

# Making the Most of Your Talent

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A Promise for Life

# Making the Most of Your Talent

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Vice President, Laboratory Services  
Alberta Health Services*

*Former Chief Operating Officer  
Calgary Laboratory Services*

# Calgary Laboratory Services



- Formed in 1996
  - Partnership: Calgary Regional Health Authority/MDS/Kasper Medical Laboratories (1996 – 2006) – for profit
  - Wholly owned subsidiary – Calgary Health Region (2006 – 2009) – not for profit
  - Wholly owned subsidiary – Alberta Health Services (2009)
- Alberta's Top 40 Employers – 2008

# Other Recognition



- 2009 – FMC Accession - CLMA Pre-analytical Excellence Award
- 2003- The Alberta Business Awards of Distinction—Employer of Youth Award of Distinction
- 2002 – The Alberta Business Awards of Distinction – CN Strategic Partnering Award of Distinction
- 2003 – The Alberta Business Awards of Distinction—Partners in Workplace Learning Award of Distinction

# Challenges



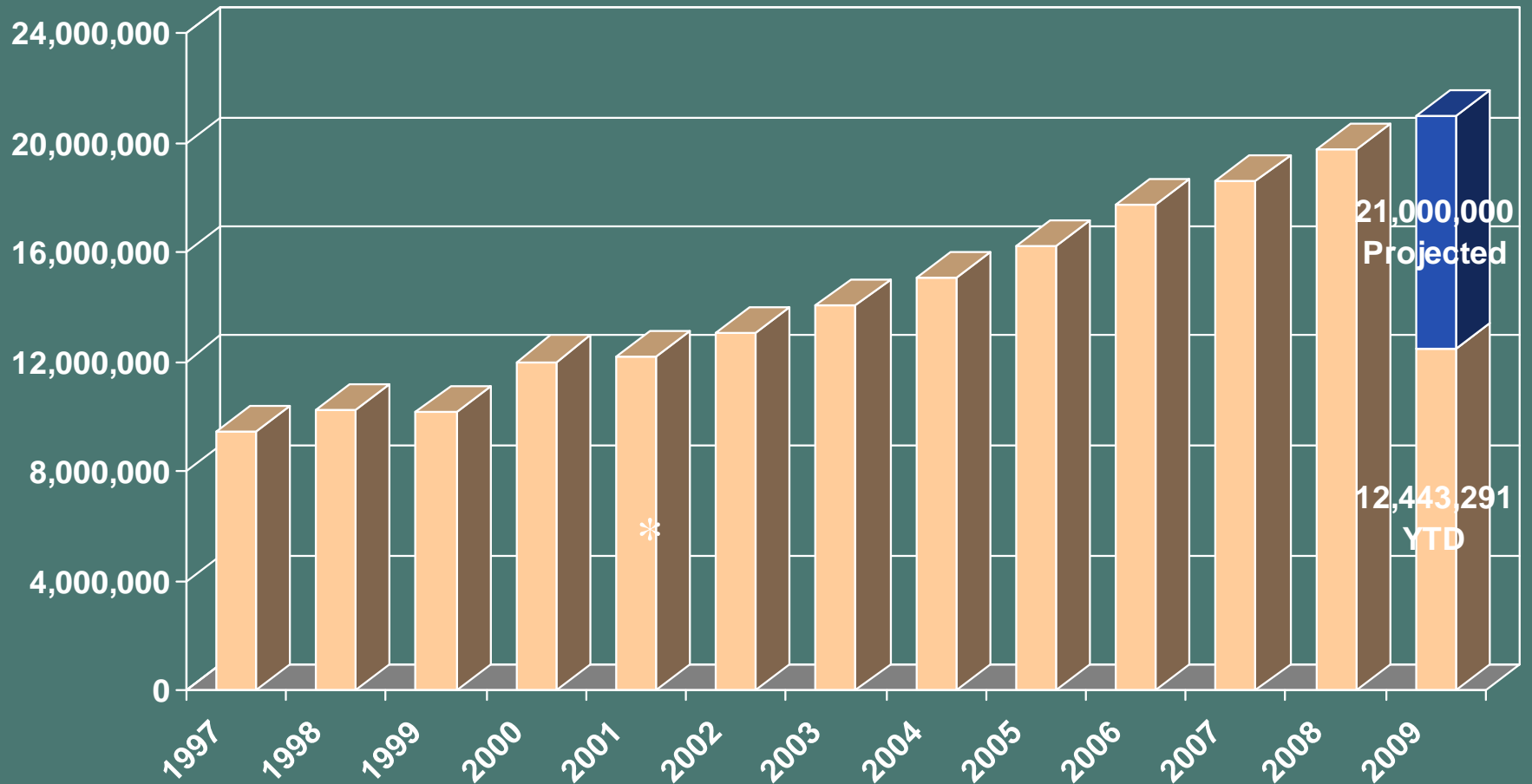
## Managing growth

- “Organic” growth along with technological change
- Calgary
  - Population
  - Expansion of clinical services

## Financial

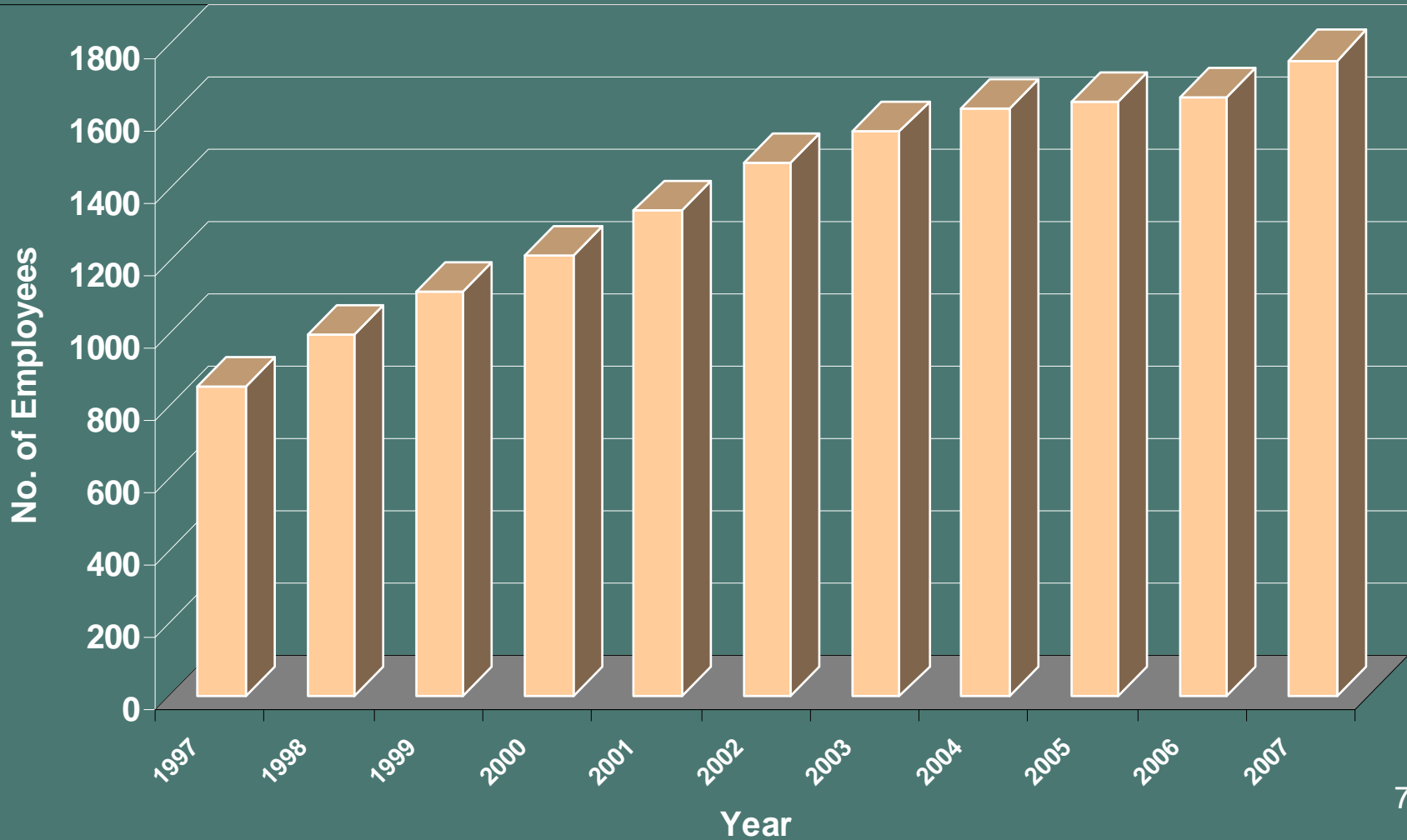
- Cyclic economy
  - Challenges whether is it boom or bust

