



## ■ SOCIETY OF GRADUATES

# Louise Lemieux-Charles: Lasting Leadership

As a retirement gift, it will stand the test of time. The Society of Graduates has recognized the career of Louise Lemieux-Charles in a way that truly represents her most enduring contribution to the IHPME community: Leadership.

At the end of her two terms as Chair and Director of IHPME in 2012, the Society of Graduates created the award in her honour and asked Louise to choose the focus. “It was very rewarding to have that recognition from graduates, the people who had come through the Institute and were now making an impact in their professional lives. I wanted the award to focus on leadership and specifically emergent system leaders,” said Louise. “We have a responsibility to support and develop leadership in the next generation of health care management, policy and clinical professionals.”

Since stepping down from the Director’s role, Louise contributed to the Institute as a professor. Now, another milestone has been reached — she retired from IHPME in June.

In her years at IHPME, she’s witnessed a growing need for health system leaders who are equipped to understand the complexity of quality care. “It used to be that once a patient left the walls of an organization, you may not know what was happening with them. Today, improving the experience of patients and their families can only be achieved through greater collaboration among different health providers,” she says. “It requires leaders who take initiative and have the courage to tackle challenges, especially when the policy and organizational contexts are not always aligned.”

Louise notes that IHPME’s own legacy of innovative leadership includes promoting health services research as a focus of academic study. “In the early 1990’s, it was not really on the agenda and there were hardly any research dollars devoted to this area. IHPME now has the largest HSR groups in Canada,” she said.

She also notes IHPME’s success in attracting students from a diverse range of professional backgrounds. Citing both the Master in Health Informatics and the Master of Science (Quality Improvement and Patient Safety concentration) as examples, she points out that new programs have attracted people on different career paths to be part of the Institute’s work. IHPME’s focus on quality also created opportunities to influence government policy, such as the Ontario government’s Excellent Care for All Act. “As we become better able to measure, there is greater accountability, and that has led to a huge focus on quality.”

As a professor emeritus, Louise will continue contributing to health system leadership in a number of ways, including as a hospital Board member, consultant and member of CFI’s multidisciplinary assessment committee in 2015.

Looking ahead, she is confident that IHPME will continue producing the ideas, evidence and leaders to address emerging health system challenges. “The number of stakeholders in the system has grown. It takes a creative, ‘big-picture’ leader to recognize where you are within that and to build relationships with others who may be different from you but who can contribute,” said Louise. “The faculty, students and alumni in the IHPME community are well-positioned to provide a positive influence on the health system — from delivery of care right up to policy development and implementation”



Louise Lemieux-Charles

## ■ CELEBRATING ALUMNI SUCCESS

# Emerging Health Systems Leaders Award Recipients



## Lee Fairclough

Vice President, Quality Improvement at Health Quality Ontario

**The award is focused on leadership – how does that fit with your own career goals?**

Providing leadership in our publicly funded health system is a privilege. My career goals are to effectively contribute to the best quality of care and programs

that improve outcomes for the people we serve. This award has a focus on the use of evidence and continuous improvement, which resonated with me, in particular. As leaders in the health system, we need to be fostering a culture among teams that promotes continual improvement, and it is a real honour to be recognized by the Society of Graduates.

**During your time at IHPME what’s the most important leadership quality you learned?**

The IHPME program teaches a rich and thorough understanding of the health policy dynamics at play in Canada, and how to think critically about health issues. It also provides great exposure

to leaders in the system through speakers, mentorship and practicum programs. It made me realize there are all kinds of styles of leadership out there – and the most effective are those that are truly authentic, care about teams, and bring a passion to the work that we do in healthcare each day.

I distinctly remember classes with Louise Lemieux Charles where she challenged us to understand the complexity of health systems and organizations, and encouraged us to look at issues from a variety of perspectives. I appreciated the rigor that she taught us – I feel it has served me well throughout my career.

#### **When you look at challenges facing the health system, where is leadership needed the most?**

Leadership will be necessary over the next few years to ensure that we maintain and build momentum on how to improve the quality of care and programs that we provide. We need to ensure we keep striving for improvement, even in a tough fiscal climate. Leaders need to foster creativity to work collaboratively across the system and involve patients, to tackle some of the important areas where performance lags in Ontario (and relative to others in the country and internationally). I would like to see us improve how we support patients through transitions, particularly in critical moments for patients and families, such as the diagnostic and palliative phases of care. As leaders, we'll also need to be sure we encourage our teams and celebrate areas of strength and improved performance.



