Leading for transformation - lessons learned - Saskatchewan leadership program (Panel)

The participants will:

- Understand the roadmap Saskatchewan used for developing and implementing a province-wide leadership development program in a geographically dispersed, remote rural area;
- Understand how Saskatchewan is using the program as a foundational step in implementing and sustaining a Lean Management System;
- Understand the design of the key components that make the program work; and
- Share formative evaluation results and lessons learned from the journey.

The goal of Saskatchewan Leadership Program is to support the successful implementation of the Saskatchewan Health provincial strategic directions: Better Health, Better Care, Better Value and Better Teams and to ensure business continuity.

In November 2011, the Joint Workforce Planning Committee on behalf of all provincial health regions, the Saskatchewan Cancer Agency (SCA) and Saskatchewan Health signed a contract with Saskatoon Health Region, Organizational Learning and Effectiveness department to “develop and implement a provincial leadership and succession planning program on behalf of all the health regions using a collaborative provincial approach as a step towards a system that looks and acts as ‘one.’

Lean and LEADS

At the same period, Saskatchewan Ministry of Health was embarking on a provincial approach to adopt Lean as the foundation for a continuous improvement system in order to ensure that health services are stable and sustainable into the future. This presented a unique opportunity to create synergistic program model that would leverage these two approaches to transform the culture of healthcare in Saskatchewan and accelerate excellence.

“How –to” “Summary of activities, tools and Methods“

Following a provincial-wide consultation process, the first cohort of the Saskatchewan Leadership Program was launched in January 2012 with 149 participants across the program. The program is designed using best practices in transformational leadership development. The LEADS in a Caring Environment Capabilities Framework, was subsequently endorsed by Sask Health as the common model for leadership development and succession planning across the province.

The 2014 Saskatchewan Leadership Program consists of three programs:

1. Succession Development - a program designed to accelerate leadership development program for individuals identified as high potential candidates for succession.

2. Management Development Program - a program designed to build leadership and managerial capacity in existing managers and directors who have a minimum one year experience in a leadership role.
3. **Dyad Development** - this is a joint development opportunity for physician and their non-physician counterparts.

“Coaching Skills for Leaders” is a key cornerstone in the program as we recognized that it was not a highly developed skill amongst the leaders. A “coach approach” to leadership is a key lever for employee engagement as it empowers staff to think and solve problems at the point of care and service.

Formative evaluation is integral to the program and we will share the promising results as well as the key lessons learned along the way.