# Total Number of Tests Performed at CLS

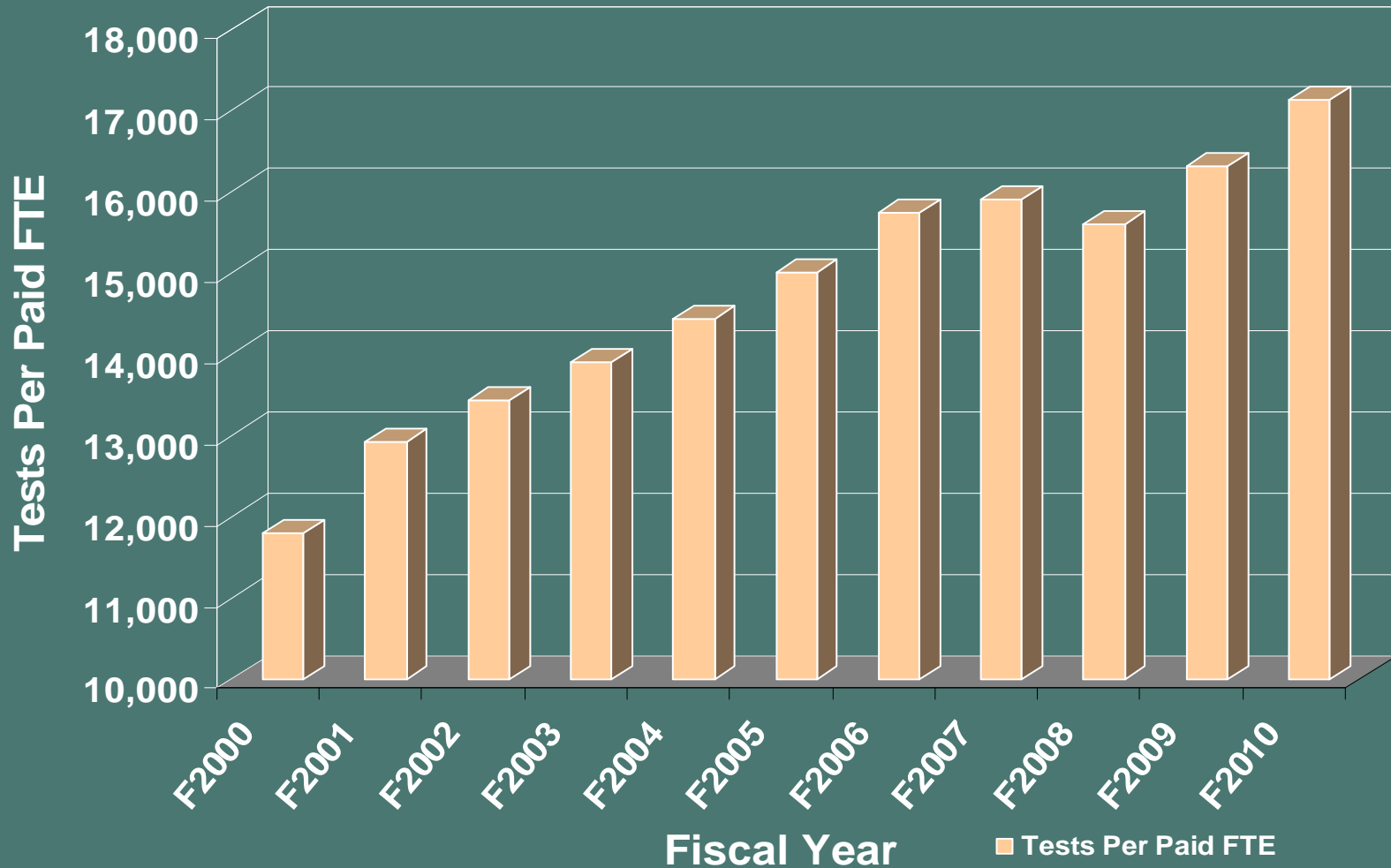


\* Alteration in Tracking Mechanism

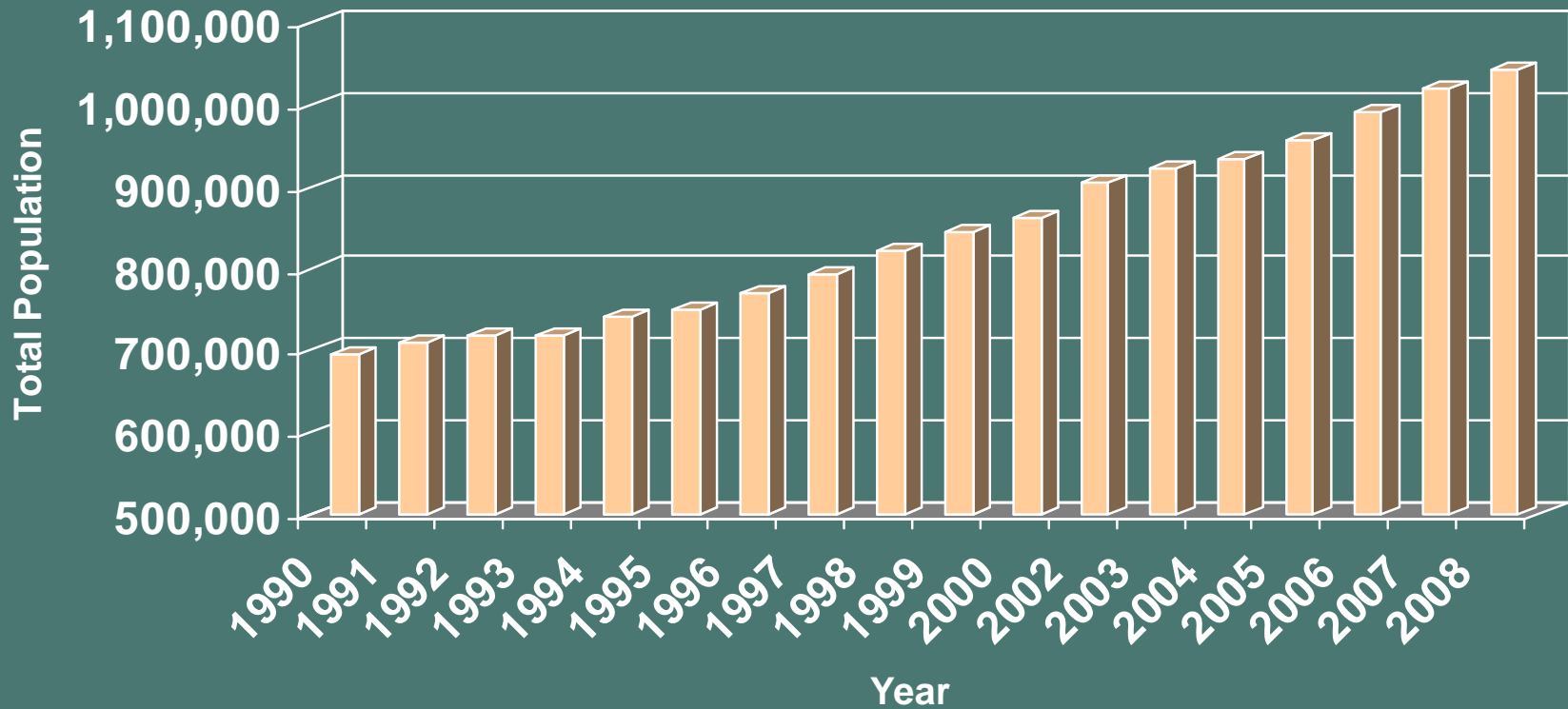
# CLS Staffing



# Operational Productivity



# Calgary Population



# What is important for success?



- Strategy
- Focus
- Alignment
- Communication
- Commitment
- Leadership

# What is not important for success?



## What is not important?

- Whether you are a monopoly (or not)
- Whether you are for profit or not
- Whether you are public, private, or some hybrid

## What are challenges?

- Multi-site environment
- Culture of legacy organizations

# CLS



- Vision
  - World leaders in laboratory medicine
- Mission
  - Improving health and well-being through laboratory diagnostic excellence, education and research
- Values
  - Professionalism
  - Respect/Caring
  - Integrity
  - Dedication
  - Excellence

# CLS (cont.)



- Vision / Mission / Values
  - Developed by staff, management and Executive
  - Reviewed by a member of the CLS Executive at each new employee orientation

