

World Café Highlights

What We Heard

1

What can IH do to support you showing up as a compassionate leader?

- Model vulnerability and align actions with IH values.
- Foster a supportive culture.
- Prioritize one-on-one interactions and peer connections.
- Evaluate leadership based on staff feedback.
- Expand the offerings/communities of practice of leadership courses, implement follow-up sessions.
- Strengthen orientation processes to enable compassionate practices.
- Enhance leadership capabilities through training, development, and fostering compassionate practices.



Our Commitment

- Integrate staff feedback into leadership practices by actively soliciting input during the Retention and Psychological Health and Safety (PHS) Engagement Tour.
- Provide clear leadership training through Organization and People Development, which will enable leaders to improve team conversations and avoid assumptions.
- Support staff with self-assessment and development tools, including 360-degree reviews and coaching. Develop manager pathways during onboarding processes, with emphasis on compassionate leadership practices and mandatory Psychosocial Check-in education supported by Senior Health and Safety Committee (SHSC).

2

How do we support each other develop and enhance our skills as compassionate leaders?

- Lead by example with vulnerability and compassion, celebrating team successes openly.
- Build networks and communities of practice focused on compassionate leadership.
- Foster growth, empathy, and trust through active listening, feedback, and respectful communication.
- Safeguard time for self-care and reflection.



Our Commitment

- Reinforce and remind our leaders about compassionate leadership. This will be integrated into upcoming Linking Leaders and Linking Managers events to provide opportunities to model and practice our learnings.
- Develop a deeper understanding of empathy, active listening, psychosocial check-in's, and compassionate leadership behaviours through continued leadership development practices and events.

3

What can IH do to support you and your teams during times such as wildfire season? How do we support each other in this fast-paced system?

- Enhance transparency and communication.
- Prioritize preparedness and planning through detailed emergency strategies, blackout periods, resource prioritization, and proactive training.
- Support mental health with trauma debriefs, resources, strong support teams, and clarified team roles.
- Focus on staffing adjustments, on-call structures, resource integration, resilience planning, and ongoing education to build capacity and streamline operations.



Our Commitment

- Regularly update staff about the fire season and encourage those affected to speak to their manager and use the [Employee and Family Assistance Program services](#).
- Psychological health and safety processes, templates, and tools are being used to support Emergency Operations Centre (EOC) and Incident Command Centre (ICC).

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4 What are some lessons learned in maintaining resiliency in your teams?

- Prioritize self-care, boundaries, and authentic leadership to bolster personal resilience.
- Foster a supportive team culture through collaboration, trust-building, and personalized interactions.
- Maintain effective communication with clear messaging, directive guidance, and active listening during crises.
- Develop resilience strategies, encourage debriefing, cross-training, and proactive measures for both calm and high-stress periods.

Our Commitment

- Provide opportunities during our Linking Leaders and Linking Managers sessions for collaboration and connection with other leaders across IH.
- During the Retention and PHS Engagement Tour, actively solicit staff input on resiliency strategies and needs.



5 What tools, strategies, practices do you use to get you through the week and keep up with the demand?

- Streamline emails, meeting, and calendar management.
- Clarify communication expectations between Outlook and Teams.
- Communication and flexibility for workload management.
- Enhance productivity using tools like Grammarly and OneNote.
- Encourage cognitive breaks for creativity.
- Provide mentorship.
- Improve team dynamics with walking meetings, mindfulness breaks, and a supportive environment that values realistic goals and productivity.

Our Commitment

- Create a comfortable environment and space for authentic dialogue at team events by encouraging in-person meetings, creating a comfortable environment for casual "water cooler" conversations.
- Create a Compassionate Leader toolkit.



6 How can we all support the successful implementation of the IH Strategic Priorities and strategic direction over the next three years? And what do you need as a leader to support the strategic priorities?

- Develop a communication plan, clarify roles, emphasize collaboration, and find ways to address common questions at the team level.
- Establish a clear process for advancing requests and business cases related to strategic initiatives.
- Foster dialogue, create forums for work plans, and empower teams.

Our Commitment

- Continue panel sessions at Linking Leaders and Linking Managers events to provide opportunities for dialogue and diverse perspectives to be heard and discussed.
- Collaborate with departmental leaders responsible for implementing each strategic goal to enable plan to be effectively cascaded and executed at both corporate and clinical levels.



7 How should we involve and engage the public in processes, design, feedback, etc.?

- Gather input from partners and communities through focus groups and circles.
- Build strong ongoing partnerships for community engagement.
- Share outcomes from feedback via town halls and communication.
- Foster authentic relationships with patients and families, enabling transparency in service delivery.

