

Vision to Action: Leading People & Technology Together

Oct. 1st, 2025

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The Canadian College of Health Leaders



CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Start With **WHY**: Your **Vision** for Healthcare



Vote with your feet

What Gets in the Way



1935 Boeing Model 299
prototype crash: pilot error

Degani, A. (1990). *Human Factors of Flight-Deck Checklists: The Normal Checklist*. NASA Ames Research Center, NASA CR-177549

Elapsed time until
standardization?



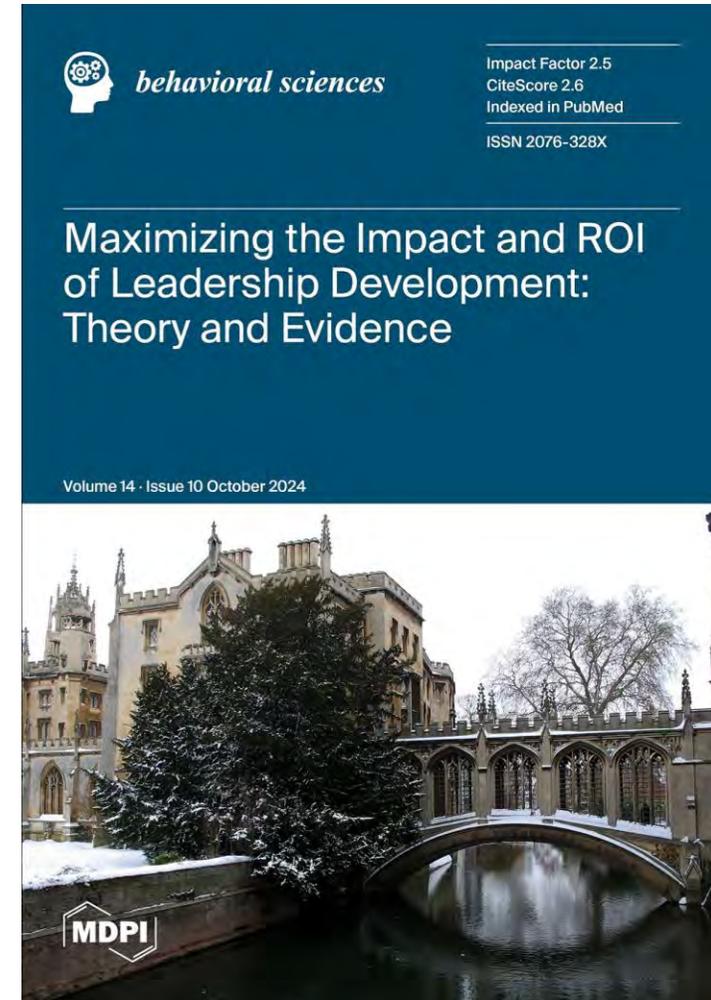
What **WHO** gets in the way

Our Approach

In-person + **Principles** of Executive/
Professional Learning:

We content:

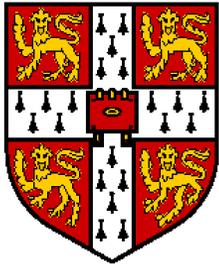
- **Your expertise +**
- **Academic research +**
- **Action research (events, pre-survey) +**
- **me.**



THANKS! We Care



Affiliations



CANADIAN COLLEGE OF
HEALTH LEADERS



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LEADERS EN SANTÉ



GTKY

You (hands)



LEAFS?

First timer?

Locations?

Physician?

New role this year?

More sleep?

“Other”:

Session Structure



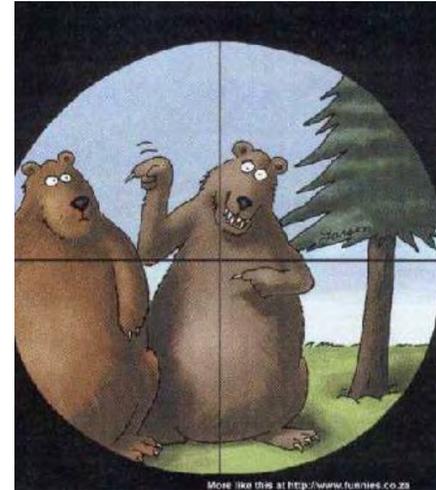
THE GLOBE AND MAIL*

Current leadership
context

Session Structure

THE GLOBE AND MAIL*

Current leadership
context



Leadership
priorities



Session Structure

THE GLOBE AND MAIL*

Current leadership
context



Change leadership
challenges



Leadership
priorities



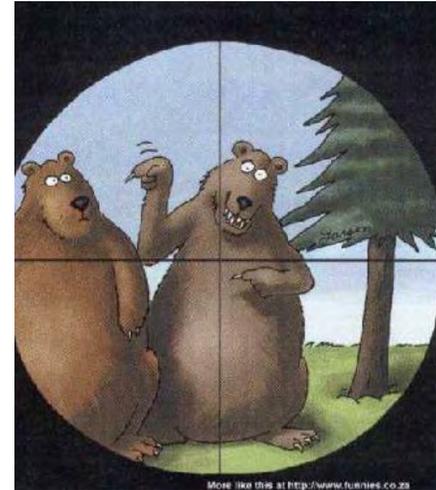
Session Structure

THE GLOBE AND MAIL*

Current leadership
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Change leadership
challenges



Leadership
priorities



Leadership **strategies**
& **action plan(s)**



Our Context: Workforce

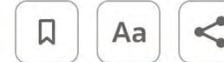


World ▾ Business ▾ Markets ▾ Sustainability ▾ Legal ▾ Commentary ▾ More ▾

Canada loses net 65,500 jobs in August, jobless rate rises to 7.1%

By Reuters

September 5, 2025 8:35 AM EDT · Updated September 5, 2025



Your Context: Leader Turnover (2 – 3 yrs)

- None
- 1 – 25%
- 26 – 50%
- 51 – 70%
- 71 – 80%
- 80%+

Leader Turnover: HR/OD TT 2025

How many positional leaders (e.g., managers, directors, division/department heads, chiefs, VPs, CEO, etc.) are new to their role in the past 2 - 3 years?