# Focus



- What is within your control, versus
  - What is subject to influence
  - What are external drivers = beyond your control
- CLS
  - Budget – what you do with it (versus what you “get”)
  - Staffing – recruitment and retention
  - Internal resources – how they are allocated

# Focus (cont.)



- Ability to identify goals/objectives and deliver
  - Identification of need versus desire
  - Organizational alignment

# Alignment



- Alignment:
  - How to move the organization forward in a cohesive manner
    - Attitude and behaviour are the result of what the organization incentivizes
    - Development of yearly goals and objectives
    - Developed in a structured manner
    - Requires organization and discipline
    - Group and individual goals
    - Stretch Goals

# Alignment (cont.)



- Annual goals and objectives
  - Organizational – *first*, then
    - Department/Division/etc/etc
  - Group and individual
  - Group *first*, then
    - Individual, direct reports
  - Relevance to compensation
    - Pay for performance
  - Assessed against predetermined targets
    - Target is “measurable”

# Alignment (cont.)



- Goals reflect a balance
  - People Value Add (PVA)
  - Customer Value Add (CVA)
  - Economic Value Add (EVA)
  - Focus on major issues
    - Key deliverables identified
  - Converse is that if it is not a goal it is ***not a priority***

# Communication



- Concise, consistent and repetitive
- Meeting with / feedback from staff
- Iterative – clarity of message
- CLS
  - Connections – from CLS Executive
  - CLS Leaders' Meetings – monthly, opportunity of questions/feedback/clarification

# Communication (cont.)



- Newsletters – electronic/paper
- Intranet site
- Suggestions
  - E-mail
  - Traditional
  - Response important

# Commitment



- Delivery of results
  - Acknowledge successes and failures/deferrals
  - Organizational – communication – throughout year and at conclusion
    - Particularly prior to development of subsequent goals/objectives
  - Personal assessments/compensation

# Commitment (cont.)



- Staff Engagement
  - Alignment of metrics – what organization is held accountable for, employee can impact
  - Turnaround times – both customer and staff focused
  - Process improvement – Lean Six Sigma
  - Design/re-design of laboratories / lab areas

# Commitment (cont.)



- Surveys (along with customers – patients / healthcare providers)
  - Response to survey issues
- Involvement of staff with evaluation of management
- Exit interviews
- Other
  - Social Committee
  - Green Committee

# Commitment (cont.)



## Surveys of CLS staff

- Be prepared for surprises (including disappointments)

## Results

- Engagement strong
- People management and Teamwork/Collaboration are strengths
- Trust in leadership is a concern
  - 39% favourable, 31% neutral

# Commitment – Labour Agreement



- Labour agreement – CLS and Health Sciences Association of Alberta (HSAA)
- Modeled on, but distinct from provincial agreement
  - Ongoing communication

# Commitment – Education and Training



- Affiliation agreement with University of Calgary
  - Department of Pathology and Laboratory Medicine
- SAIT/NAIT
  - Medical Laboratory Technologists
  - Medical Laboratory Assistants
  - Cytotechnologists
- ABES
  - Medical Laboratory Assistants

# Recruitment



- Linked to education and training
- Market
  - National
  - International
- Planning
  - Changes to service
  - Medical/Scientific plan

# Leadership



- Initiating and leading change – process improvement – Lean Six Sigma
- Engagement of consultants – transfer of knowledge
  - Development of internal resources
  - Long term versus short term

# Leadership (cont.)



- Making difficult decisions and explaining why
  - Maintaining a defined contribution pension plan as a wholly owned subsidiary
  - Redeployment of resources after process improvement
  - Re-alignment of shifts/coverage to improve workflow
  - Altering productivity expectation with introduction of liquid based cytology
  - Not meeting compensation expectations
  - Acknowledging that subject matter expertise resides outside traditional laboratory disciplines and acting on it

# Leadership (cont.)



- Promoting internal differences of opinion in leadership and maintaining external consistency of messaging

# Things We Think We Did Well



- Defining Mission/Vision/Values
  - Staff engagement
- Defining both short and long term goals
  - Staff engagement
- Flexibility
- Alignment and accountability

# Things We Think We Could Have Done Better



- Building trust
- Communication
- Moving with a sense of urgency, particularly when things are going well
  - Anticipatory change

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