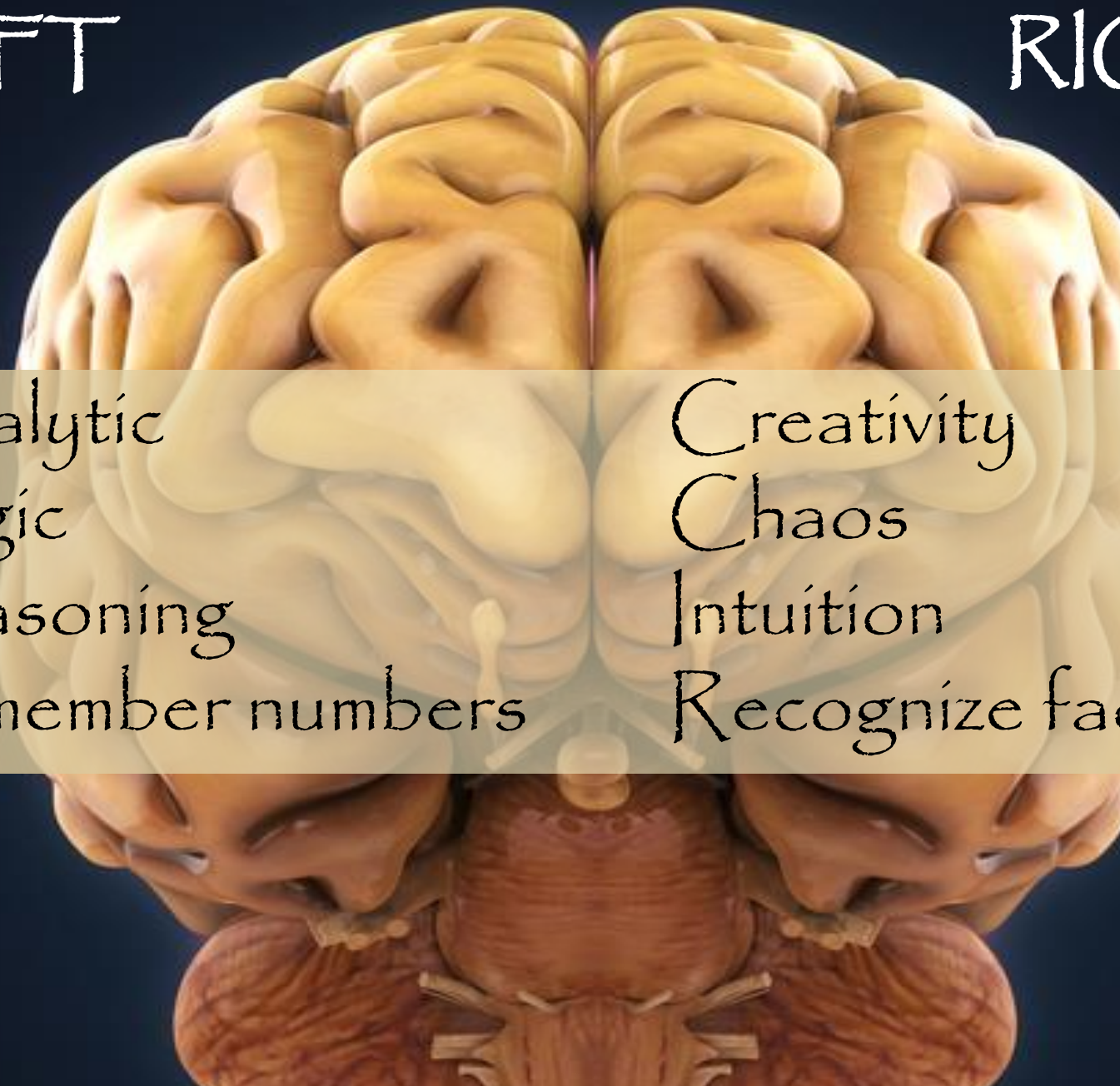
Remember numbers

Creativity

Chaos

Intuition

Recognize faces

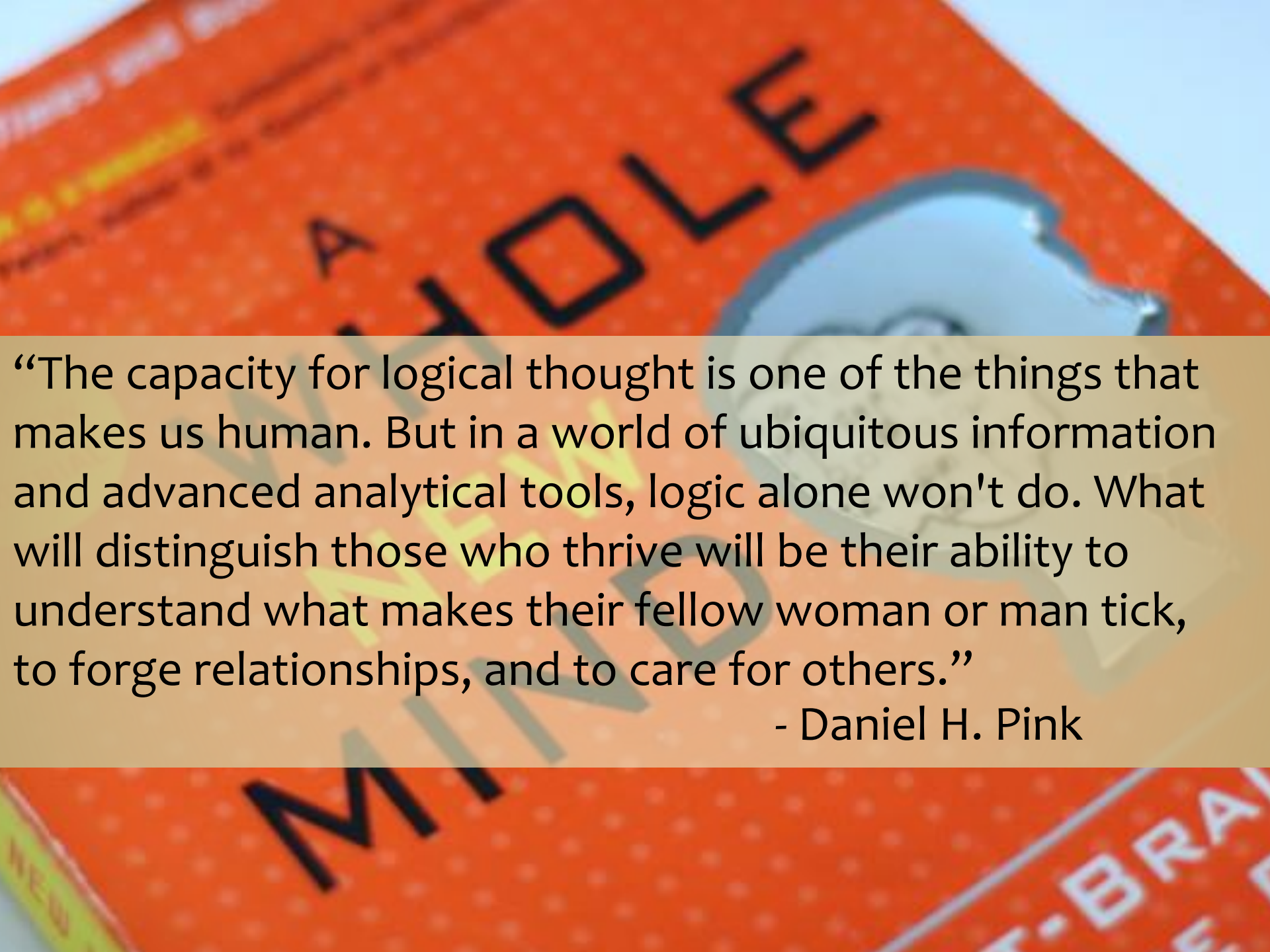




Accountability

PERFORMANCE





“The capacity for logical thought is one of the things that makes us human. But in a world of ubiquitous information and advanced analytical tools, logic alone won't do. What will distinguish those who thrive will be their ability to