

**Hamilton** Family Health Team

*Better care, together.*

# Strengthening the Leadership Triad:

The critical partnership of  
Board Chair, Lead Physician and  
Executive Director

Leila Ryan, Chair of the Board

Terry McCarthy, Executive Director

Dr. Ruth Morris, Associate Lead Physician

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# Presenter Disclosure



- **Presenters:** Terry McCarthy, Executive Director; Leila Ryan, Board Chair, Dr. Ruth Morris – Hamilton Family Health Team.
- **Relationships with commercial interests:** N/A
- **Potential for conflict(s) of interest:** N/A



# Introduction



- The Leadership Triad
- Common Vision/Different Roles
  - Board Chair
  - Lead Physician
  - Executive Director
- Summary
- Q&A

# Hamilton Family Health Team



- 150 Family Physicians
- 14 FHOs
- 88 Locations
- 130 Nursing Staff
- 80 Mental Health Counsellors
- 20 Registered Dietitians
- 10 Pharmacists

**Serving 264,000 patients in Hamilton**



# Leadership Triad



**Board/Chair**  
Sets the vision

**Lead Physician**  
Champions the  
vision

**Executive Director**  
Operationalizes the  
vision

# Alignment of Vision



## Board Chair, Lead Physician, Executive Director

- Make certain that visions evolve in tandem with that of strategic plan
- Spend the time, build consensus, facilitate the conversations if necessary
- If that fails, fix it fast

# Alignment of Vision – Board Chair, Lead Physician, Executive Director



*“It’s a mixed-use facility:  
retail space, low-rent housing,  
luxury apartments and area set  
aside for making steel.”*



# Lead Physician, Executive Director and Board Chair Triad



- Liaison with the Board
- Leadership of the FHT
- Communication
- Sustainable change management
- Relationship building with others in the health care community

# Role Differentiation



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Chair/Board	Lead Physician	Executive Director
<ul style="list-style-type: none"><li>• Policy, priorities and strategic plan</li></ul>	<ul style="list-style-type: none"><li>• Integrator of clinical visions across the FHT</li></ul>	<ul style="list-style-type: none"><li>• Implementation of policy and strategic plan</li></ul>
<ul style="list-style-type: none"><li>• Community “bridge”</li></ul>	<ul style="list-style-type: none"><li>• Physician engagement</li></ul>	<ul style="list-style-type: none"><li>• Staff engagement</li></ul>
<ul style="list-style-type: none"><li>• Reputation Management</li></ul>	<ul style="list-style-type: none"><li>• Physician mentor and conflict resolution</li></ul>	<ul style="list-style-type: none"><li>• Risk Management</li><li>• Building the bridge between physicians and MOH</li></ul>