Our Context: Leader Turnover



Leadership and Management **101 + coverage + strategic priorities?**

Our Context: Training x 2



Austerity



Fulsome

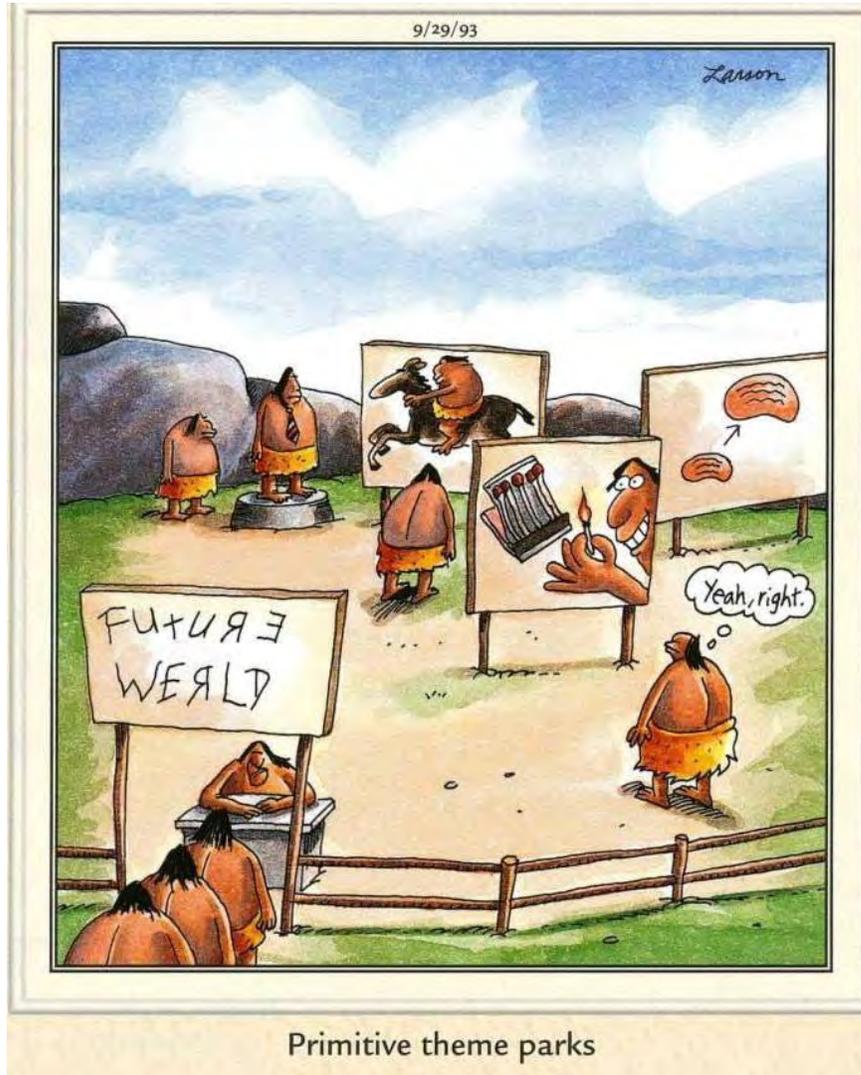
Your Context (As I Think You See It)



Global investors look past AI hype to long-term opportunities from government spending

DIVYA CHOWDHURY
MUMBAI
REUTERS
PUBLISHED 8 HOURS AGO

Your Context (As I Think Others See It)