Our Commitment

- Leverage governance structures that are supporting our people in the patient experience.
- Continue to empower meaningful relationships and reciprocity with Indigenous Nation Partners through regular engagement and feedback mechanisms to advance IH's strategic priority of "improved health and well-being for Indigenous populations."



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8 What are creative ways that you show appreciation for your team(s)?

- Recognize achievements through public or private acknowledgments and share positive stories.
- Update policies/guidelines to create alignment and consistent application across IH.
- Support professional growth, include fun activities in gatherings, and celebrate accomplishments.
- Create opportunities for action-oriented recognition.



Our Commitment

- Continue to enhance and expand our recognition programs to enable a culture of appreciation, including in-person events, site/team specific events, and values-based programs.
- Enhance recognition practices to enable leaders to promptly and meaningfully acknowledge and celebrate staff contributions.

9 How do you maintain a positive culture of safety for employees at the site level? (inclusive of leaders and medical staff)

- Allocate FTE allowances for safety initiatives to enhance resource allocation.
- Enable involvement from night staff actively in safety initiatives by deliberately seeking their participation.
- Encourage ongoing learning and reflection through report reading to enhance safety outcomes.
- Embed safety practices into IH culture beyond checklists, emphasizing daily operational importance.



Our Commitment

- Integrate staff feedback into safety practices by actively soliciting input during the Retention and PHS Engagement Tour.
- Support of site Joint Operational Health & Safety Committee (JOHSC) members and/or worker safety representatives in their work to support safety in their sites, by increasing recognition and provide dedicated time to complete their JOHSC duties.
- Establishment of a safety governance structure including both the SHSC and regional health and safety committees, Musculoskeletal Injury (MSI) and Psychological Health & Safety (PHS) steering committees and local leadership and JOHSCs.

10 What do you do to create a work environment where employees feel psychologically safe and supported?

- Address team concerns promptly and listen actively to build trust and responsiveness.
- Foster collaboration and support by understanding individual triggers and nurturing relationships within and outside the team.
- Promote authenticity and trust through transparently sharing mistakes and personal experiences.
- Maintain team morale and confidence with calm, supportive leadership during crises.