understand what makes their fellow woman or man tick, to forge relationships, and to care for others.”

- Daniel H. Pink





Accountability

Culture



What's really  
driving our thinking?

**Management**

**Leadership**

**Liability**

**Compatibility**

**Compliance**

**Performance**



## Management

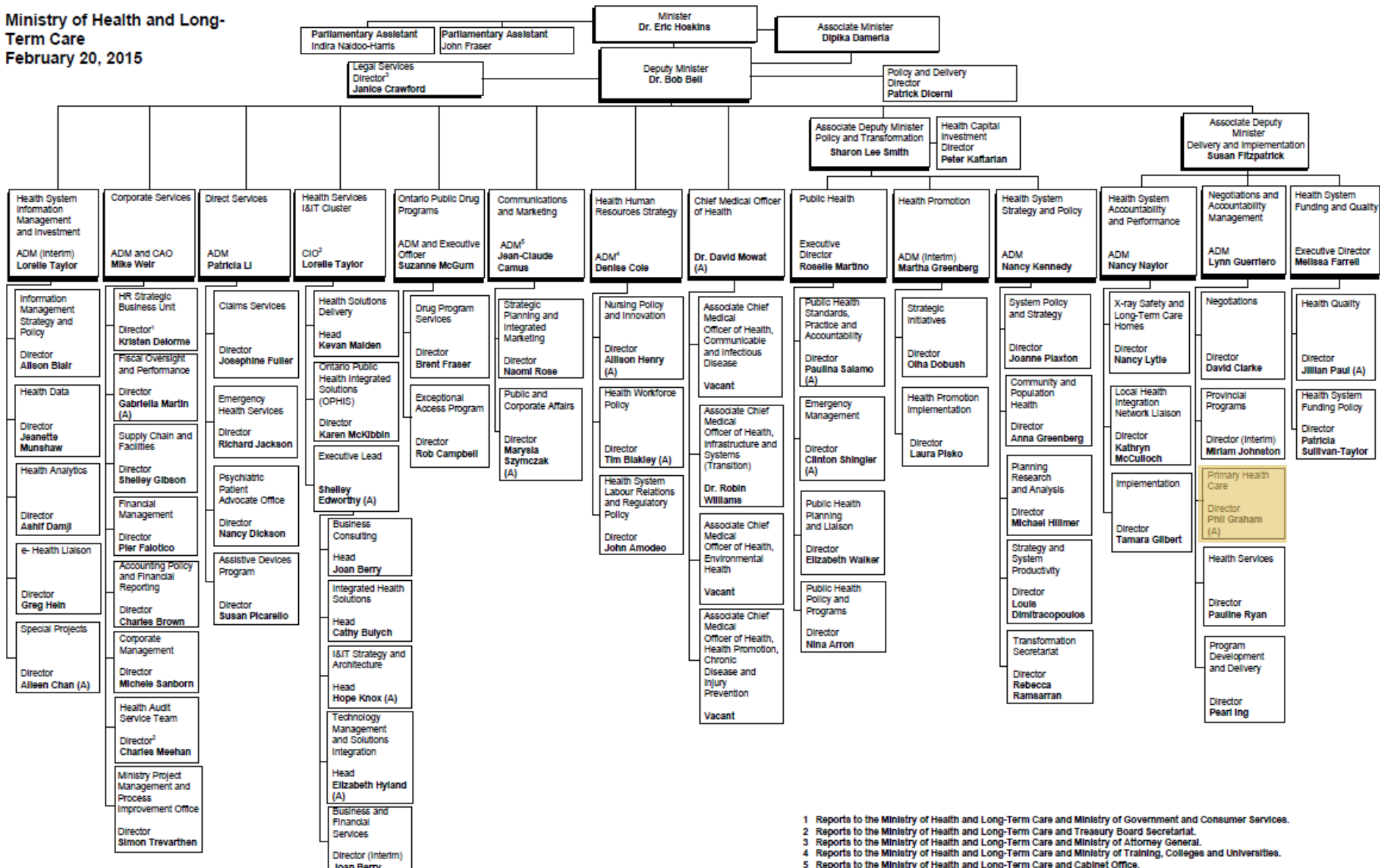
- Goals & objectives
- Incentives & Deterrents
- Organizational Structure

