

<b>Factors</b>	<b>Beginning</b>	<b>Mid-Point</b>	<b>Transformed</b>
<b>Atmosphere/ Environment</b>	Fear, lack of trust, low morale, resistance to change and learning. Cynical " <i>we've heard this before</i> ".	Truth, open and direct communication, collaboration; learning a high priority. People connecting, trust building skills for dialogue.	Freedom of self-expression for all, openness and acceptance, equality, flexibility, lifelong learning and innovation.
<b>Outlook</b>	Deal with silo employees -- independent of the personal and familial context of their lives.	Deal with employees in a multidimensional way across the continuum. Explore <i>Health Link</i> as single employer.	Strive for "seamless boundaries" between work and personal lives.
<b>Composition</b>	Employees and colleagues.	Employees colleagues across the delivery system and their families.	Everyone whose life is touched.
<b>Ethos</b>	People separated from one another by barriers/silos.	Growing bonds between people, barriers increasingly let down.	People unified, fully open to and supportive of one another as part of a "true community".
<b>Purpose</b>	Try and remember why we went into healthcare service in the first place.	Connect our <u>purpose</u> , to our thinking and behavior.	Fulfill your "purpose", be connected to others & live happy life.
<b>Values</b>	Traditional white male perspective; structural, control and bureaucratic rules-based.	Female and minority perspectives incorporated; truth, communication, collaboration, learning, balance and moderation.	All forms of diversity embraced; structural violence in all spheres of life eliminated; openness and acceptance, equality, lifelong learning.
<b>Emotional Intelligence</b>	Invest in tools/ workshops that engage people in self-awareness and empathy. (Personalysis)	Use emotional intelligence frameworks to facilitate dialogues between individuals and teams.	Treat people with respect. Build trusting, positive and meaningful relationships.
<b>Capacity For Transformation</b>	Commit 1% to 5% of payroll for transformational sills required in each <i>Health Link</i> .	Leaders facilitate just-in-time learning. Systems thinking. Team learning. Patient experience design.	Front-line works and middle managers work in seamless systems of service delivery undergoing continuous improvement.
<b>Supports Required</b>	Manifest concern for employee health and well-being as well as need for emotional intelligence.	Actively encourage the wellness workplace with programs to address all aspects of people's lives skills for team learning.	Operate under a holistic paradigm recognizing the mind-body connection; ensure health and well-being of all.
<b>Accountability</b>	Negotiate <i>Mutual Accountability Agreements</i> - with outcomes, expected and supports required.	Develop and implement the supports required to be accountable. "Bosses" become "Coaches".	The right balance of empowerment and accountability.