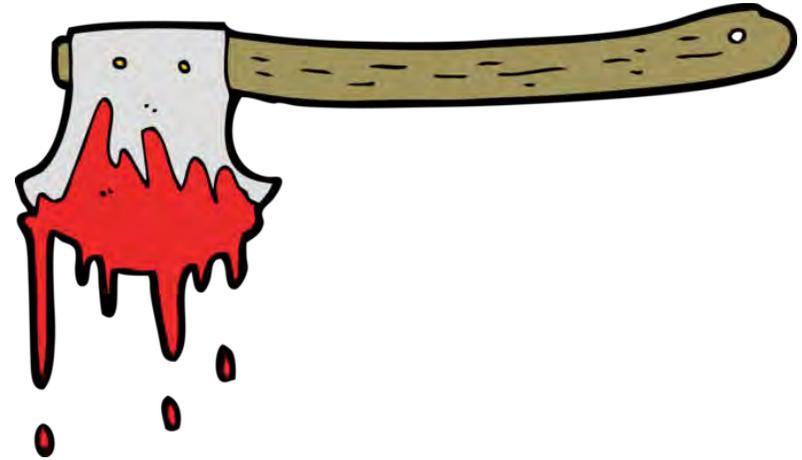
Schulich
2019

AI



EMRs

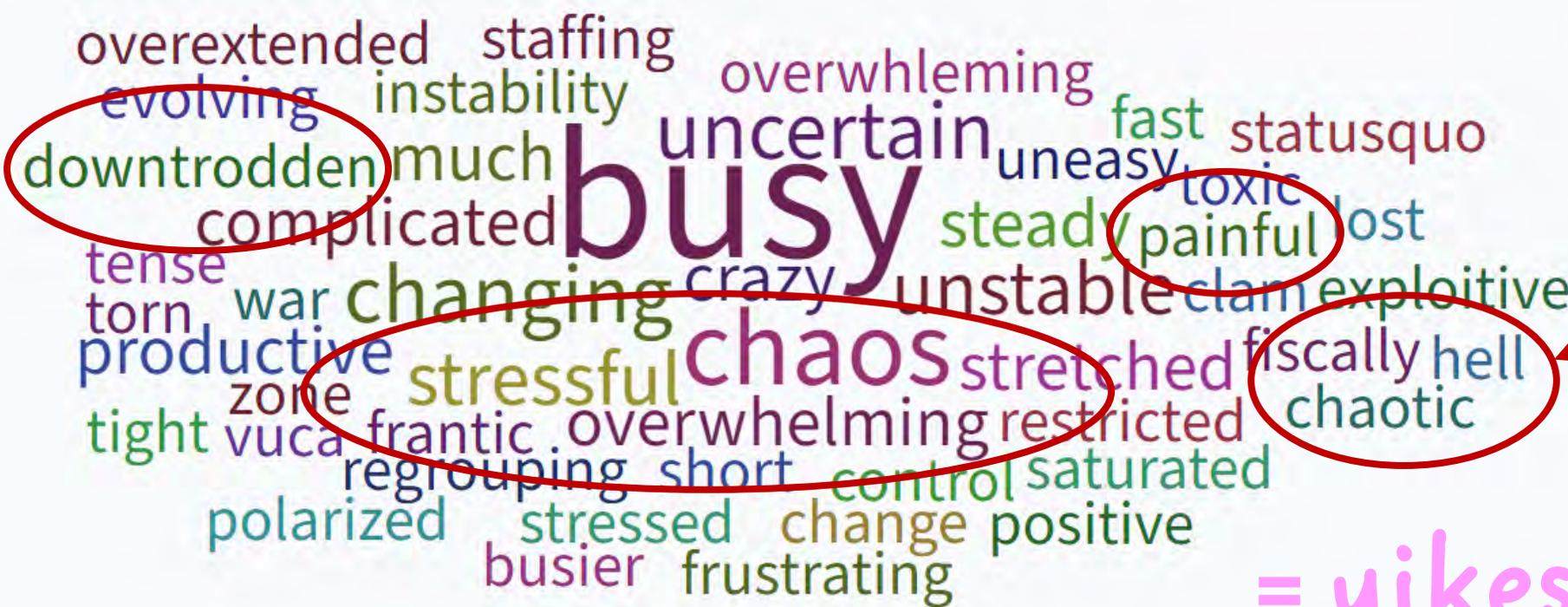
Your Context As You See It



In one word, describe the **current climate** in your organization

National Org. Context: May 2024

In one word, please describe the current climate in your organization



= yikes!

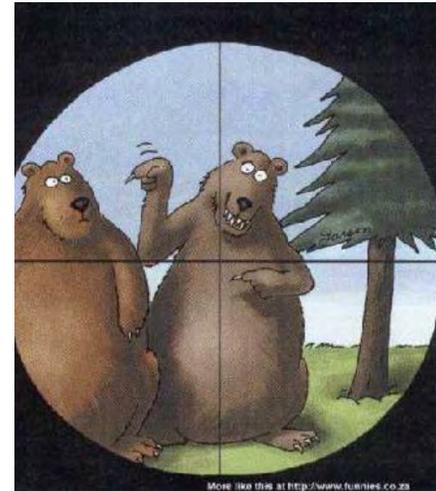
Session Structure

THE GLOBE AND MAIL*

Current leadership
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Change leadership
challenges



