



Awards put focus on public-sector leadership, innovation

By Gabriel Sékaly,
CEO IPAC

Organizations are constantly looking at ways to enhance their results. Whether it is in the private sector, searching for enhanced profits and earnings per share, or in the public sector, achieving set performance targets – more and more organizations are embracing a results-based approach to management.

One of the most important factors impacting results, if not the most important factor, is leadership.

Unfortunately, when it comes to the public sector, Canadians rarely hear of the many, many stories of success, innovation and extraordinary leadership behind the leading-edge institutions that serve our people and strengthen our society.

It is gratifying to know, however, that people representing organizations and countries from around the world often come to Canada specifically to learn how to emulate the innovation and success of our public-sector organizations.

Among the things those who observe our public sector leadership discover is that successful organizations must be prepared to take calculated risks. And, not everything will always go according to plan. As Robert Kennedy said famously, “Only those who dare to fail greatly can ever achieve greatly.”

Indeed, we should learn from our mistakes. And, perhaps equally important, we



must take time to celebrate our successes.

This is why the Institute of Public Administration of Canada (IPAC) and Deloitte established the IPAC-Deloitte Public Sector Leadership Awards. This inaugural program recognizes individuals and organizations that have demonstrated outstanding leadership by taking bold steps to improve Canada through advancements in public policy and management.

In doing so, the awards put the spotlight on individuals and teams who have dared to take their organizations in a new direction, in the pursuit of better outcomes. The awards also showcase projects and initiatives undertaken by organizations or agencies where leadership played a key role in making it possible for major organizational transformation and outstanding performance to occur.

The winning projects reflect the importance of innovation, strategic thinking, trust and team building, sharing vision, and effective collaboration and partnerships. They offer lessons and insight worth learning.

The IPAC-Deloitte Public

Sector Leadership Awards also send another encouraging signal, reflecting a growing interest in bringing senior leaders from across the country at all levels of government as well as the broader public sector together to learn from each other, build networks, inspire

and be inspired, and hear from leaders outside the public sector who have applied an innovative and collaborative approach to achieving their organizational goals and objectives.

We firmly believe that recognizing and building the

cadre of public sector leaders is a critical ingredient in the success of our country.

We invite you to review the list of award-winning organizations on this page and read the engaging views and stories on the pages that follow. Who knows, in them you

might just find the inspiration to take your organization in a bold new direction.

IPAC is an association of public sector practitioners from all levels of government across Canada as well as scholars of public administration and policy. To learn more, visit www.ipac.ca.

IPAC/Deloitte Leadership Awards



	GOLD	SILVER	BRONZE
FEDERAL/ PROVINCIAL	 <p>British Columbia Public Service: <i>Being the Best Public Service</i> Jessica McDonald Deputy Minister to Premier and Cabinet Secretary</p>	<p>Service Canada: <i>Service Canada College & Service Excellence Certification</i> Richard Rochefort Senior Director General</p>	<p>Natural Resources: <i>Canada Resource Wiki</i> Cassie J. Doyle Deputy Minister</p>
MUNICIPAL	 <p>Regional Municipality of Peel, Executive Office: <i>Peel's Common Purpose</i> David Szwarc, CAO</p>	<p>City of Edmonton: <i>Innovative Approach to Infrastructure Management: From Defining Needs to Developing Solutions</i> Konrad Siu, Director, Infrastructure & Funding Strategy</p>	<p>The City of Mississauga: <i>Road Map to the Future: Moving Forward</i> Gary Kent, Director, Strategic Initiatives Division</p>
BROADER PUBLIC SECTOR	 <p>Bridgepoint Health: <i>Organizational Transformation & Influencing Health System Change</i> Marion Walsh, President & CEO</p>	<p>St. Michael's Hospital: <i>Research & Knowledge Transfer in Health Care Delivery</i> Jeff Lozon, President & CEO</p>	<p>Canada Health Infoway: <i>Achieving an Integrated Pan-Canadian E-health Record System</i> Richard Alvarez, President & CEO</p>