## Leadership

- Shared Vision
- Purpose & Values
- Organizational Culture

# Organizational Structure

Ministry of Health and Long-Term Care  
February 20, 2015



1 Reports to the Ministry of Health and Long-Term Care and Ministry of Government and Consumer Services.  
2 Reports to the Ministry of Health and Long-Term Care and Treasury Board Secretariat.  
3 Reports to the Ministry of Health and Long-Term Care and Ministry of Attorney General.  
4 Reports to the Ministry of Health and Long-Term Care and Ministry of Training, Colleges and Universities.  
5 Reports to the Ministry of Health and Long-Term Care and Cabinet Office.

# Culture



The shared beliefs, values and assumptions that exist which strongly influences how people perceive, think, feel and behave within the organization

An iceberg floating in the ocean. The tip of the iceberg is visible above the water line, while the much larger, jagged base is submerged below. The sky is blue with scattered white clouds, and the water is a deep blue. The horizon line is clearly visible, separating the sky from the water.

Observable workplace behaviours  
*“The way we do things around here”*

Underlying beliefs,  
values & attitudes  
*“Why we do the things  
we do”*



City of Lakes / Ville de Lac  
**Family Health Team**  
**Équipe de santé familiale**

# Welcome to your Family Health Team!

## What is a Family Health Team?

Family Health Teams are a commitment of the Ontario Ministry of Health and Long-Term Care to provide health care services that are patient-centred, family-centred, and community-centred. They are a new way of organizing health care services to better meet the needs of patients and families.

A Family Health Team is a group of health care providers working together to provide primary care to you. Our services include: Family Health Teams, Community Health Centres, Home Care, Palliative Care, and Long-Term Care. We also provide a variety of other services to support your health and well-being.

**Mission**  
 To provide high-quality, patient-centred, family-centred, and community-centred health care services to all residents of the City of Lakes.

**Values**  
 We are committed to providing high-quality, patient-centred, family-centred, and community-centred health care services to all residents of the City of Lakes.

- Core Values**
- Being patient-centred and family-centred
  - Being community-centred
  - Being patient-centred and family-centred
  - Being patient-centred and family-centred
  - Being patient-centred and family-centred
  - Being patient-centred and family-centred
  - Being patient-centred and family-centred
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  - Being patient-centred and family-centred
  - Being patient-centred and family-centred

## After Hours Health Information

**After Hours Clinic** By appointment only  
 1000 Lakeshore Blvd. West, Suite 100  
 (905) 566-1018

**After Hours Health Information**  
 Available 24 hours from phone and  
 Telehealth. Health Advisory Service  
 1-800-387-2375

## Patient Charter

### Patient Rights

- To be treated in a safe and secure environment
- To be treated in a kind and respectful way
- To be treated in a way that respects your culture
- To ask questions of the health care provider you care for
- To ask for services you need and want
- To have your personal health information kept private
- To be treated with respect and dignity
- To a safe and secure environment
- To receive responsible medication when an appointment has to be rescheduled, preferably 24 hours

### Patient Responsibilities

- Communicate with honesty and respect
- To be polite and respect other patients
- To take responsibility for your health
- To give accurate information to help other care team
- To take care of your personal belongings
- To accept responsibility for the choices and decisions you make about your care
- To bring your health card to every appointment
- To provide accurate information to the clinic when cancelling or rescheduling your appointment, preferably 24 hours
- To visit our website at [www.yourfamilyhealthteam.com](http://www.yourfamilyhealthteam.com)

## Frequently Asked Questions

### Are patients treated by a physician?

**No.** All patients are treated, meaning that they are registered as patients, by one of our physicians and can be referred to any health care provider on our team.

### Are our physicians accepting new patients?

Our physicians hold their patients' names at their own discretion. Check our website periodically to see which of our physicians are currently accepting new patients. Patients in great or urgent need are usually referred to a family physician or primary care clinic. Other patients are encouraged to register with the Family Health Team program by calling 1-800-387-2375.

### Is the City of Lakes Family Health Team a walk-in clinic? Can I come in without an appointment?

**No.** Our clinics are not walk-in clinics. Patients are treated by one of our family physicians and are required to make an appointment.

### Are there after-hour clinics?

**No.** After-hour clinics are available at one of our clinics on evenings, evenings from 7:00pm - 10:00pm and on occasional weekends. After-hour clinics are available by appointment only for urgent patients only.

### Will I always see my family physician at my appointments?

**Not necessarily.** Sometimes we may see another member of our interdisciplinary team or a medical student or resident on clinical placement with a member of our team.

### Do I need my Ontario Health Card?

**No.** You don't bring your Ontario Health Card to every appointment.

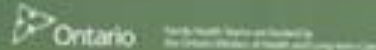
## Family Physicians and Health Care Providers

Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke

## Board of Directors and Administration

Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke
Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke	Dr. Robert Clarke Dr. Paul Clarke Dr. Paul Clarke

(705) 560-1018



[yourFamilyHealthTeam.com](http://yourFamilyHealthTeam.com)







"After you've done with Linda's ultrasound, would you mind doing over on Flannor so we can test how many puppies we can expect?"



An aspiring magician, as well as a top-notch surgeon, Dr. Curbott always tried the old tablecloth trick after each operation.



"Your lawyer showed a doctor's bill, but we fixed it with Photoshop."



"What do your busy schedules entail, examining one hour a day or being dead 24 hours a day?"



"Wake up. The cat's got your health."



"How much did you pay for the ultrasound?"