# Our Board Structure



## Mixed Governance Model

- Physicians and Community Board Members

## Why it Works :

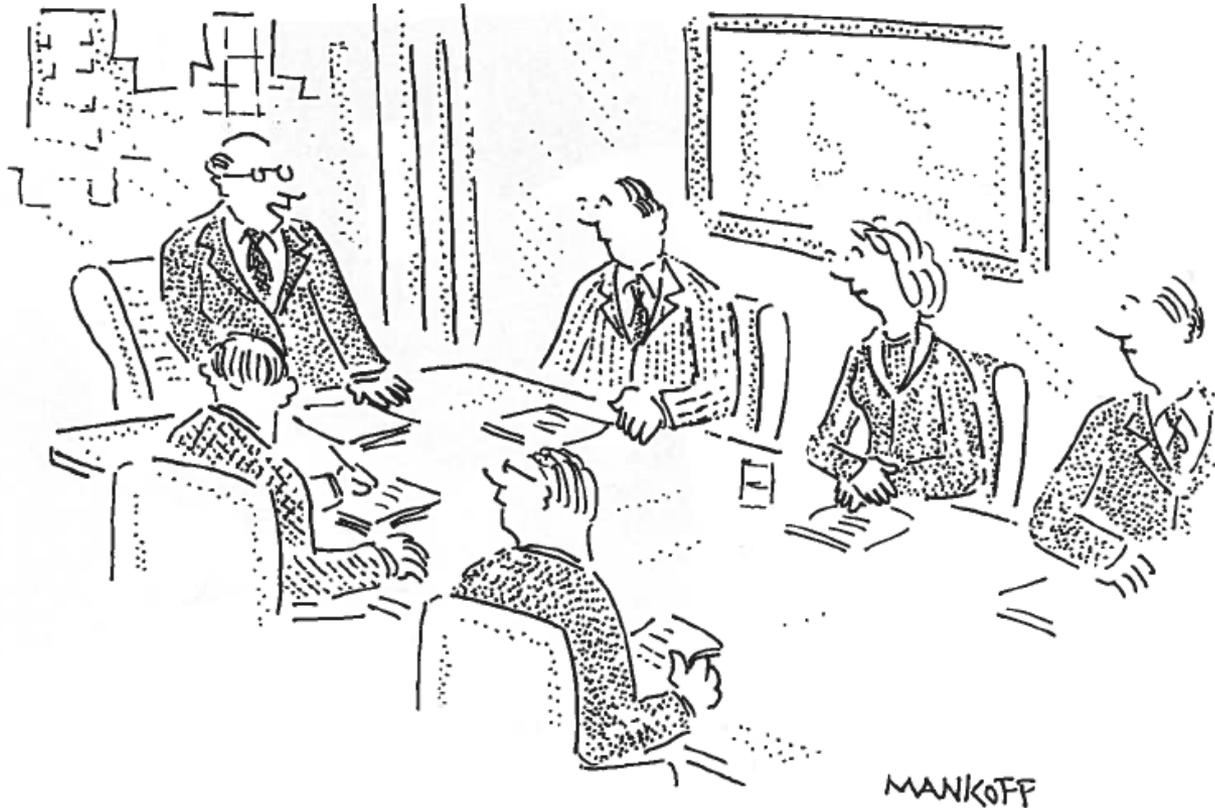
1. Better decisions because of broader perspectives
2. Provides legitimacy for the decisions we make

# Board Roles



- Planning: Strategic plan
- Policy: Parameters for Board and FHT in carrying out their responsibilities
- Monitoring Function: ensuring compliance, reporting processes, approve and monitor annual budget
- Performance Management: of ED and Lead MD

# If your Board's a provider model, consider opening it up to broader representation



*"Let's never forget that the public's desire for transparency has to be balanced by our need for concealment."*

# Lead Physician Role



- Leadership and development of collaborative teams
- Represents the collective physician voice within the leadership triad
- Leadership in the development of QI and CDPM
- Represents the FHT at community tables
- Physician Engagement

# Physician Engagement



- The Foundational Priority

# Why is this Foundational?



- Involvement conveys transparency and ultimately trust
- Allows leadership triad to focus on improvement by minimizing sniping
- Builds a leadership expectation into the culture
- Builds leadership capacity through safe roles
- Positions Lead Physician and Executive Director as part of the Leadership Triad with Board Chair but all accountable to the Board



# How to Maximize Physician Engagement



- Board Membership
- Lead Physicians
- Physician Liaisons
- Physician Forums
- FHO Lead Forums
- Special Interest Leads



# Executive Director Role



## Focus on

- Structure
- Culture
- Capacity

FHT  
Community



# Create a FHT Community



- Inclusive
- Networks
- FHT Vision
- Seek Feedback
- Celebrate Successes
- Develop Partnerships



# Key Points



- Separate the Roles
- Define Roles in the Leadership Triad
- Transparency and Due Process
- Tend to Culture
- Create Communities of Interest
- Engage Physicians
- The Ministry is not the enemy