2008 Finalists

- Citizen-Centred Service Delivery**
Ministry of Labour and Citizens' Services, Service BC, **Lois Fraser**, Assistant Deputy Minister
- Démarche du Québec en matière de lutte contre la pauvreté et l'exclusion sociale** (Initiative to Combat Poverty and

Social Exclusion) *Ministère de l'Emploi et de la Solidarité sociale*, **M. Bernard J. Martte** Sous-ministre adjoint des politiques et de l'analyse stratégique

- Alternative Service Delivery** Ministry of Labour & Citizens' Services, *Alternative Service Delivery Secretariat*, **John Bethel**, Assistant Deputy Minister

- Poverty Reduction Strategy**
Government of Newfoundland and Labrador, Department of Human Resources, Labour and Employment, **Gary Norris**, Clerk of the Executive Council, Cabinet Secretariat
- Rapid Bridge Replacement** Ontario Ministry of Transportation, **Bruce McCuaig**, Deputy Minister

THANKS FOR BOLDLY TAKING HEALTHCARE WHERE IT'S NEVER GONE BEFORE

Bridgepoint Health is proud to have been awarded gold in the Broader Public Sector category at the IPAC•Deloitte Public Sector Leadership Awards. Thanks to all our visionary leaders who have generously volunteered their time to make this achievement possible. You are transforming healthcare. And you are changing the lives of many in the process.

Marian Walsh, President and CEO
Bridgepoint Health

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A prescription for better health care

Q&A Marian Walsh
CEO, Bridgepoint Health

Toronto-based Bridgepoint Health, the inaugural gold winner of the IPAC Deloitte Leadership Award for Organizational Transformation & Influencing Health System Change, is a recognized leader in public health care delivery. In this Q&A, Bridgepoint Health CEO Marian Walsh speaks to the most significant health challenge facing Canada and how Bridgepoint is working to address it.

What is the biggest health issue facing Canada and our health care system today?

Complex chronic disease is the single biggest threat to the sustainability of our national, publicly funded health system. The data is very sobering:

- Close to 50% of adults over age 40 are living with at

least one chronic condition

- One in five Canadians is living with three or more chronic conditions

- In our fastest growing segment of the population – people over 60 – one in three is living with three or more chronic conditions

- Up to 70% of health care dollars are being devoted, in one way or another, to the treatment of complex chronic disease

- 60% of deaths worldwide are attributable to chronic disease – a great many of these are preventable

- And . . . the cost to the Canadian economy of complex chronic disease is estimated at \$80 billion annually.

What is the bottom line?

We have entered a new frontier of modern medicine – the prevention and management of complex chronic disease and disability.

It is no longer enough for our hospital system to focus

exclusively on saving lives. We must also provide the medically necessary services that people with complex chronic disease and disability need to live their lives.

How is Bridgepoint working to meet these challenges?

We are developing and implementing a model of care that revolves around the prevention and management of complex, chronic disease. We draw on evidence-based best practices as we systematically transform care at Bridgepoint.

What has Bridgepoint achieved so far?

Our patients now experience goal-oriented treatment, enabling the majority of them to return to independent living.

We have more than doubled the annual number of patients who benefit from care at Bridgepoint – both as inpatients and, increasingly, as outpatients through our focus on process improvement.

We are also incorporating the World Health Organization's features of a Health Promoting Hospital, and actively shifting our relationship with patients and families from being passive recipients of care to being full partners.

We have made a major investment in electronic health records – a cornerstone of integrated care, which is key to the management and prevention of complex chronic disease.

And in 2008, we opened the Bridgepoint Family Health Team to improve access to primary care.

Bridgepoint has also emerged as a significant health care advocate. Why?

