

# **Family Medicine Grand Rounds**

## **January 6, 2021**

**Presentation:**

**Leadership...for such a time as this!**

# Scientific Planning Committee Disclosure

- Faculty: Dr. Stephen Wetmore

Dr. Scott McKay

Dr. Richard Pawliszyn

- Relationships with commercial interests:  
No conflicts of interest.

# Disclosure of Commercial Support

- This program has received no in-kind support.
- This program has received no commercial financial support.

# Faculty/Presenter Disclosure

**Presenter: Dr. Gillian Kernaghan**

**Relationships with commercial interests:**

- **Faculty of Canadian Medical Association**
  - **Payment for teaching leadership courses**

# Mitigating Potential Bias

**Presenter received a detailed letter from the Organizing Committee outlining the learning objectives and content expectations for each presentation.**

**Presentation have been reviewed by a member of the Scientific Planning Committee to ensure balance in content and the absence of bias.**

# Leadership For Such A Time As This

**Dr. Gillian Kernaghan**

President and Chief Executive Officer

St. Joseph's Health Care London

January 6, 2021

---

## Esther 4 v 14

“For if you remain silent at this time, relief and deliverance for the Jews will arise from another place, but you and your father’s family will perish. And who knows but that you have come to your royal position for such a time as this.”



# What time is this?

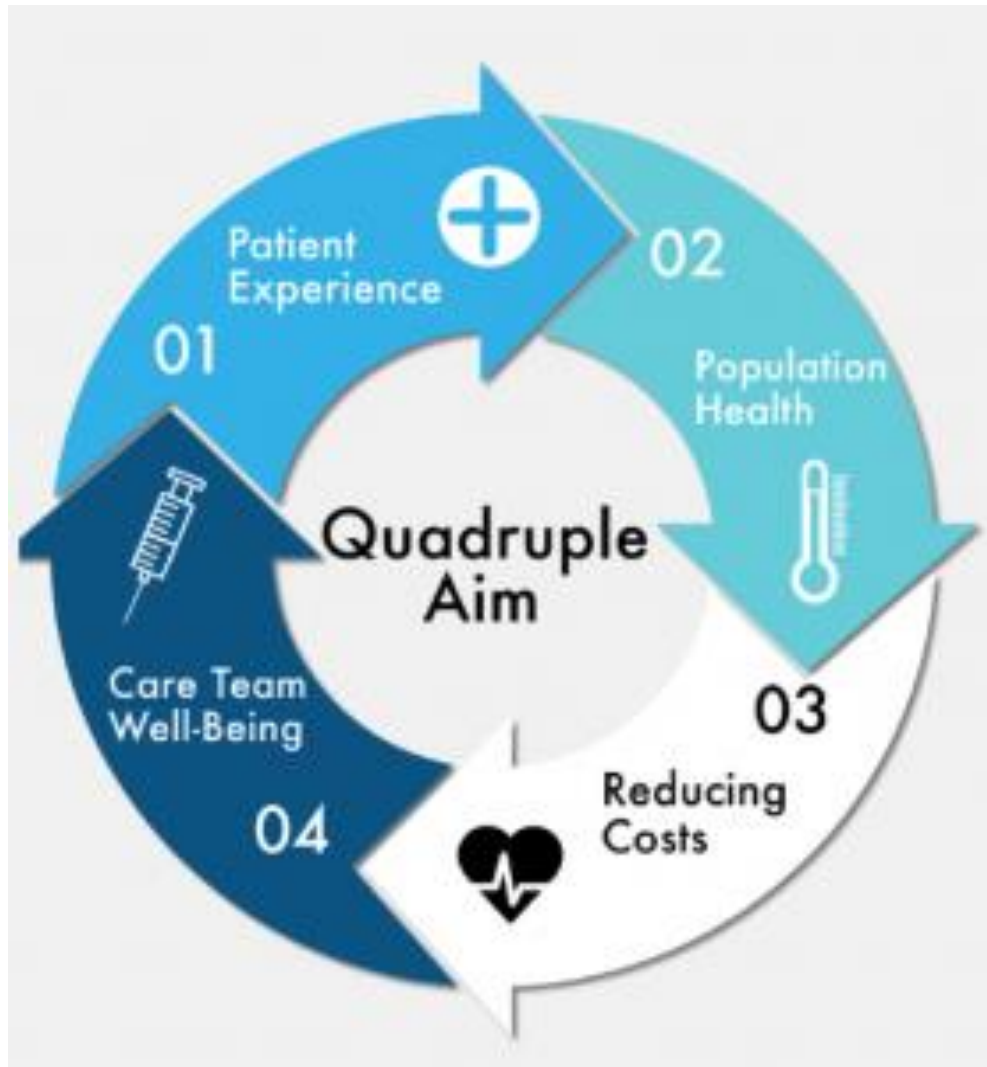
## Context of leadership

---

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869





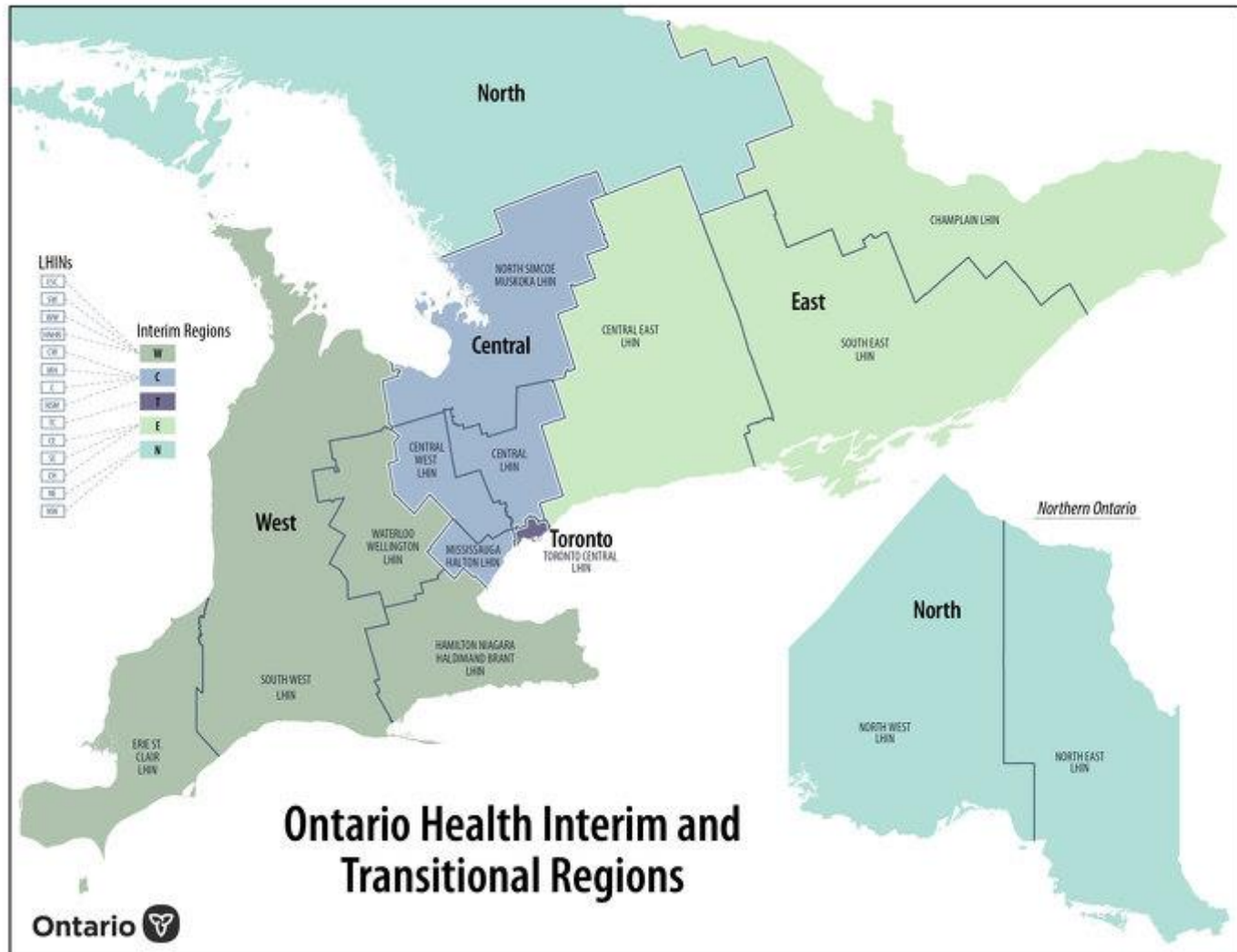


# Pace of Change

---

- New Provincial Government June 29, 2018
- Premier's Council on Improving Health Care June 2018
- First Premier Council Report January 2019
- Ontario Health and OHT's announced February 2019
- LHIN Boards and Provincial Agency Boards end March 31, 2019
- Ontario Health approved in legislation
- Interim CEO appointed April 2019...Matt Anderson appointed January 2020
- Second Premier Council Report June 2019
- Ontario Health Regional offices established Nov 2019
- Integrated into Ontario Health effective Dec 2 2019
  - Cancer Care Ontario
  - Health Quality Ontario
  - eHealth Ontario
  - Health Shared Services Ontario
  - HealthForce Ontario Marketing and Recruitment Agency
- OH and Regional Offices key in COVID response
- Structural model of OH defined in Sept 2020