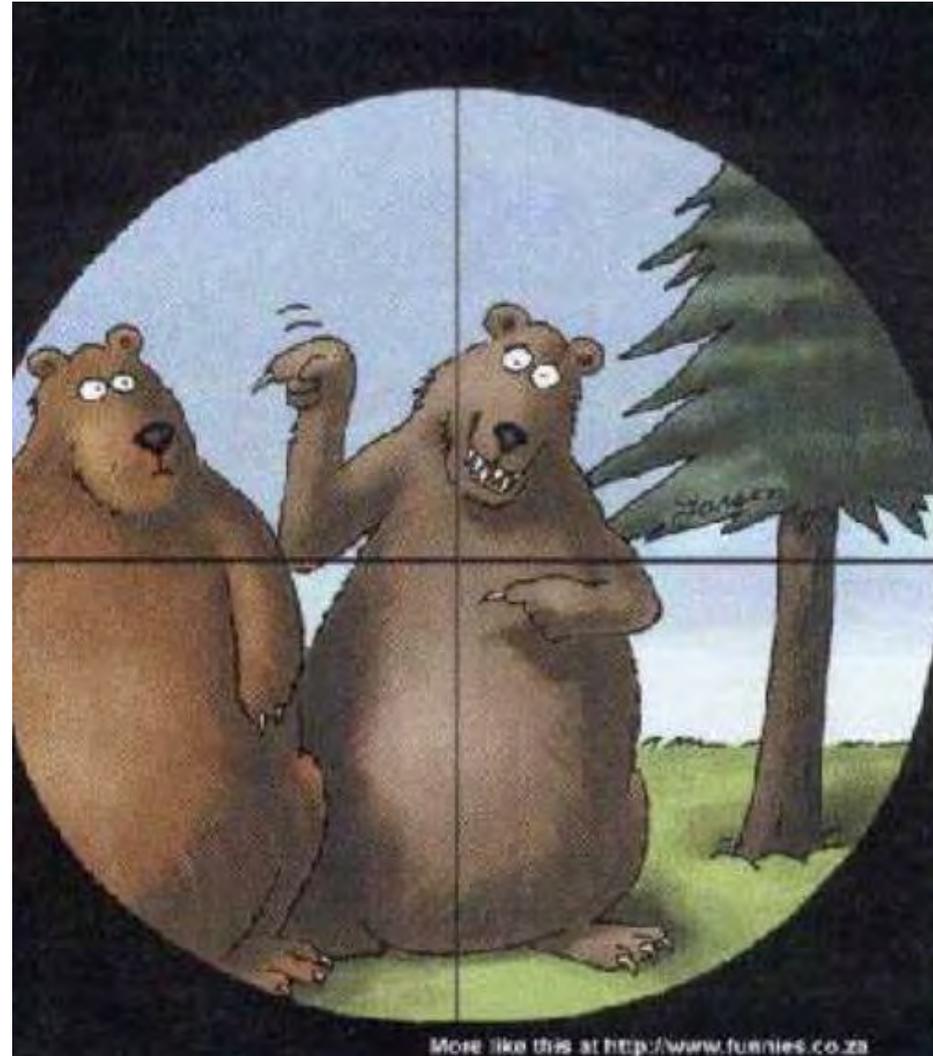
Leadership
priorities



Leadership **strategies**
& **action plan(s)**



Change Leadership **Priorities**



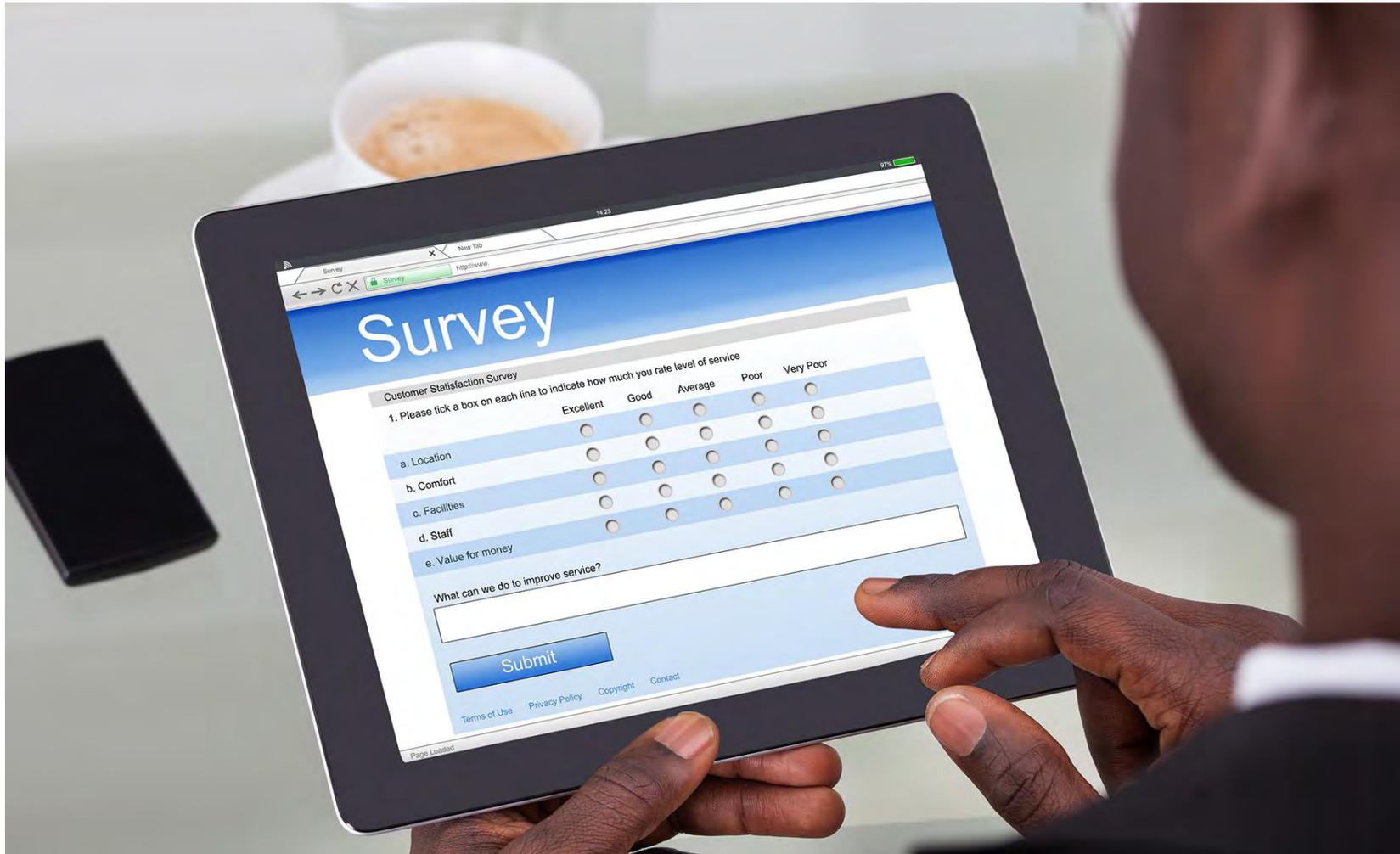
Change Leadership **Priorities: Discussion**

3 min – Think: **Top 2 priorities** for **technological advancements** this year

3 min – **Pair**: 60 seconds each

Discussion

Change Leadership **Priorities: Survey**



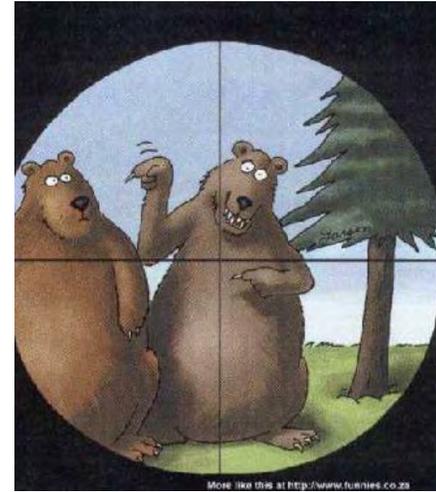
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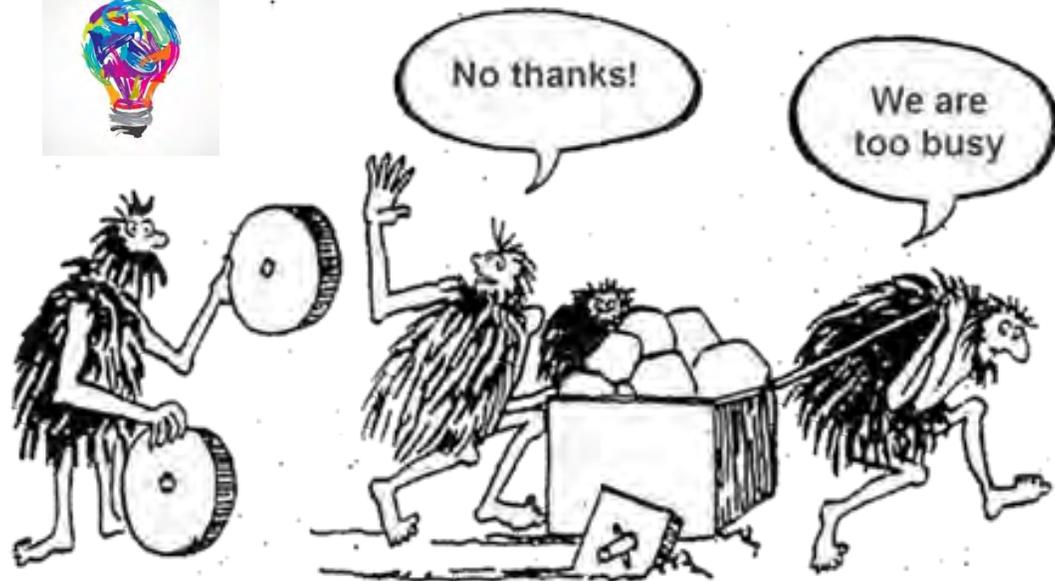
Leadership **strategies**
& **action plan(s)**



Change Leadership Challenges



Leading Change **x 2**: Responses



“No”