We make it our business to educate key policy influencers on the facts related to this new frontier of health care. We speak on provincial, national and international stages to health, business and political leaders to help drive

the health system to shift its focus from acute, episodic care to the prevention and management of complex chronic disease.

What do you see as a next important step in this transformation of our health system?

Creating and sharing new knowledge.

We have established the Bridgepoint Collaboratory for Research and Innovation in Complex Chronic Disease. Through strategic alliances, the Collaboratory will provide a hub for researchers to produce evidence, which we will use to accelerate our learning, and to bring best practices to people living with complex chronic disease.

Our affiliation with University of Toronto and other academic partners is also enabling us to train the next generation of health care providers for this new frontier of health care.

Anything else on Bridgepoint's horizon?

In the not too distant future, the most tangible embodiment of Bridgepoint – and a key component of the transformation that we are undergoing – is the redevelopment of Bridgepoint Hospital into a state-of-the-art facility that is designed to provide the type of complex care that we deliver.

Any closing remarks?

I'd like to commend the Institute of Public Administration of Canada for their initiative, and Deloitte for their support, in establishing Public Sector Leadership Awards. These awards provide an important opportunity to profile what it takes to create excellence in public service; to share those examples with others; and to motivate the thousands of Canadians who dedicate themselves to very "mission" driven work every day.

LINCOLN ALEXANDER OUTSTANDING LEADER AWARD

Former general Rick Hillier garners accolade for public service

Retired Canadian general and chief of defence staff Rick Hillier has received the 2008 Lincoln Alexander Outstanding Leader Award from the College of Management and Economics (CME).

Mr. Hillier was honoured for his exceptional abilities as a communicator with soldiers, the public and the media at a time of increased activity in the Canadian Forces and for improving the image and sustainability of the Forces both domestically and internationally.

He was also recognized for his efforts to lobby the federal government for increased military funding, says CME dean Chris McKenna.

"Rick Hillier has never

been afraid to speak up for what he believes in, which is always a signature of an exceptional leader," says Mr. McKenna. "Throughout his career, he has made some of the toughest decisions imaginable and worked tirelessly to advocate for the men and women who defend our nation. He is an exceptional leader who continues to share his expertise, even after retirement from the military."

Mr. Hillier's 36-year military career included serving as commander of the Stabilization Force multinational division (southwest) and the NATO-led International Security Assistance Force in Kabul, Afghanistan. He was named chief of land staff in 2003 and two years later

became Canada's chief of defence staff, the highest-ranking position in the Canadian Forces. He retired from the Forces in 2008.

Mr. Hillier has since brought his leadership skills to the world of business and post-secondary education. He now works for the TD Bank Financial Group supporting the enhancement of client and customer relations and assisting with the bank's leadership development and training initiatives. He also serves as chancellor of Memorial University, his alma mater.

The annual Lincoln Alexander Outstanding Leader Award, established in 2006, is given to someone who has embodied and demonstrated exceptional leadership in the areas of service, advocacy, collaboration, learning and scholarship.

Former Ontario lieutenant-governor Lincoln Alexander, who served as the University of Guelph's chancellor for an unprecedented 15 years and is now university chancellor emeritus, was the first recipient of the award. Last year, it was presented to Frank McKenna, deputy chair of the TD Bank Financial Group and former premier of New Brunswick and former Canadian.

For further information on the University of Guelph Leadership programs, visit www.leadership.uoguelph.ca.



University of Guelph president Alastair Summerlee (right) recently presented the CME Lincoln Alexander Outstanding Leader Award to Rick Hillier. Chris McKenna, dean of the school's College of Management and Economics, said, "The award recognizes individuals who face challenges head on and aren't afraid to take risks for the sake of their people." PHOTO: SUPPLIED

CIVIC INFRASTRUCTURE MANAGEMENT EVOLVING

From defining needs to developing solutions to strategic partner

By Konrad Siu, M.Eng., MBA, P.Eng., FCSCE
Director, Office of Infrastructure and Funding Strategy, City of Edmonton



The tremendous leap infrastructure management has made over the past decade is astounding. Only a few years ago, the word "infrastructure" was jargon. Now, it is commonly used by politicians, media and citizens.

