

| Factors | Beginning | Mid-Point | Transformed |
|------------------------------------|---|---|---|
| Atmosphere/ Environment | 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. |
| Outlook | 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. |
| Composition | Employees and colleagues. | Employees colleagues across the delivery system and their families. | Everyone whose life is touched. |
| Ethos | 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". |
| Purpose | 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. |
| Values | 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. |
| Emotional Intelligence | 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. |
| Capacity For Transformation | 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. |
| Supports Required | 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. |
| Accountability | 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. |