"The handle on your machine does not qualify as an ergonomic machine."





**-LEADERSHIP**

“Culture is ultimately created, embedded, evolved and manipulated by leaders.”

-Edgar H. Schein



Think different.

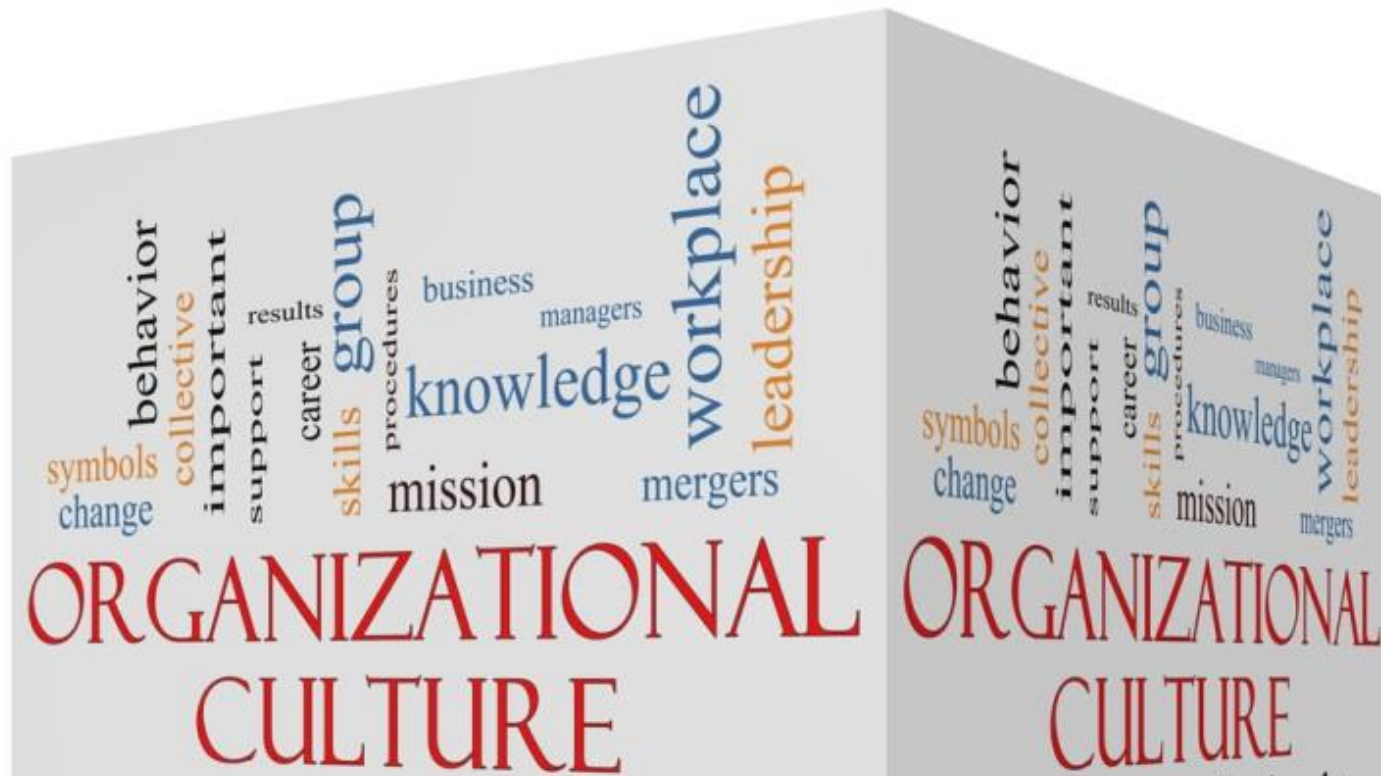






# Apple Store New York





“Instead of acting like thermometers reflecting the organization’s increasingly negative environment, these executives agreed that they must act like thermostats and reset the culture and mindsets of their teams and the organization.

That’s leadership”



# Tangerine Banking (formerly ING Direct)

- Canada's leading direct bank
  - 2M clients
  - \$40 billion in assets
- People-first leadership strategy
  - Transparency
  - Trust
  - Accessibility



A man with short brown hair, wearing a blue polo shirt, is shown from the chest up. The word "BUURTZORG" is printed in white capital letters on the blue fabric of his shirt. The background is a blurred indoor setting.

BUURTZORG

“The greatest honor came from our nurses in 2011 when Buurtzorg received the national **Employer of the Year Award** as determined by employee surveys.”

-Jos de Blok



City of Lakes | Ville de lacs  
**Family Health Team**  
 Équipe de santé familiale

*Teamrec*

**Above and Beyond:**  
*Recognizing Staff Accomplishments*

**Dr. Natalie Goodale**



Natalie has been recently appointed as Vice-Chair of the City of Lakes FHT Board of Directors. She takes over for Dr. Tom Crichton who served on the Board since its inception in 2007.

**Sandy Tegel**



Our very own Sandy Tegel is the recipient of the 2011 RAO Sudbury Chapter Nursing Practice Award.

*Congratulations Sandy!*

*From the Archives:*

**Sudbury Family Health Team Celebrates Partnerships**



*Dr. Chris McKibbon, Chairperson*

Staff and dignitaries celebrated the opening of the Sudbury Family Health Team on Nov. 14 and said thank you forward to the opening of new sites in Walden and Chelmsford. “Partnerships” was the word of the day as the people who got the new off the ground gave guests a tour and introduced the staff. “This new way of delivering care is a partnership between our physician Dr. Tom Crichton and our staff. We can do more together than any of us can do alone.”

Located at 960 Notre Dame Ave. behind Pioneer Manor, the 7,900 sq. ft. facility is a state-of-the-art, multi-disciplinary, family health care center.