That wouldn't work **here**

That's not how **we** do things

The **system** won't let me

That'll take a (really) **long** time



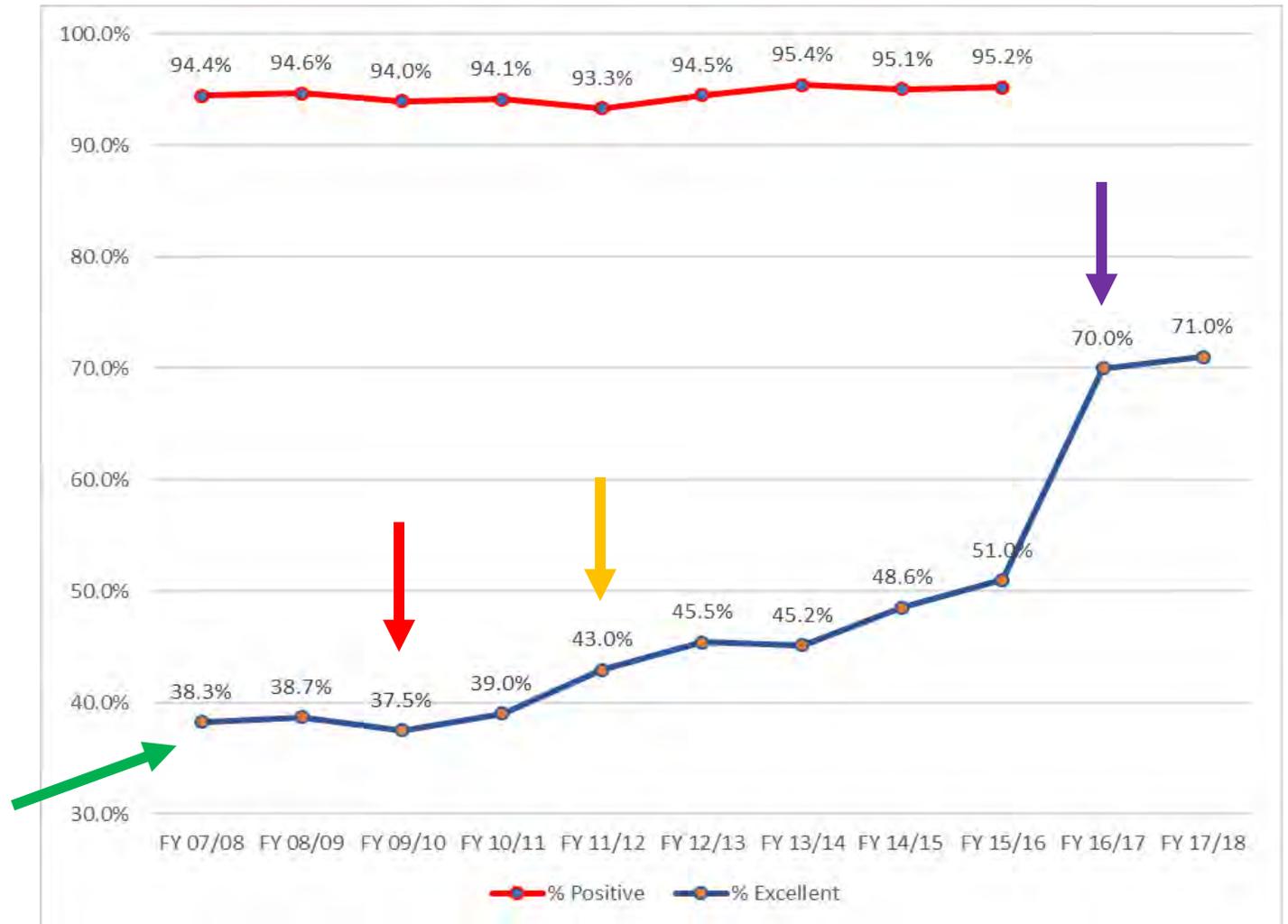
= **AYKM!**

:(

Leading Change: Challenges

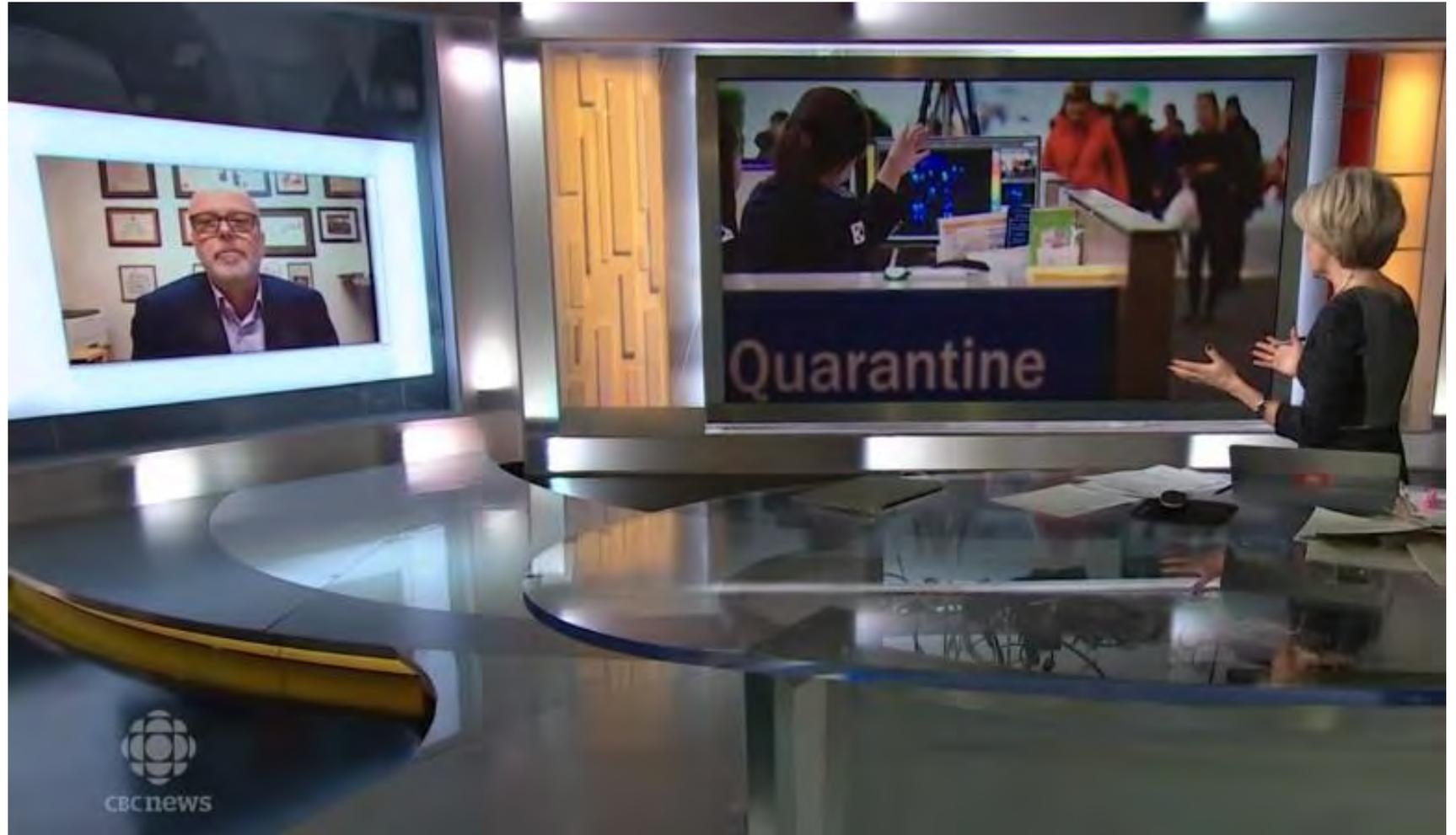
Dr. Jack Kitts,
CEO, **TOH** 2007

Culture takes **time**



Leading Change: **Challenges**

Dr. Michael
Gardam,
CPSI: the
task



Leading Change: **Challenges**

Evidence-based
strategies in
action **#1**



WE:

- Were the experts
- Made and hung the posters
- Educated, educated and educated
- Sent admonishing emails
- Decided where product should go
- Created rewards

Leading Change: **Challenges**

Evidence-based
strategies in
action **#2**



Leading Change: Challenges

Timbits given as reward for handwashing

LISA PRIEST

From Tuesday's Globe and Mail

Published Tuesday, Nov. 20, 2007 12:00AM EST

Last updated Saturday, Mar. 14, 2009 1:30AM EDT

0 Comments



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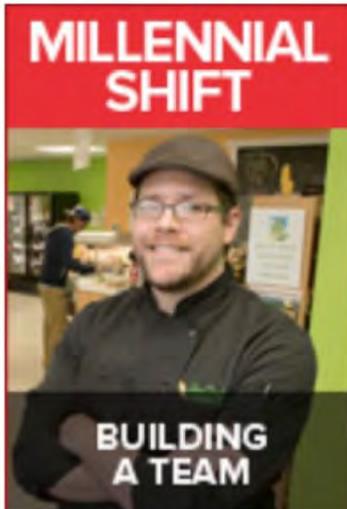
G+1

0



Print /
License

AA



