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Building Blocks of a Successful Coalition:

A LEADS Perspective



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Learning Objectives

You will....

- **Learn more** about the LEADS framework – LEADS in a Caring Environment
- **Become familiar with and understand:**
 - * the 4 capabilities of the “D” - Develop Coalitions
 - * why coalitions are powerful tools to affect system change
 - * Why is it important to be thoughtful when forming a coalition
 - * practical step - high level process
- **Understand how** Develop Coalitions fits into the LEADS Model



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What is the LEADS Framework?

- Endorsed by the Canadian College of Health Leaders, Alberta College of Family Physicians, AHS & AMA
- Represents the key skills, abilities & knowledge required for individuals to lead at all levels of an organization
- Consolidates the competency framework & leadership strategies that are found in Canada's health sector
- Considers individual needs to large scale system change



What is the LEADS Framework?

- It is a framework, in which you use your previously acquired knowledge, ability and skills
- Focus is Leadership – not management or administration
 - Personal
 - Operational
 - Strategic
- Creates a common language for all professionals



The 5 Domains of LEADS

- Within each of the 5 Domains, there are defined capabilities: For example:
- **Lead Self**
 - Self aware
 - Demonstrates Character
 - Manages Self
 - Develops Self



Lead Self

- Self-aware
- Demonstrates character
- Manages self
- Develops self

Engage Others

- Contribute to the creation of a healthy organization
- Foster the development of others
- Communicate effectively
- Build teams

Achieve Results

- Set direction
- Strategically align decisions with vision, values and evidence
- Take action to implement decisions
- Assess and evaluate

Develop Coalitions

- Purposefully build partnerships and networks to create results
- Navigate socio-political environments
- Demonstrate a commitment to customers and service
- Mobilize knowledge

Systems Transformation

- Demonstrate systems and critical thinking
- Champion and orchestrate change
- Orient themselves strategically to the future
- Encourage and support innovation



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Develop Coalitions

- Purposefully build partnerships and networks to create results
- Navigate socio-political environments
- Demonstrate a commitment to customers and service
- Mobilize knowledge

***Consider this your bolus of
developing Coalitions from a
LEADS perspective***





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What is a coalition?



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What is a coalition?

“A coalition is a pact or treaty among individuals or groups, during which they cooperate in joint action, each in their own self-interest, joining forces together for a common cause.”

- *Wikipedia*



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What is a coalition?

“A group of people, groups, or countries who have joined together for a common purpose

- A multiparty *coalition* ruled the country.
- a *coalition* of businesses“

-*Merriam Webster*



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What is a coalition?

Can be as simple as a car pool arrangement

Or

As complex as coalition government



What is a coalition?

Who here has been.....

- Involved with a coalition?
- Can provide examples of coalitions?



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What is a coalition?

Coalitions can take many forms and:

- Are strategic relationships
- Formed between organizations, individuals, societies or independent bodies for the purpose of working together to achieve a common purpose



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What is a coalition?



What is a coalition?

- A single PCN is a coalition.....

Strategic Relationship: “Primary Care Networks (PCNs) are not-for-profit organizations supported by an agreement between the Alberta Medical Association (AMA), Alberta Health (AH) and Alberta Health Services (AHS). “

Common Purpose: “to provide timely and accessible primary health care services to the patients in those communities”



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What is a coalition?

- A group of PCN leaders is a coalition
.....Provincial Physician Leads

Strategic Relationship: Physician Leads from the 5 Zones come together

Common Purpose: To represent a Provincial PCN voice and improve PHC in the Province



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What is a coalition?

- A group of PCN leaders is a coalition
.....PCN Zone Leadership – “North Zone”

Strategic Relationship: 12 Physician Leads from the North Zone PCNS come together

Common Purpose: To represent a Zonal perspective and working group to improve PHC in the North Zone



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Why do we develop coalitions?