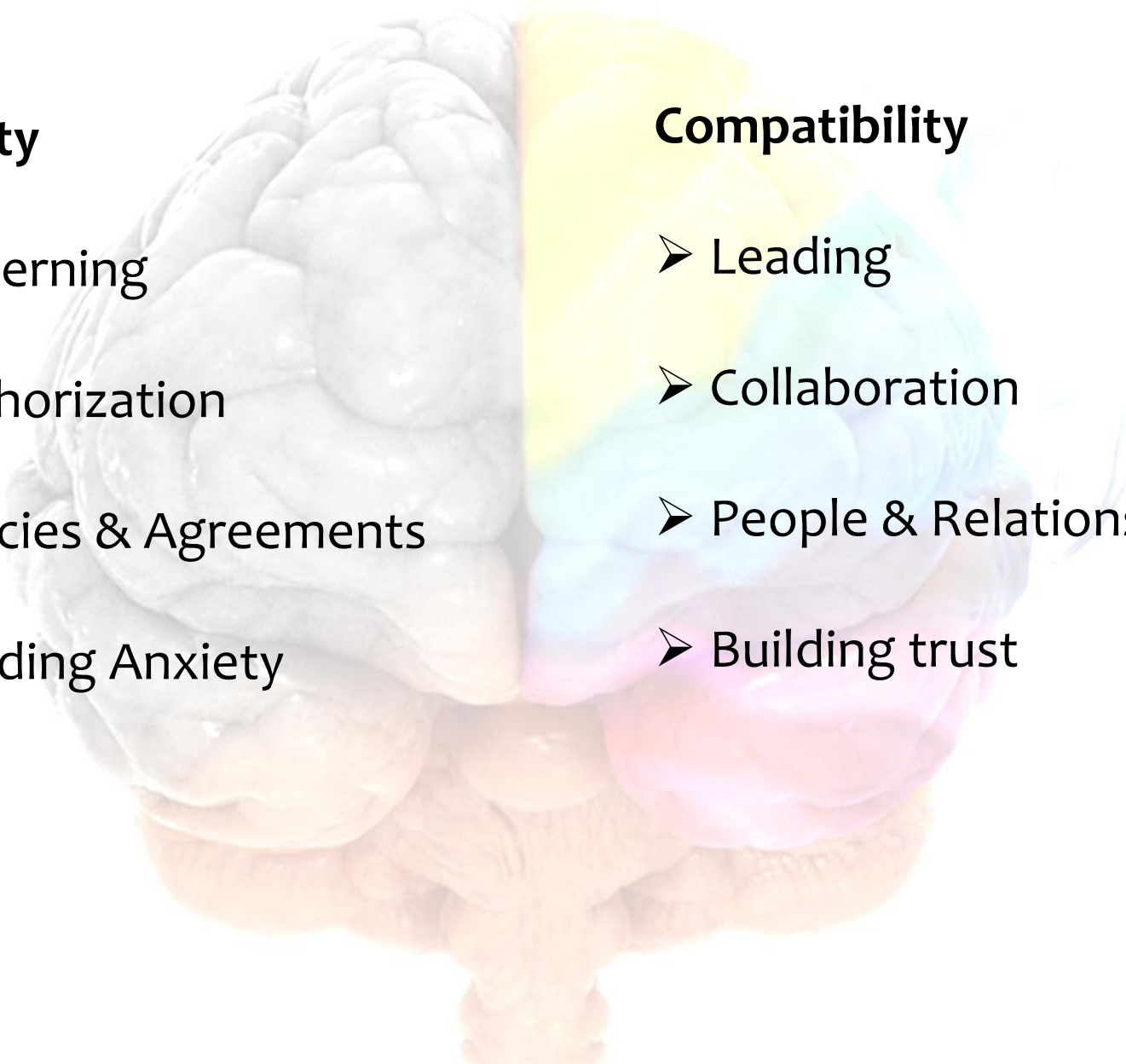
# What's driving our thinking?

## Liability

- Governing
- Authorization
- Policies & Agreements
- Building Anxiety

## Compatibility

- Leading
- Collaboration
- People & Relationships
- Building trust



# Trust Building





# The erosion of public trust





One out of 10 Volkswagen employees works at the Wolfsburg complex. AXEL SCHMIDT/REUTERS

## In the city that Volkswagen built, employee trust has been 'betrayed'

Joanna Slater reports from VW's headquarters in Wolfsburg, Germany

**Strategy Lab** Either something is very wrong with the GoPro story or the stock is a bargain. **Chris Umiasowski, B14**

**Inside the Market** A closer look at the huge improvement in energy sector expectations. **Scott Barlow, B13**

**Exchange-Traded Funds** Lysander launches an actively managed preferred-share ETF. **Clare O'Hara, B13**

### STREETWISE

Fantasy sports betting and insider information - what exactly is legal? **B7**

In the wake of the GE deal, Flément Financial launches a strategic review. **B7**

### COMMENT & ANALYSIS

Stephen Harper's auto investment funding plan may harm more than it helps. **B4**

### NEWS

In Montreal, a new condo hopes to capitalize on Habs



Laurentian University  
Université Laurentienne



LEADERSHIP SUMMIT 2014

INNOVATION. COLLABORATION. TRUST

# Leading at the *SPEED* of TRUST

16 October 2014

Stephen M. R. Covey

FranklinCovey | SPEED OF TRUST



# Behaviours to Build Trust

A photograph of two rock climbers on a steep cliff. One climber is on the edge of the cliff, and another is rappelling down. The background shows a vast, rugged landscape with a deep canyon and forested hills under a clear blue sky.

Talk Straight

Show Respect

Create Transparency

Deliver Results

Confront Reality

Keep Commitments

Extend Trust

Listen First

# Listening for a Change



What if listening was not just the absence of speaking?

What if this simple human skill was  
the secret ingredient to creating change?

What if mastering this skill made all the difference?