# What's the Evidence

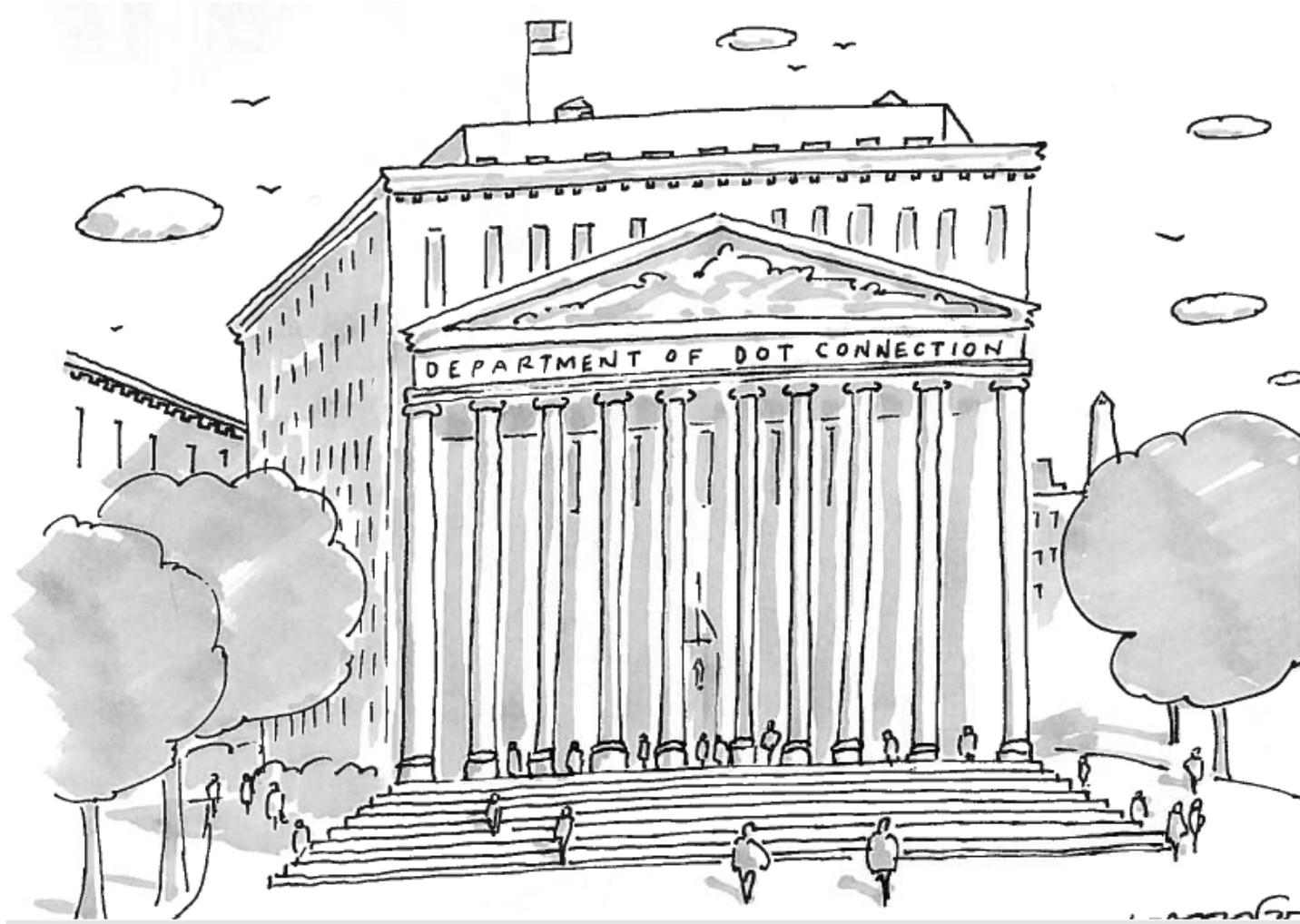


- Recruitment & Retention
- Shared Vision
- Trust
- Execution
- Relationships
- Reputation

# The Leadership Opportunity



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# The Leadership Opportunity



- Board member, Lead Physician, ED, Board Chair, whatever your leadership role...
- It's about:
  - Building trust
  - Being optimistic
  - Understanding the big picture, and sharing it frequently
  - Modeling behaviour
  - Reframing criticism

# Contacts



Terry McCarthy, Executive Director

[terry.mccarthy@hamiltonfht.ca](mailto:terry.mccarthy@hamiltonfht.ca) 905-667-4842

Leila Ryan, Board Chair

[leilaryan@cogeco.ca](mailto:leilaryan@cogeco.ca)

Dr. Jim Williams, Lead Physician

[jim.williams@hamiltonfht.ca](mailto:jim.williams@hamiltonfht.ca)

Dr. Ruth Morris Associate Lead Physician

[cmorris@bellnet.ca](mailto:cmorris@bellnet.ca)

[www.hamiltonfht.ca](http://www.hamiltonfht.ca)

# Thank you & Questions?