

# Change Leadership Certificate

This course equips you to successfully lead change by integrating leadership with best practices in change management. You'll be prepared to create winning conditions to foster change through: essential information and tools; analysis of a real-life case study and hands on experience creating a change plan.

For this course you'll choose one of the following case studies that is of most interest to you.

## Case Studies

**NEW!**

### Culture – Changing Organizational Culture, Innovation in Long Term Care

This case study describes how Schlegel Villages, partnered with the Schlegel-UW Research Institute for Aging to change the culture of aging.

Ten years ago Schlegel Villages realized structures and processes in their homes centred around staff routines not resident preferences and knew they could do better. They were ready to shift their organizational culture from this institutional model of care, to a more social model of living.

This would be no small feat. The institutional model is deeply rooted in how staff are trained and how long-term care and retirement homes are operationally organized. It would require thoughtful action and engagement.

This collaborative, strengths-based journey changed the way people across the organization spoke, acted and related to each other, creating a culture that values elders.



### Clinical – Implementing an Antimicrobial Stewardship Program

This case study presents the implementation of an Antimicrobial Stewardship Program at Mount Sinai Hospital and University Health Network in Toronto, Ontario.

Two programs, one at each hospital, were established, and then eventually merged. Merging required navigating the needs of each organization while allowing the ASP to function as a single entity. This meant negotiating and understanding different funding and human resource structures, as well as hospital priorities and cultures.

Bringing about change in an effective manner requires a deliberate step-wise fashion. This approach was used as MSH-UHN ASP expanded to become Canada's largest and most experienced ASP.



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## Case Studies

### Digital Health – Implementing a Consumer Health Portal

This case study presents the implementation of a consumer health portal at Holland Bloorview Kids Rehabilitation Hospital; Canada's largest pediatric rehabilitation teaching hospital, located in Toronto. The portal, called connect2care, provides clients (children and youth) and their families with access to their appointment schedule and clinical information, and provides a secure way to communicate with their care team.

The implementation of a consumer health portal represents a significant change initiative affecting clients and families, as well as clinicians and other staff in the organization.

We still have much to learn about the real impacts of the portal on engagement and activation, but the early signs are very positive.

**Holland Bloorview**  
Kids Rehabilitation Hospital

### Organizational Development – Implementing a New Performance Management System

This case study presents the development and implementation of a new performance management system at the Champlain Community Care Access Centre (CCAC) in Eastern Ontario. The Champlain CCAC is one of 14 CCACs in Ontario which provide a variety of home and community health services.

In 2010 a new leader in Organizational Development saw the need for a redesign of the performance management strategy. Through quick exploration and engagement, a burning platform for change rapidly emerged. The early enablers for change were the generalized dislike and disengagement with the current process.

The result? - a new system which enabled broader strategic performance and talent management that was more accepted across the organization. Proudly, we were the first CCAC in Ontario to successfully implement a technology-based performance and talent management system and lead the sector in integrating the LEADS in a Caring Environment Leadership Framework in to the system.

 Champlain  
**CCAC CASC**  
Community  
Care Access  
Centre  
Centre d'accès  
aux soins  
communautaires  
de Champlain