Doctors, nurses and other health-care workers at Canada's largest research hospital will soon learn that cleanliness is not only next to godliness - it also brings them that much closer to a Timbit.

In an effort to persuade hospital workers to properly clean their hands, a roaming posse of infection control staff at University Health Network will give a \$2 Tim Hortons gift certificate to some of those caught cleaning their hands at its Princess Margaret, Toronto General and Toronto Western hospitals.

Leading Change: Challenges

MP from Ottawa, Canada writes: Why is it so hard to get compliance on hand washing in Canadian hospitals? Hospitals in some European countries hardly have these bacterial outbreaks and it seems like handwashing is just part of the very established routines that their staff follow to ensure there are no outbreaks. What's the problem here?

- Posted 20/11/07 at 6:43 AM EST | [Alert an Editor](#) | [Link to Comment](#)

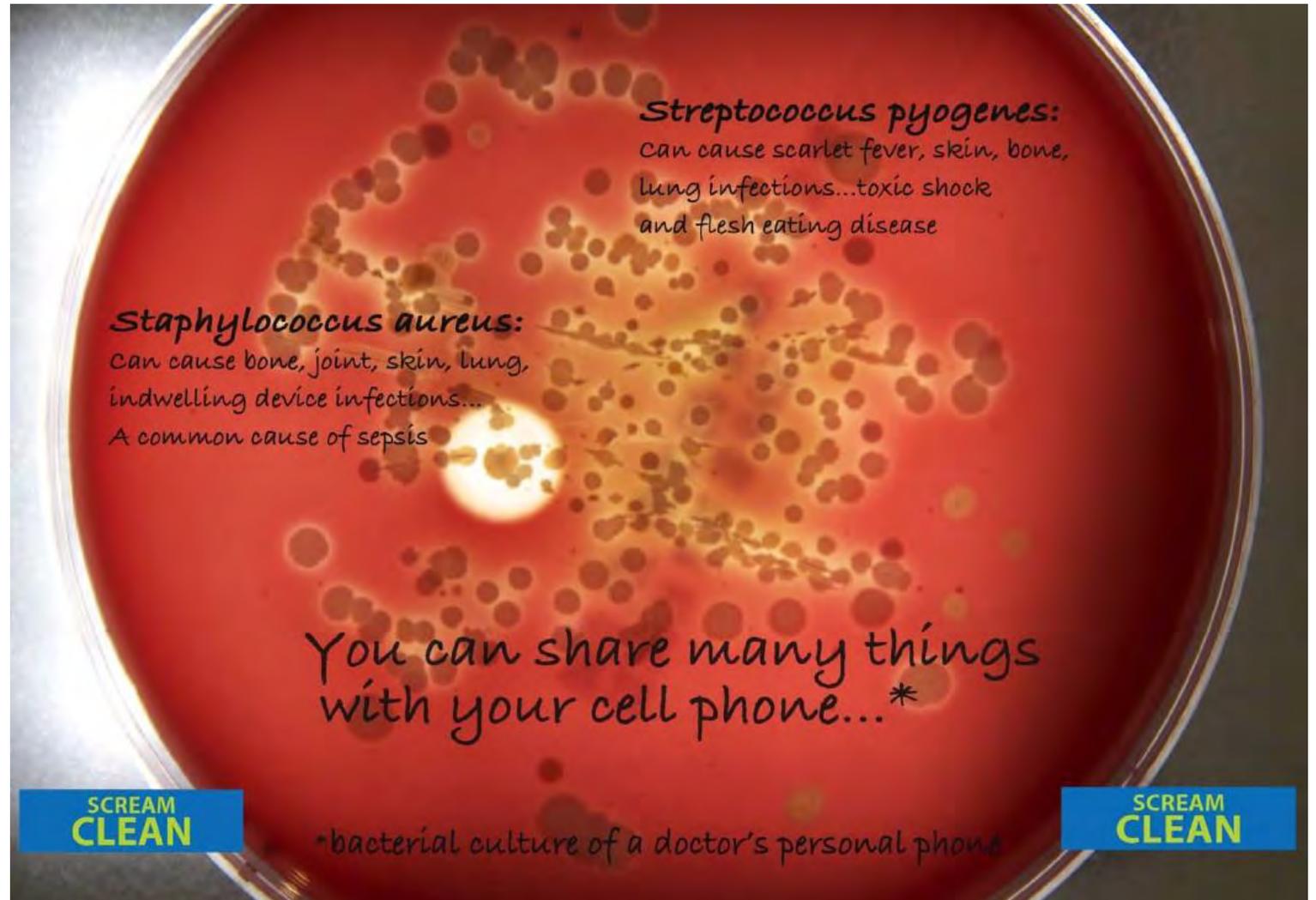
Mei-Xing Xu from Canada writes: screw the timbits, I have a better idea, the reward for hand washing should be being able to keep your job.