# Ontario Health

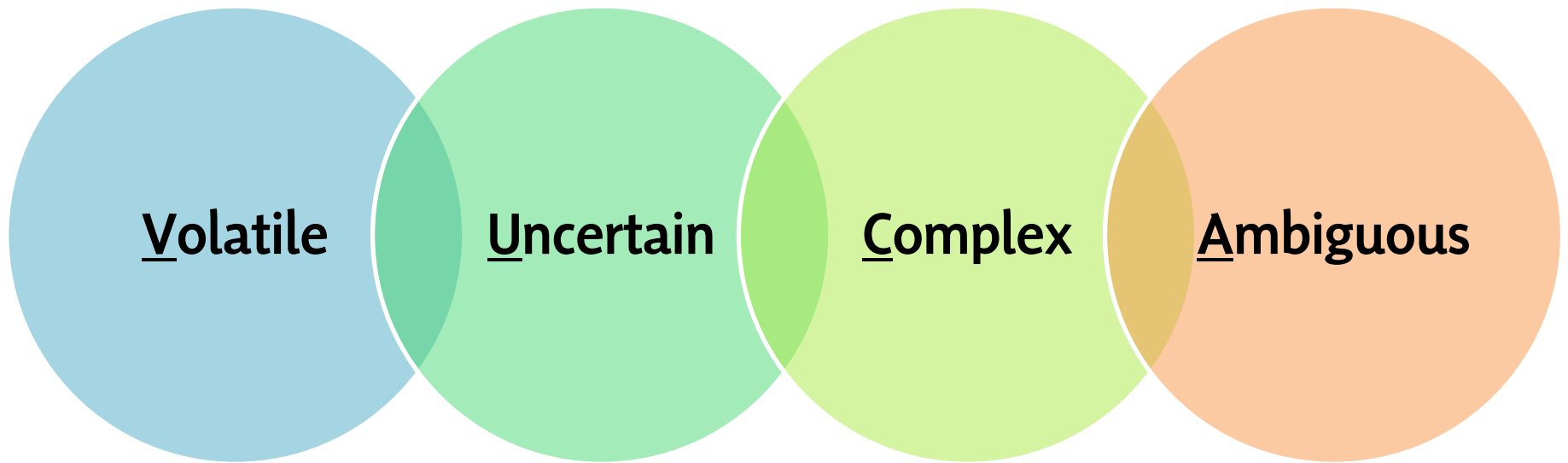


# Ontario Health Teams

---

- Approximately 30 approved in Ontario
- Varied size and complexity
- <http://health.gov.on.ca/en/pro/programs/connectedcare/oht/teams.aspx>





# Do we need Leaders or Leadership or both?

# What is leadership?

---

“Leadership is about **influence** nothing more nothing less.”

~John Maxwell

“Leadership is the ability to influence others to work together to achieve a **constructive purpose**.” ~ Dickson 2009

A simple definition is that leadership is the art of **motivating** a group of people to act towards achieving a **common goal**.

# What is a Leader?

---

The leader is the inspiration and director of the action. He or she is the person in the group that possesses the combination of personality and leadership skills that makes others want to follow his or her direction.





# Leadership as an activity, not a position

---

Leadership is no longer about your position. It's now more about your passion for excellence and making a difference. You can lead without a title.

