



# North West LHIN Board of Director's Strategic Planning Session

Presentation by Dr. Keith Seel

October 27, 2014

On October 27, 2014 the North West Board came together for a one day Strategic Planning Session. Two parameters were set for the work:

- The ends statements and strategies developed in 2013 would continue unchanged,
- The focus of the strategic planning session was on the process of Board Governance at the North West LHIN with respect to generative Governance.

The North West LHIN Board has established itself using a "Policy Governance" approach and has adopted the principles outlined by John Carver. The main Board policies, ends statements and monitoring processes are well established and no changes are proposed.

In embarking on the broad transformational work the North West LHIN Board has undertaken "G2G" (governance to governance) sessions which bring together the Chairs, CEO's, Chiefs and Council members as a means to:

- Build relationships,
- Support the creation of a positive space for dialogue,
- Surfacing joint opportunities and concerns, and
- Learning together.

The focus on generative Governance was selected to give the Board of the North West LHIN new tools and perspectives to address the transformation of the current health care system. In particular the Board is interested in preparing itself by enhancing Governance skills to address the major challenges (high burden of preventable disease, high costs, high rates of chronic illness and lower health status in the region) with a goal to improving access to community based services.

The Board completed a pre-survey to identify their perspectives of current board activities, values and ends statements. This served as a baseline for current thinking at the Board level about Board work.

A global governance model was then presented showing the three elements of generative governance necessary for organizations to operate meaningfully in achieving their mission or ends statements. Figure 1 below presents this model.

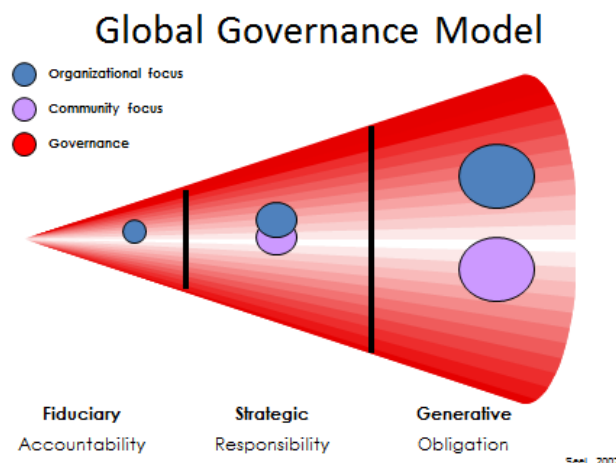


Figure 1

The North West LHIN Board focused discussion on how generative governance could support both transformation of the health care system and the creation of a new system structure.

Initial discussion focused on differentiating between governance of an organization and governance of a system because:

- The level of thinking and activity moves from an inward facing to outward facing
- Accountabilities and responsibilities are more challenging to identify and to monitor at the system level,
- Boundaries between organizations have to allow for exchange of resources, information, power, and other elements that are protected and preserved within single organizations.

The diagram below portrays some of the transitional changes experienced by autonomous organizations as they move towards being a part of the system.

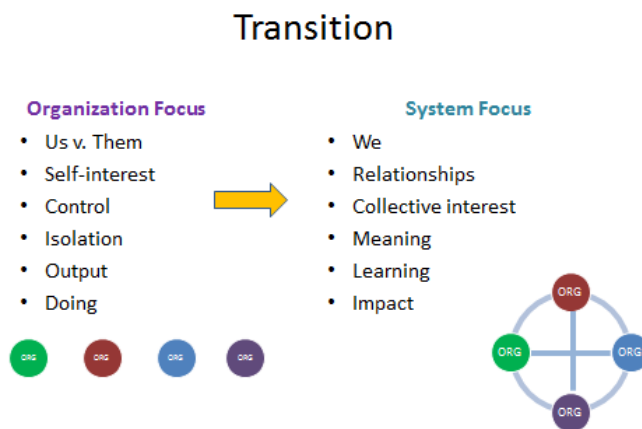


Figure 2

Boundaries between organizations become permeable in systems with the consequence that ideas about identity are negotiated and changed. It was noted that the ambiguities of moving from the certainty of "me" to the ambiguity of "we" is challenging. "Me" focuses on autonomy, uniqueness and alone, while "Us" focuses on blending at the edges, connections are exploring and learning about what is held in common while "we" moves to a new collective identity and common ground.

Generative governance emphasizes:

- Reflective learning,
- The Board as a source of leadership,
- Discerning and framing problems and issues,
- Identifying key questions that must be answered, and
- Engaging in sense-making.

The North West LHIN envisions the creation of a system of health service delivery as an outcome or end state. A systems approach to health care necessitates that the board have:

- Information on and understand the relationships between the parts of the health network,
- Have a process and plan to develop relationships between parts to create an integrated system,
- Appropriate metrics and monitoring to track changes across the network as it becomes an integrated system,
- Clear financial models to support the work, and
- Integration of the parts of the network and the tools necessary to be responsible stewards of public funds.

The Board anticipates drawing on the main characteristics of generative governance, namely that the board:

- Retain a strong leadership role,
- Build its capacity to reflect on transformation and all that it entails and,
- Hone its skills at opportunities through active framing of challenges and opportunities.

The North West LHIN Board members then undertook an exercise to "learn by doing" through the use of case studies. The case studies produced practical ideas and opportunities for the Board members to act on over the coming year.

The Board concluded the day by reflecting on what they had learned and experienced. The value of generative governance as a means to support system transformation was identified as a critical component of future governance work.

# North West **LHIN** | **RLISS** du Nord-Ouest

975 Alloy Drive, Suite 201  
Thunder Bay, ON P7B 5Z8  
Tel: 807 684-9425  
Fax: 807 684-9533  
Toll Free: 1 866 907-5446  
[www.northwestlhin.on.ca](http://www.northwestlhin.on.ca)

975, promenade Alloy, bureau 201  
Thunder Bay, ON P7B 5Z8  
Téléphone : 807 684-9425  
Télécopieur : 807 684-9533  
Sans frais : 1 866 907-5446  
[www.northwestlhin.on.ca](http://www.northwestlhin.on.ca)



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