Russell Kissoon from trawna, Canada writes: Confirms the theory: You can buy anything in this country with Tim Horton's. Cleanliness and disease control with doughnuts and coffee. excellent! Conceivably we could change the basis of the legal fines and penalties system: Tim's doughnuts and coffee for random individuals who abide by the law.

- Posted 20/11/07 at 5:45 AM EST | [Alert an Editor](#) | [Link to Comment](#)

Leading Change: Challenges

Evidence-based strategies in action #3



Leading Change: Challenges



Being **right** is not enough

Leadership **Challenges:** Discussion

3 min – **Think:** Top 2 priorities for technological advancements this year

3 min – **Pair:** 60 seconds each

Discussion

Leadership Challenges: Survey



Session Structure

THE GLOBE AND MAIL*

Current leadership
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Change leadership
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Leadership
priorities



Leadership **strategies**
& action plan(s)



Change Leadership Strategies

Communication

NARCITY
Toronto

travel

⚡ Summarize

📄 Later

Pearson Airport Had Over 2K Flights Cancelled & Almost 15K Arrivals Were Delayed In June

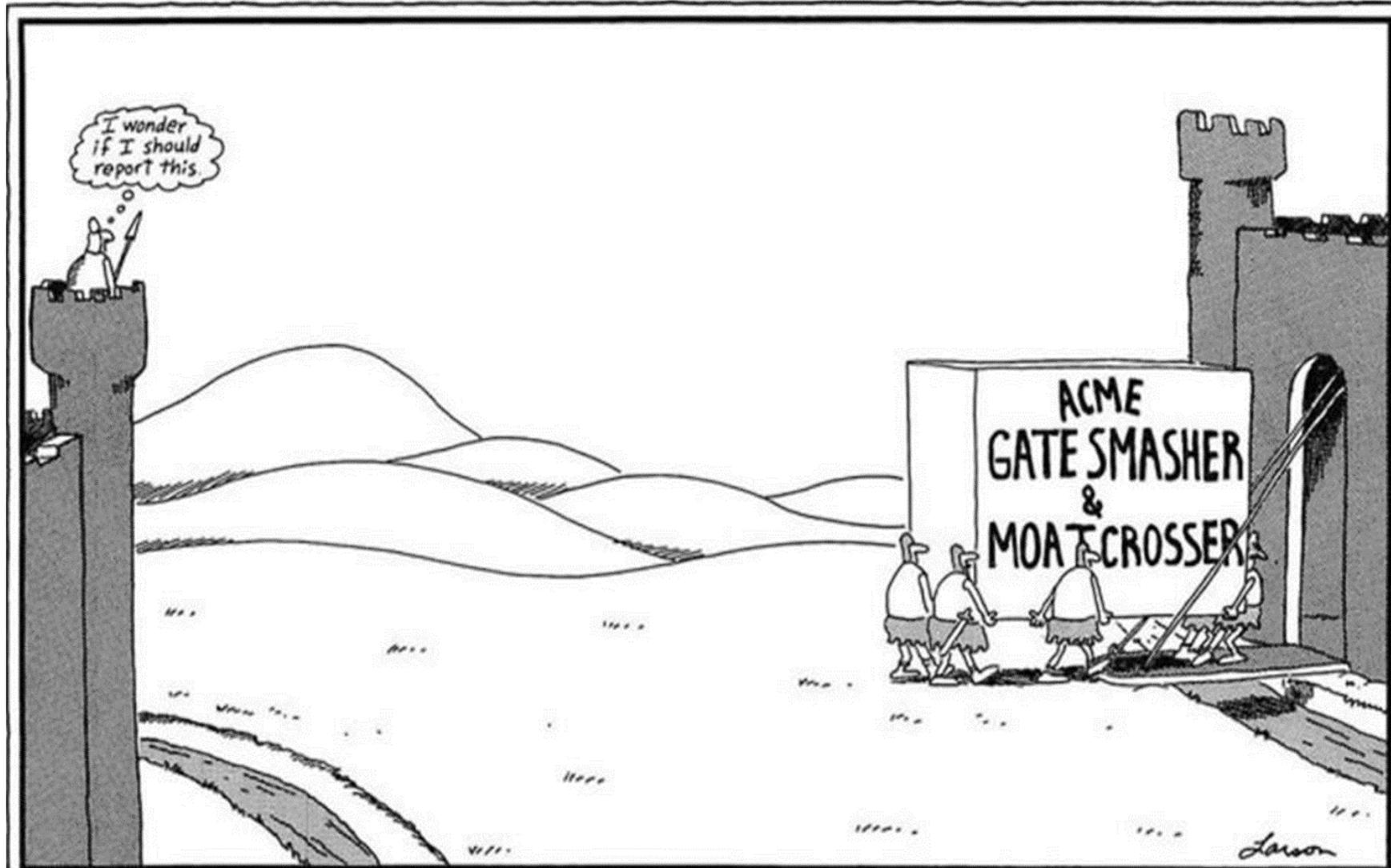
Nearly half of all the arriving flights last month were delayed.



A plane taking off from Toronto Pearson Airport. Right: People waiting at international arrivals at the airport.