Despite this increased familiarity, funding pressures faced by municipalities remain, underscoring the need for sound infrastructure planning. Municipal revenues are not keeping pace with civic needs, and competing demands for renewal and growth compound the problem. This is as true in Edmonton as in any municipality.

Municipalities are desperate for more funding tools. For starters, sustainable and predictable government funding is essential to plan for long-term growth and investment needs. Equally important is recognizing that municipalities require new revenue sources to deliver infrastructure and build the quality of life citizens need and want.

Though commitment and participation from all three levels of government is key to effectively addressing these issues, municipalities

can begin to chart their own course by adopting a more strategic approach to managing assets.

Today, most Canadian municipalities are well on their way in terms of tracking asset inventory, age, condition and replacement value. Some municipalities have even started on the next milestone of developing infrastructure management tools to optimize renewal investment based on an asset's life cycle, condition and risk.

Other municipalities are beginning to determine investment needs based on the perspective of the user. In essence, this is the process of linking service levels to an infrastructure's technical level of performance to better meet the needs and expectations of the community, as well as economic and quality of life indicators.

The adoption of such comprehensive tools and practices is a critical step. Especially if infrastructure management is to move beyond the traditional engineering, financial and technical arena of defining needs

and developing solutions, and begin to play a pivotal role in the strategic planning and policy development arena.

In Edmonton, we are already seeing the success of this approach. Civic leaders are starting to look to the infrastructure management function to guide tough decisions on how best to optimize the investment of limited infrastructure dollars. And, perhaps even more importantly, to defend and win public support for those funding and investment decisions.

As municipalities strive to deliver on the benchmarks set by their communities, integrating asset management with business planning and long-term direction setting is the next frontier. It will set the stage for municipalities to integrate asset management throughout their organizations, thereby elevating the function to the role of full strategic partner.

Taking asset management to this level will fundamentally transform the way municipalities do business. Decision-makers will have a holistic view of infrastructure needs based on investment priorities and alignment with corporate strategic goals and initiatives. In Edmonton, that is what provides the foundation for service delivery to our citizens – who in the end are our most important customers.

This report was produced by RandallAnthony Communications Inc. (www.randallanthony.com) in conjunction with the advertising department of The Globe and Mail. Richard Deacon, National Business Development Manager, rdeacon@globeandmail.com.

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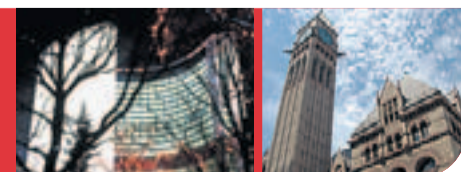
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The development of leadership

By Ian Greene,
Director, MPPAL program
York University

Outstanding leadership is like a great work of art. There is no single formula for success, but in both there is insight, passion, skill and hard work.

During my lifetime, I have been privileged to have met some of Canada's great leaders in politics, public administration, law, business, academia and community service. I have also met a fair number of mediocre and downright bad leaders. Following is a synthesis of what I have observed to be the essential qualities of exceptional leadership.

Insight: Great leaders can see beyond the narrow issues that they must deal with on a daily basis. They are motivated by a vision that stems from compassion for their fellow human beings, a broad education, a deep knowledge of domestic and world history that derives from extensive reading or



travel, and a creativity that fosters innovation that is often associated with an appreciation of the arts. Great leaders develop their vision through an attitude of respect toward others. They are not contemptuous toward others because they recognize the potential in every human being with whom they work. They value transparency, promote accountability and are quick to admit their mistakes.