- **Common need or interest is identified**
- **Desire to further issues or drive change**
- **Partnerships & groups can accomplish more**



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How to use LEADS Framework to develop a coalition



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4 capabilities within the LEADS framework

- **Purposefully Build Partnerships and Networks to Create Results**
- **Demonstrate a Commitment to Customers and Service**
- **Mobilize Knowledge**
- **Navigate Socio-Political Environments**



Purposefully Build Partnerships and Networks to Create Results

The key word is *purposefully*

- ▶ Be selective in choosing a partner. Use criteria to check reputations of organizations, and do due diligence in selecting them. Define WHO should be a member.
- ▶ Seek out and maintain executive management and/or board-level support. Strong commitment and awareness enables cooperation and teamwork.
- ▶ Define your purpose & do not waiver. Define your strategy.
 - **Leads Self*
- ▶ Define how decisions are going to be made
 - **Engage Others*
 - **Achieve Results*





Demonstrate a Commitment to Customers and Service

To do this, the coalition needs to:

- ▶ Ensure and maintain service to patients, clients and citizens at the core of the value proposition for the coalition.
- ▶ Act with trust and integrity in ensuring that all partners remain true to the value proposition.
- ▶ Demonstrate a commitment to customers and services by directing and continuously translating this commitment into desired outcomes over time.

**Leads Self*

**Engage Others*

**Achieve Results*



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Demonstrate a Commitment to Customers and Service

To do this, the coalition needs to:





Mobilize Knowledge

Collaborative Leaders employ methods to:

- **Gather intelligence**

- Understand how knowledge resources can be combined or developed to create new products and services for health service delivery

- **Encourage open exchange of information**

- Redesign services to generate value across the coalition.

**Leads Self*
**Engage Others*
**Achieve Results*
**System Transformation*

- **Use quality evidence to influence action across the system**

- Develop clear performance criteria and assess performance on a regularly scheduled basis.



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Mobilize Knowledge

Collaborative Leaders employ methods to:





Navigate Socio Political Environments

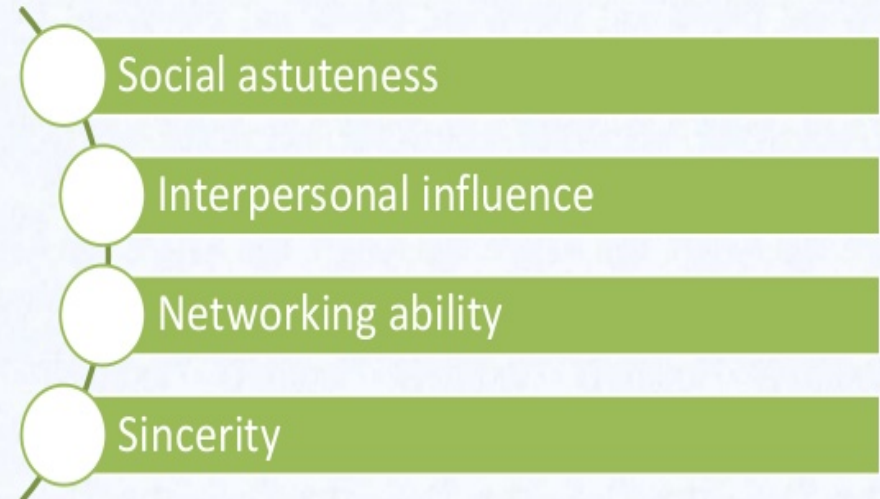
Self aware Leaders are politically astute

They negotiate through conflict and mobilize support

**Lead Self*

**Engage Others*

Dimensions of Political Skill





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Navigate Socio Political Environments

Political skills: ability to understand others at work and to use that knowledge to influence others to act in ways that enhance one's personal and organizational goals".

(Ferris 2005)



Navigate Socio Political Environments



**Leads Self*
**Engage Others*



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Collaborative Leaders

- ▶ Integrate care programming across boundaries
- ▶ Build 'shared visions' across professional groups and community
- ▶ Develop service charters
- ▶ Organize advocacy
- ▶ Conduct stakeholder analysis
- ▶ Carry out meaningful consultation





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Some parting thoughts on the LEADS domain of

BUILDING COALITIONS



Who are my key partners in achieving results within my unit?

What do I do to develop the kind of partnerships needed in my role?

With whom do I collaborate outside of my unit?

How do I contribute to the key partnerships I need to achieve results?

How do I include staff in discussion of their ideas and best practices for improvement?

What challenges face me to improve my ability to partner effectively?

Where do I look for information (evidence) when making decisions?

Are others clear and inspired about where we are going together in our partnerships?

How do I use evidence in making decisions?

How might I improve my ability to form partnerships that benefit my work?

What skills would help me be more effective in mobilizing support for initiatives?

What service do I provide to others?

How diverse is my network of partners?

How do I facilitate open sharing of information with diverse groups?

How do I include customers in planning for service improvement?

What political aspects of forming partnerships most challenge me?



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