A word cloud featuring various terms related to a positive work environment. The largest word is "Positive". Other prominent words include "coworkers", "challenges", "smiles", "laughter", "team", "staff", "friendship", "coffee", "music", "patients", "feedback", "environment", "collegiality", "upbeat", "passion", "decorating", "dedication", "open", "paycheck", "organized", "Treat", "compliments", "clean", "surprises", "energy", "ideas", "attitude", "empathize", "lunchroom", "well", "snack", "faces", "share", "work", "safe", "peers", "Enthusiastic", "wellness", "relationships", "welcoming", "teaching", "useful", "holiday", "dialogue", "conversation", "jokes", "positivity", "happy", "team", "singing", "productive", "respect", "sunshine", "humour", "atmosphere", "chocolate", "meditation", "teamwork", "support", "fun", "feeling", "birthdays", "birthday", "ideas", "fun", "support", "relationships", "welcoming", "chocolate", "meditation", "teamwork".



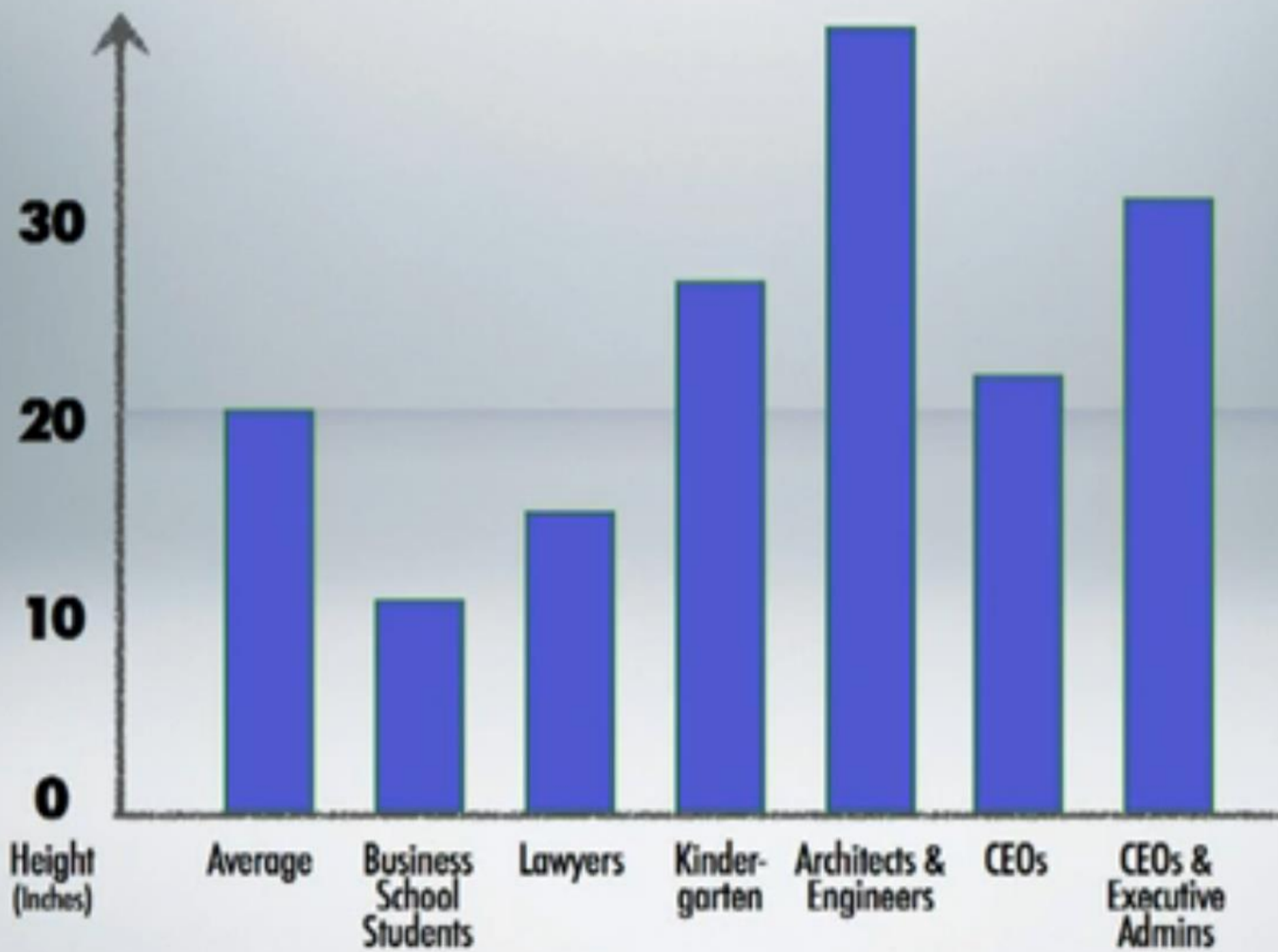