#### **Miin Alikhan**

Director, Health Quality Branch  
at Ontario Ministry of Health and  
Long-Term Care

#### **How did your experience at IHPME prepare you for leadership roles?**

The decision to pursue the Master of Health Sciences in Health Administration at IHPME was a real turning point

in my personal and professional life. I had been working as a frontline clinician and the experience at IHPME set me on a different course. As a clinician, I did not always understand why decisions were being made, and I guess it is part of my nature to want to understand. My experience at IHPME propelled my clinical experience to a new altitude, and provided fundamental examples of leadership to model. This award has such significance

#### **CONGRATULATIONS: IHPME PROMOTIONS**

<b>Karen Burns</b>	Associate Professor
<b>An-Wen Chan</b>	Associate Professor
<b>Catharine Craven</b>	Associate Professor
<b>Darcy Fehlings</b>	Full Professor
<b>Stephen Hwang</b>	Full Professor
<b>Cynthia Jackevicius</b>	Associate Professor
<b>David Juurlink</b>	Full Professor
<b>Moira Kapral</b>	Full Professor
<b>Abhaya Kulkarni</b>	Full Professor
<b>Calvin Law</b>	Full Professor
<b>Elizabeth Lin</b>	Associate Professor
<b>Lorraine Lipscombe</b>	Associate Professor
<b>Andrew Loblaw</b>	Full Professor
<b>Charmaine Lok</b>	Full Professor
<b>Connie Marras</b>	Associate Professor
<b>Joel Ray</b>	Full Professor
<b>Prakeshkumar Shah</b>	Full Professor
<b>Matthew Stanbrook</b>	Associate Professor
<b>Joshua Tepper</b>	Associate Professor
<b>Wendy Ungar</b>	Full Professor

for me, in fact, because it was voted on by people who I consider to have been important mentors.

#### **What are some of the leadership lessons you've learned in your career?**

Well, one of the things you realize is that the experience at IHPME provides the structure, tools and a supportive network that makes a real difference in your career. As I said, my career path was from clinician to leadership and I never would have imagined having an opportunity to lead a significant portfolio within government.

To me, leadership really is about understanding the complexities of change, and nowhere is that more true than in health care. Throughout my career, I seem to have gravitated towards “inaugural” roles, including the role I am in now. You realize that leadership is less about mastery of a particular subject matter and more about understanding people and the relational side of promoting change.

#### **What advice would you give to recent graduates who aspire to leadership roles?**

It's worth taking on those leadership challenges where there are very clear deliverables but no clear path. Place less emphasis on “change management” and more on “change leadership”. In other words, less emphasis on being tactical and more on being inspirational and aspirational. I would also say that there is great leadership potential in new graduates I meet, and it is important to always be listening to that next generation and understanding their perspectives.

## **IHPME Connection: We'd like to hear from you**

Our monthly newsletter profiles members of the IHPME community and lists upcoming events. We're pleased to receive submissions of 400 words or less for consideration in upcoming editions. If you'd like your event listed, please send full details.

Contact: [rhonda.cockerill@utoronto.ca](mailto:rhonda.cockerill@utoronto.ca) and [ihpme@utoronto.ca](mailto:ihpme@utoronto.ca)

#### **PUBLISHED WORKS**

Jenna M Evans, G Ross Baker, Whitney Berta and Jan Barnsley published: “A cognitive perspective on health systems integration: results of a Canadian Delphi study”,  
<http://www.biomedcentral.com/1472-6963/14/222>

#### **IHPME and its Alumni Society Present THE MOONSHOT EVENT with Health Quality Ontario**

November 20, 2014

Join us as we celebrate the impact of our past and present communities on transforming the next generation.

*Keynote Announced!* Stephen M. Shortell PhD, MPH, MBA, Professor and former Dean, University of California, Berkeley School of Public Health will update guests on the current status and implications of achieving more effective health services.

**LOCATION:** Steam Whistle Brewing,  
255 Bremner Blvd, Toronto

**MORE INFORMATION:** <http://sites.utoronto.ca/ihpme/moonshot2014/moonshot2014.htm>

**For more events and details, visit IHPME's  
External Events website**

<http://www.ihpme.utoronto.ca/about/events.htm>

**IHPME  
Events**