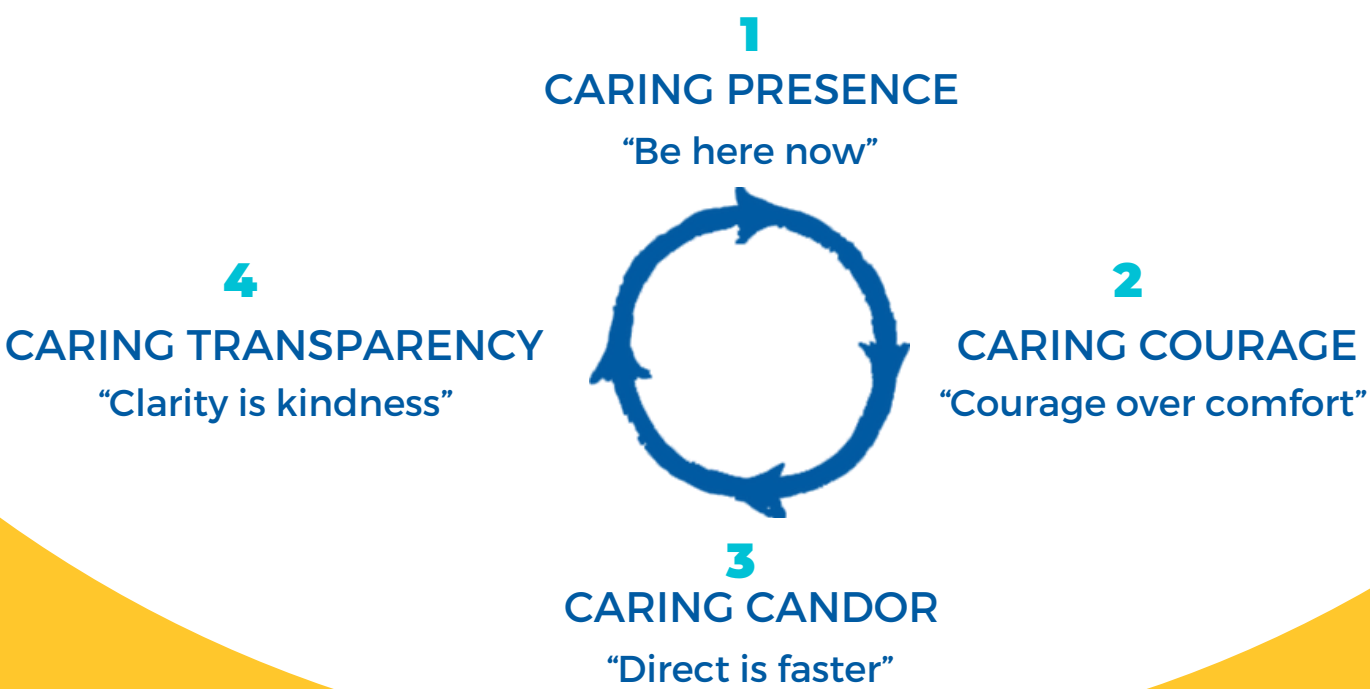


Our Commitment

- Share other strategies and feedback generated from discussion platforms and events.
- Implement the SHSC approved Psychological Health and Safety plan.

Next Steps

Your Commitment



Note. Adapted from *Compassionate Leadership: How to Do Hard Things in a Human Way* (p. 9, Figure 1-4), by R. Hougaard & J. Carter, 2021, Harvard Business Review Press. Copyright 2021 by Harvard Business Review Press.



Note. Adapted from *Compassionate Leadership: How to Do Hard Things in a Human Way* (p. 11-13), by R. Hougaard & J. Carter, 2021, Harvard Business Review Press. Copyright 2021 by Harvard Business Review Press.



Leader Takeaways

Below are the top three themes taken from the Spring 2024 Linking Leaders survey.



Connection

Connection was the highest ranked theme. In the comments, respondents indicated they felt inspired and energized by the numerous connections made, deepened personal ties with leaders they know and fostered new relationships with leaders across different portfolios. The emphasis on leadership connection and collaboration further strengthened these bonds, creating a vibrant network of engaged leaders.

Want to continue developing further connection and networking after Linking Leaders? Here are some actions you could take to continue the connection.

1. Set up a chat with someone you met at Linking Leaders. Need a reminder on who attended? Reach out to LinkingLeaders@interiorhealth.ca to facilitate connections!
2. In your portfolio leadership meetings, share your successful strategies for networking and building meaningful connections across portfolios. It is a chance to learn from each other.



Compassionate Leadership

The second theme that emerged from the survey was compassionate leadership. At IH there is an ongoing shift towards more compassionate ways of working, highlighting the importance of supporting your team, promoting health and wellness, and creating psychologically safe environments.

Leaders are encouraged to continue their journey towards compassionate leadership, emphasizing transparency, empathy and trust. Here are some ideas to help you on your compassionate leadership journey.

1. It starts with you. Set aside time to reflect on what compassionate leadership means to you and how you can model it to your team.
2. Recognize others when they are demonstrating compassionate leadership behaviour.
3. Practice self compassion and be patient with yourself on your leadership journey.



Personal Growth and Development

The third theme was personal growth and development. This session highlighted the importance of working on self. Participants had the opportunity to discuss and explore leadership skills, stress, mindfulness, and compassion. Valuable insights, hints, and tips were offered through presentations and the sharing of personal leadership journeys, which provided reminders on areas to focus our personal development.

If you would like ideas on ways to continue self development, here are some options.

1. Seek out others to learn from their experiences.
2. Seek out a mentor to help guide you and provide advice and ideas for growth opportunities.
3. Speak with your leader to look at development options that may be available to you such as internal or external courses, articles or books, LEADS 360 reviews, or psychometrics.