Passion: Successful leaders are filled with a zeal for life that keeps them vibrant and determined through the tough-

est of times. Passion enhances the ability to communicate effectively and inspire others to groom their talents. Leaders always attract critics, and the criticism is sometimes unfair and unfounded. Leaders need a passion for life and for their vision of a better world that allows them to learn from their critics (there is usually at least a grain of truth in every censure) and to treat them fairly even if the gesture is not reciprocated – as well as to maintain their optimism.

Skill: Leaders cannot be successful unless they possess the “core competencies” required for the leadership position they hold. In the public sector, core competencies include analytical, writing and teamwork skills, and an understanding of the foundations of public sector ethics. Depending on the position, the following are often required: the history of public administration (so as not to re-invent the wheel), and a basic knowledge of public law, human

resources management, public sector budgeting and accounting, program evaluation (including research methods), and strategic planning. Given our multicultural society, a familiarity with the literature on diversity is a must.

Hard work: Great leaders seem to have infinite energy at their disposal. However, a closer look reveals that, more importantly, they have excellent time management and delegation skills. They attract other talented leaders to work with them, and trust their co-leaders with important tasks, backing them up when attacked and providing guidance where necessary. All leaders are under constant pressure to become too engaged in the minutiae of administration to the detriment of their family and colleagues. Nothing is more energizing than a work-life balance that strengthens family ties and friendships, makes hard work and insight possible, and keeps passion and

Great leaders are motivated by a vision that stems from compassion for their fellow human beings, abroad education, a deep knowledge of domestic and world history that derives from extensive reading or travel, and a creativity that fosters innovation.

vision alive.

Great leaders cannot be created by organizations or degree programs. However, IPAC and its Public Sector Leadership Awards program, and university degree programs in public policy and administration, are vital to nurture potential leaders who are already on the leadership track because of their personal qualities. That is why York's Master of Public Policy, Administration and Law (MPPAL) program has purchased IPAC memberships for its 85 students. ■

Ian Greene has taught at York University since 1985. Before that, he worked in the Alberta public service for four years. He is the Master of McLaughlin College, York's public policy college, and past Chair of the University Senate. He is author or co-author of six books including The Courts (UBC Press, 2006), and of thirty academic articles or book chapters. He has been a frequent commentator in the media on ethics in politics, and on judicial behaviour.

DOWNTURN NOT ALL BAD NEWS

Real opportunities exist for government leaders

By Paul Macmillan
National Public Sector
Industry Leader
Deloitte

On the surface, the Canadian government's plan to spend its way out of the economic downturn looks like an endless money pit. But what if it's a massive investment

opportunity, instead? It quite likely is.

While manufacturing currently gets all the headlines, Canadians also worry about health care and climate change – areas where unconventional thinking could turn formerly lost grants into ongoing windfalls.

Until now, health care has lived in a bubble. Governments spend tens of bil-

ions of dollars on it annually. Therefore, the next evolution must be an enhanced connection between expenditures and economic strategies with tighter linkages between economic development and health ministries to leverage the sector's economy-building potential. This thinking also applies in green-tech.

By extending short-term

tactics, such as saving the largest employers, to more strategic investments, governments facilitate building future-proof businesses that ensure our readiness to pounce when global markets rebound. In order to accomplish this, we need to more actively help fledgling green-tech companies carve out domestic markets, develop products and market them globally. We must also modify policy measures for health care startups to encourage investment in and commer-

cialization of innovative technologies.

We're sitting on a globally competitive brain-trust of potential – one requiring bold leadership for conversion into market dominance. Canadians want leadership and vision, and the public sector continues to demonstrate its ability to drive this change.

