

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.