collaboration  
is **everything**



# The **Marshmallow Challenge**



20 sticks of spaghetti + one yard tape + one yard string + one marshmallow



# The Best: Kindergarten School Graduates

The  
Mashmallow  
Challenge



# Interprofessional Collaboration



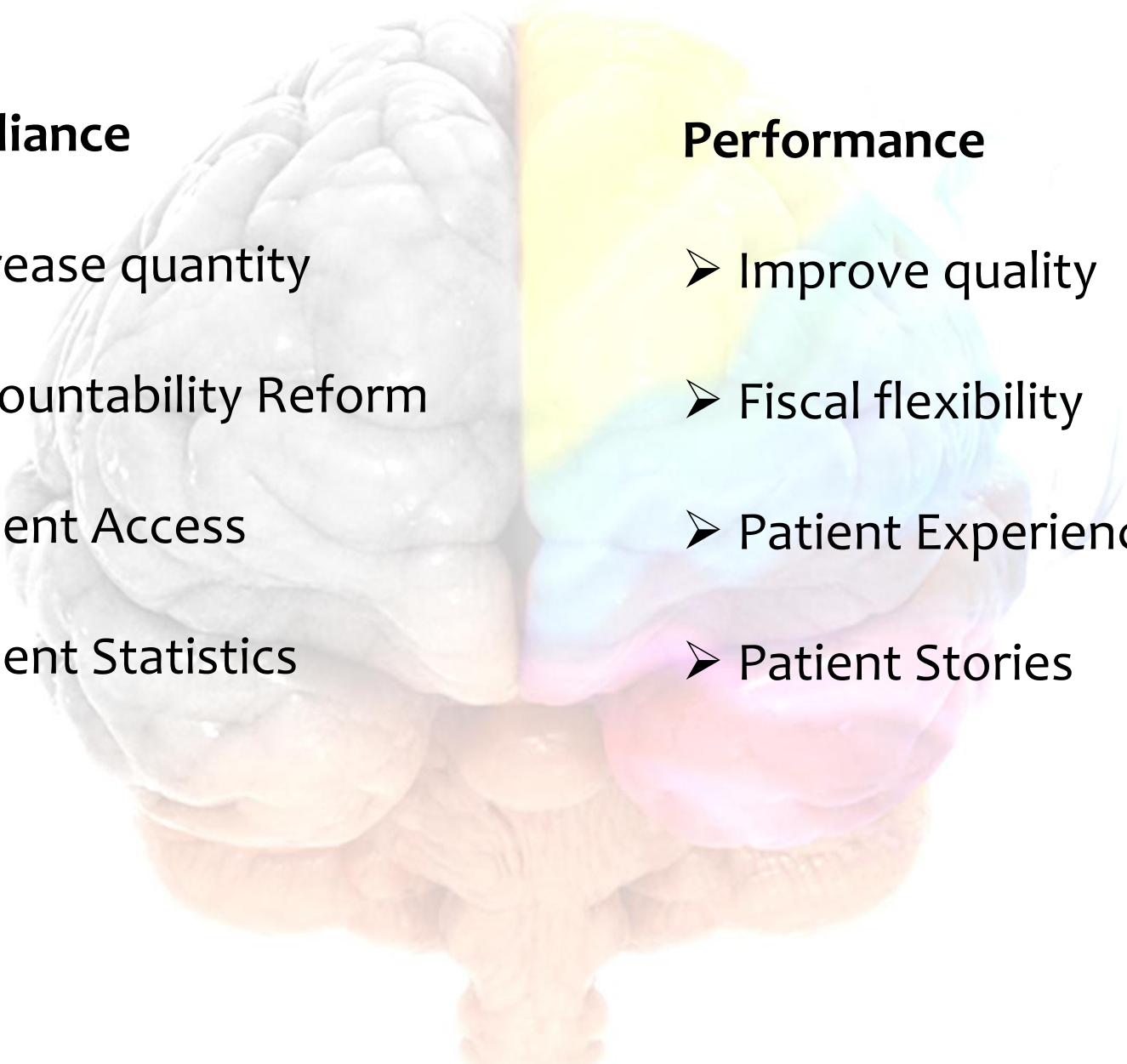
# What's driving our thinking?

## Compliance

- Increase quantity
- Accountability Reform
- Patient Access
- Patient Statistics

## Performance

- Improve quality
- Fiscal flexibility
- Patient Experience
- Patient Stories



Stories are the creative conversion of life itself into a more powerful, clearer, more meaningful experience.

They are the currency of human contact.

Storytelling is the most powerful way to put ideas into the world today.

— Robert McKee



WHAT'S  
YOUR  
STORY?

# Easter Island



Perspective





# Sudbury, Ontario (1942)



WA-1152







1971  
Apollo  
Astronauts

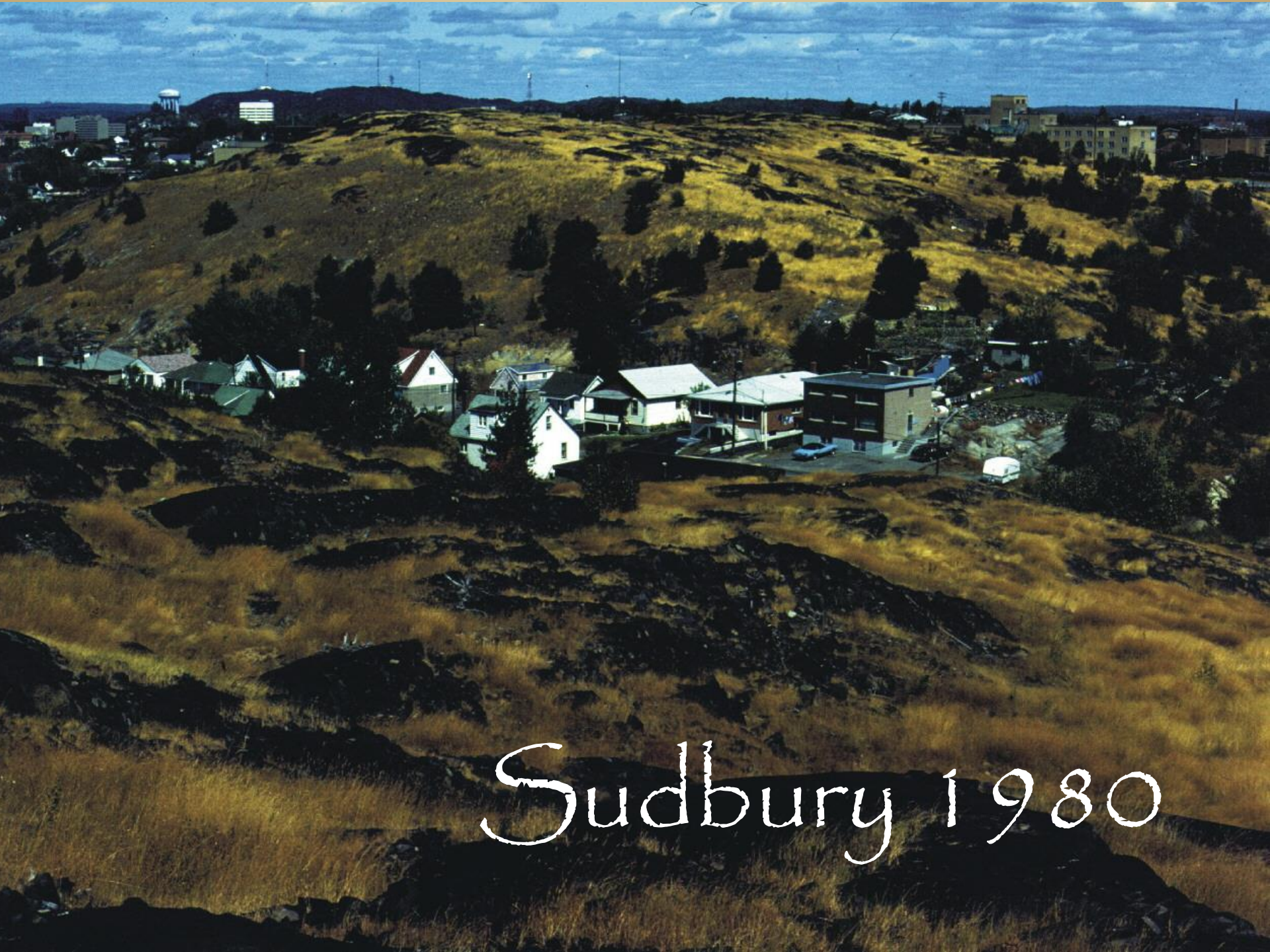
Some of these rocks are  
coated with desert  
varnish