Robin Sharma



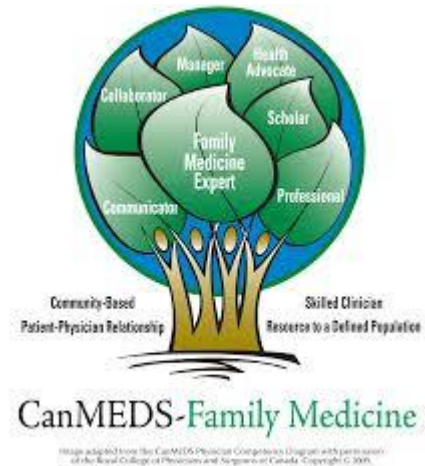
# Complimentary Frameworks

## LEADS

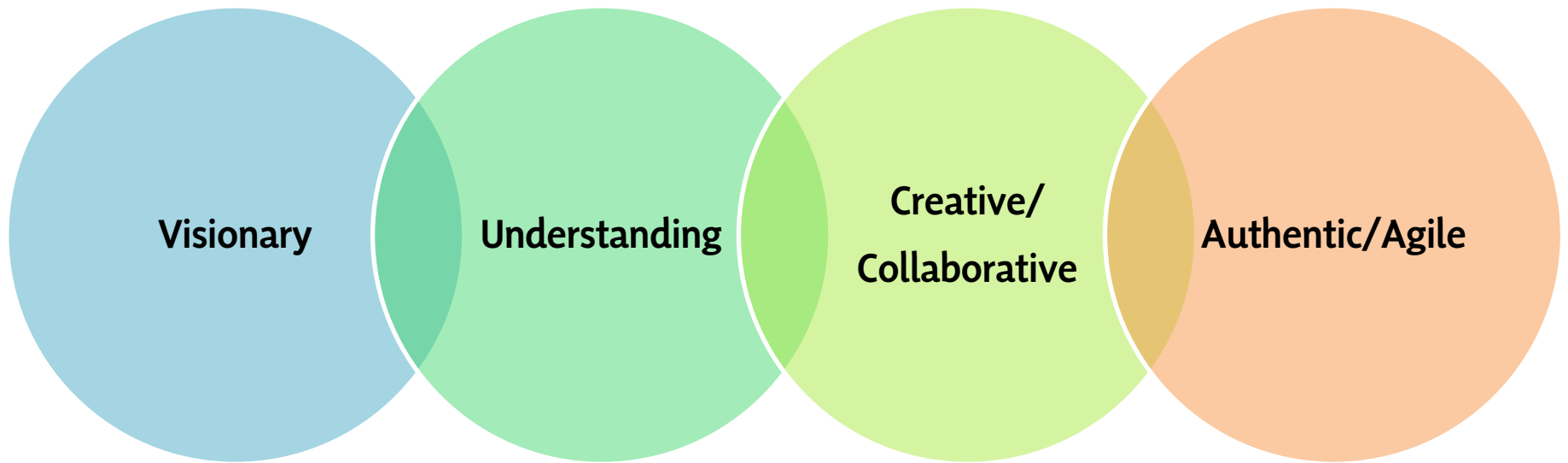


Defines capabilities of physician leaders

## CanMeds-FM



Defines roles of physicians



# Personal barriers

---

## Personal barriers

- Socialization
- Implicit bias about what is a leader
- Imposter syndrome (inner critic)
- Lack of sponsor
- Lack of leadership capabilities



# Women have heard it all.



We've never hired a woman for this position before.

We didn't realize you liked golf.

You're so pretty, people have a hard time taking you seriously.

I need you to plan the office birthday parties.

Don't take it personally.

Will your kids get in the way of your work?

Why are you getting emotional about this?

You have a lot of experience, but we're looking for someone who has more authority.

Can you get the coffee?

I never thought a woman would be interested.

We need someone who is going to be tough.

We didn't think you'd want to get a sitter.

I've never met a woman executive.

But you're so good at taking notes.

I didn't think you'd want that much responsibility.

Women aren't natural leaders.

Don't be a barrier on a woman's path toward leadership.  
Learn more at [www.aauw.org](http://www.aauw.org). #leadHERship



# System barriers

---

- Who is invited to the table?
- Time commitment
- Lack of psychological safety
- Gender bias
- Systemic bias and racism



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

# Personal Strategies

---

- Authentic leadership
- Beat imposter syndrome
- Implicit bias assessments
- Mentors, coach, sponsor, networking
- Professional Development

Love	External Focus	<b>Authoritarian Leadership</b> <i>Source of power is through control and symbols of success (e.g., title, office size, awards, money, etc.)</i>	<b>Authentic Leadership</b> <i>Source of power is internalized self-esteem and sacrificial service to others.</i>
	Internal Focus	<b>Alliance Leadership</b> <i>Source of power is through affiliation with a boss/mentor and organization</i>	<b>Reflective Leadership</b> <i>Source of power is through contemplation and competence and search for integrity.</i>
		External Source	Internal Source

Power

# System Strategies

---

- National standard for Psychological wellness
- Selection Committee composition
- Blinded application reviews (<https://harver.com/blog/hiring-biases/>)
- Formal mentorship programs
- Cultural Sensitivity training
- Advocacy and coalitions to affect change
- Leadership attributes/capabilities



# Two pieces of advice

---

Get to the table....if you are not at the table  
you do not have a voice

Lead from where you sit with authenticity

And a word of wisdom.....

**What you do speaks so loudly I  
cannot hear what you say!!**

Ralph Waldo Emerson



---

CARING FOR THE BODY, MIND & SPIRIT SINCE 1869