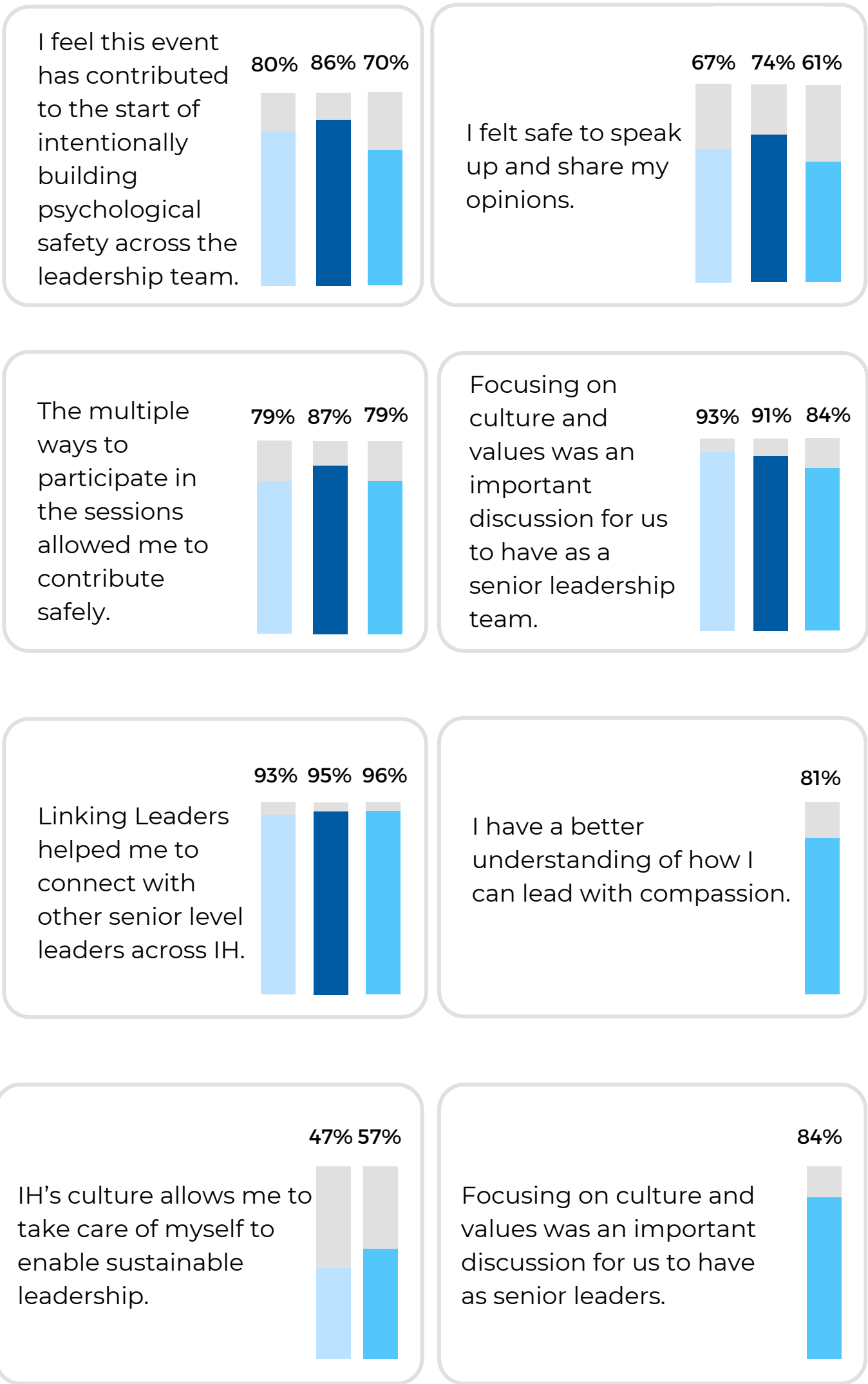
Outcomes

Survey Responses

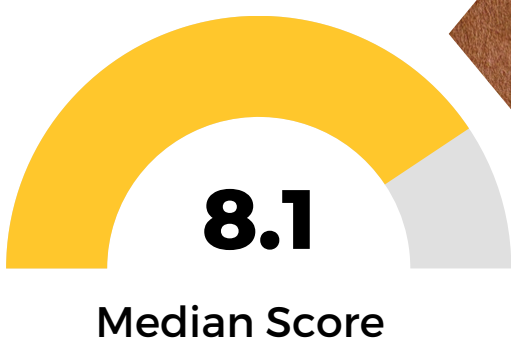
Survey Respondents
67

Percentage of respondents who agree or strongly agree.

Spring 2023 ■ Fall 2023 ■ Spring 2024 ■



On a scale of 1 to 10
(1-poor; 10-excellent)
how would you rate Linking Leaders Spring 2024 overall?



Leadership Library

- 1) [Breaking Busy: Finding Peace in the Chaos](#)
- 2) [Shift...Or Get Off the Pot: 26 Simple Truths About Getting a Life](#)
- 3) [Compassionate Leadership: 16 Simple Ways to Engage and Inspire Your Team at Work](#)
- 4) [The 15 Commitments of Conscious Leadership: A New Paradigm for Sustainable Success](#)
- 5) [Compassionate Leadership: How to Do Hard Things in a Human Way](#)
- 6) [The Catalyst: How to Change Anyone's Mind](#)