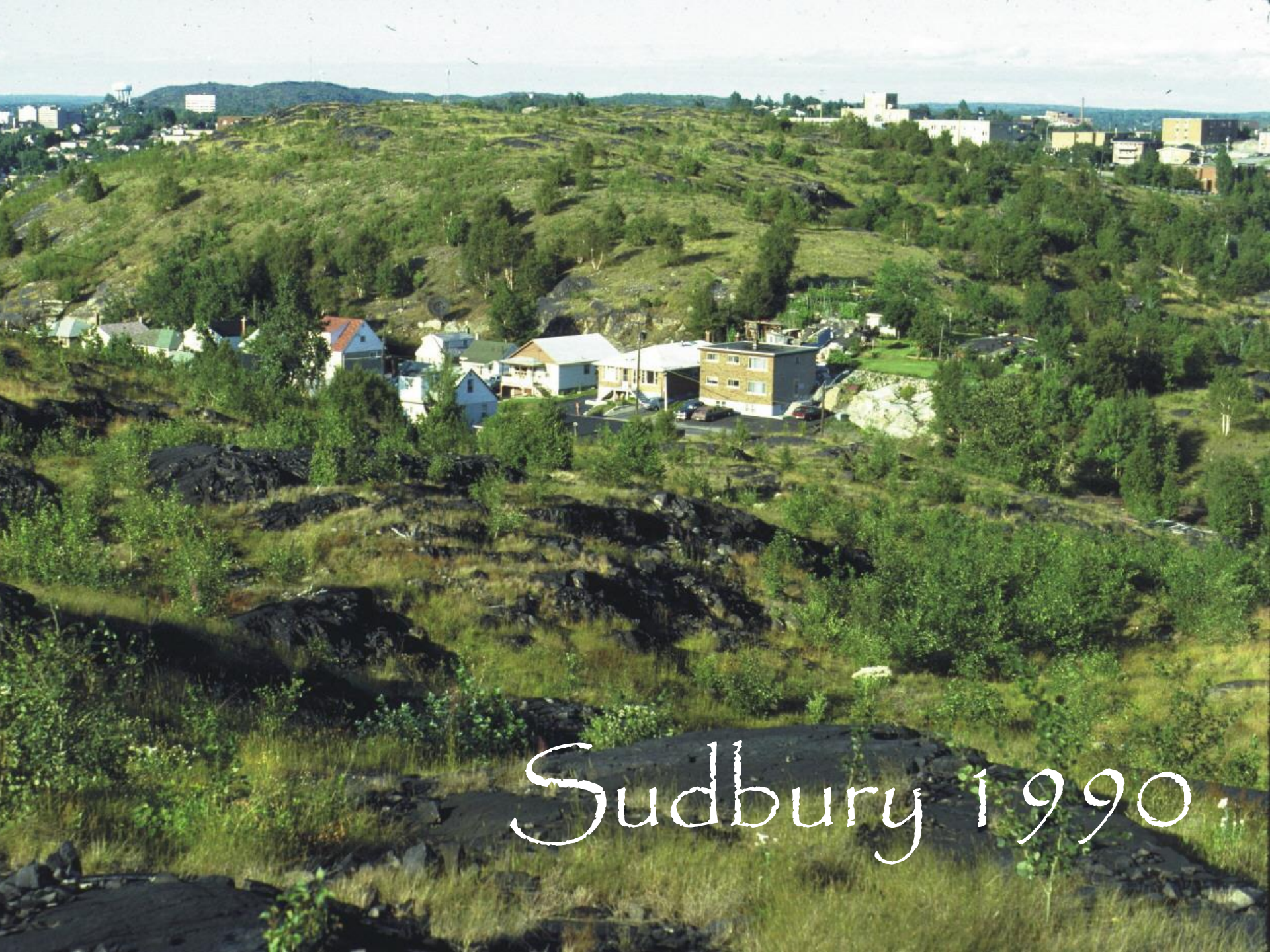


Sudbury 1970



Sudbury 1980





Sudbury 1990



Sudbury 2000

The power to  
transform  
is in our hands



**-LEADERSHIP-**



Shift our health culture  
Collaborative Leadership  
People & relationships  
Inspiring stories and...





# Thank you!



[www.leadingminds.ca](http://www.leadingminds.ca)  
[davecourtemanche@yourfamilyhealthteam.com](mailto:davecourtemanche@yourfamilyhealthteam.com)

leadingminds<sup>INC</sup> 