The recent Deloitte survey, Closing the gap: Eliminating the disconnect between policy design and execution, reflects the belief

of two-thirds of senior public sector leaders. There's opportunity in crisis and governments are beginning to reassess how they develop, implement and manage major policy decisions. Canada has already been recognized for managing the downturn better than most, but the road ahead remains challenging. Now more than ever, it's time to increase our focus on the kind of future we're investing in. And that's what our leaders will ultimately do. ■



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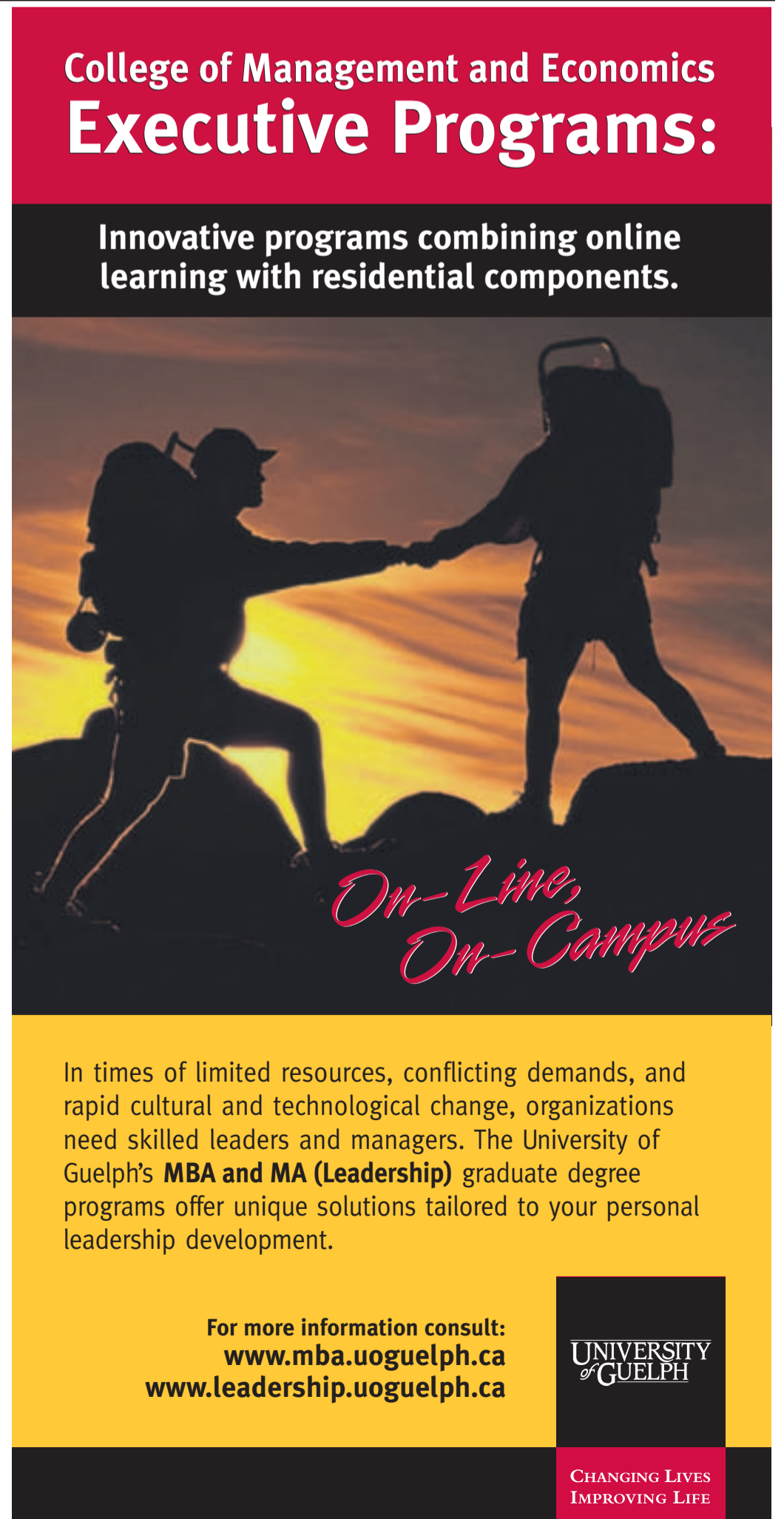
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