Tom Samworth | Dreamstime, Jaap Posthumus | Dreamstime

Change Leadership Strategies



Yours?
(Wrong
answers
only)

Change Leadership **Strategies: Trust**



4 aspects of **trust**:

- Reliability
- Sincerity
- **Competence**
- **Care**

Leadership Strategies: **Trust (Expertise)**



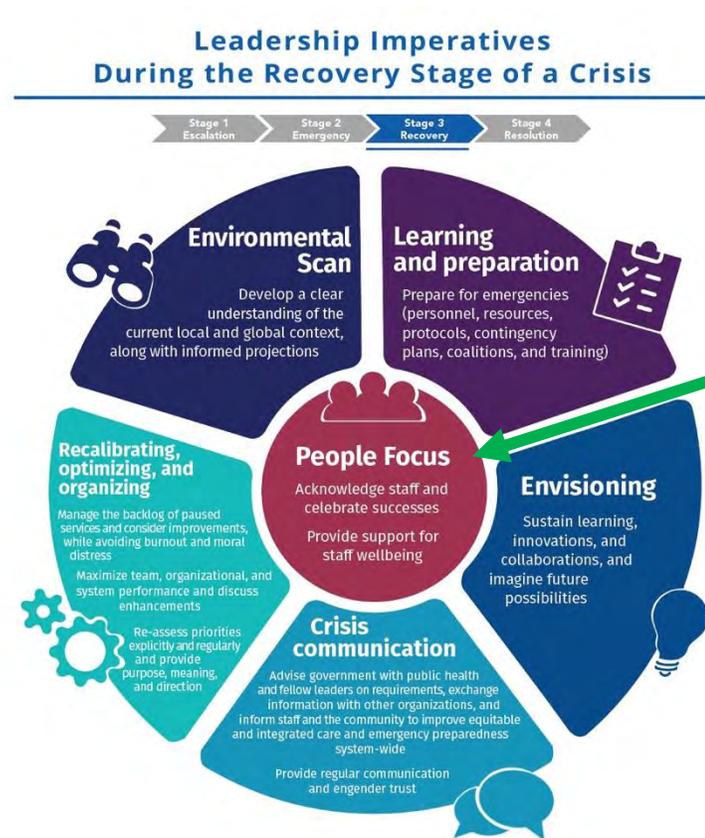
Research universities:
job **satisfaction** predictor



Healthcare

Yours
+
partners

Leadership Strategies: Trust (Care)



I got your back;
Pts/families first

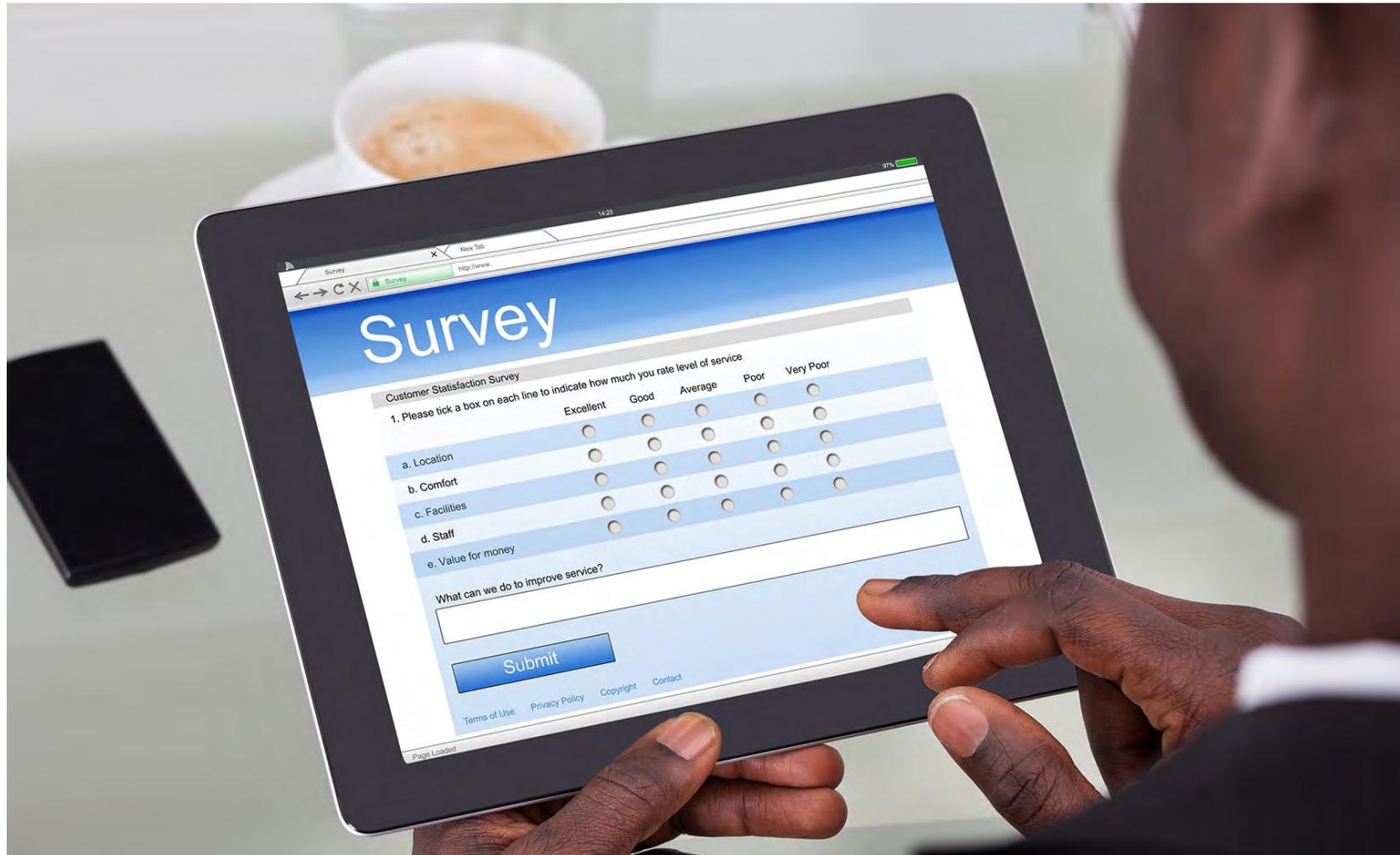
Leadership **Strategies: Discussion**

3 min – **Think: Top strategies**

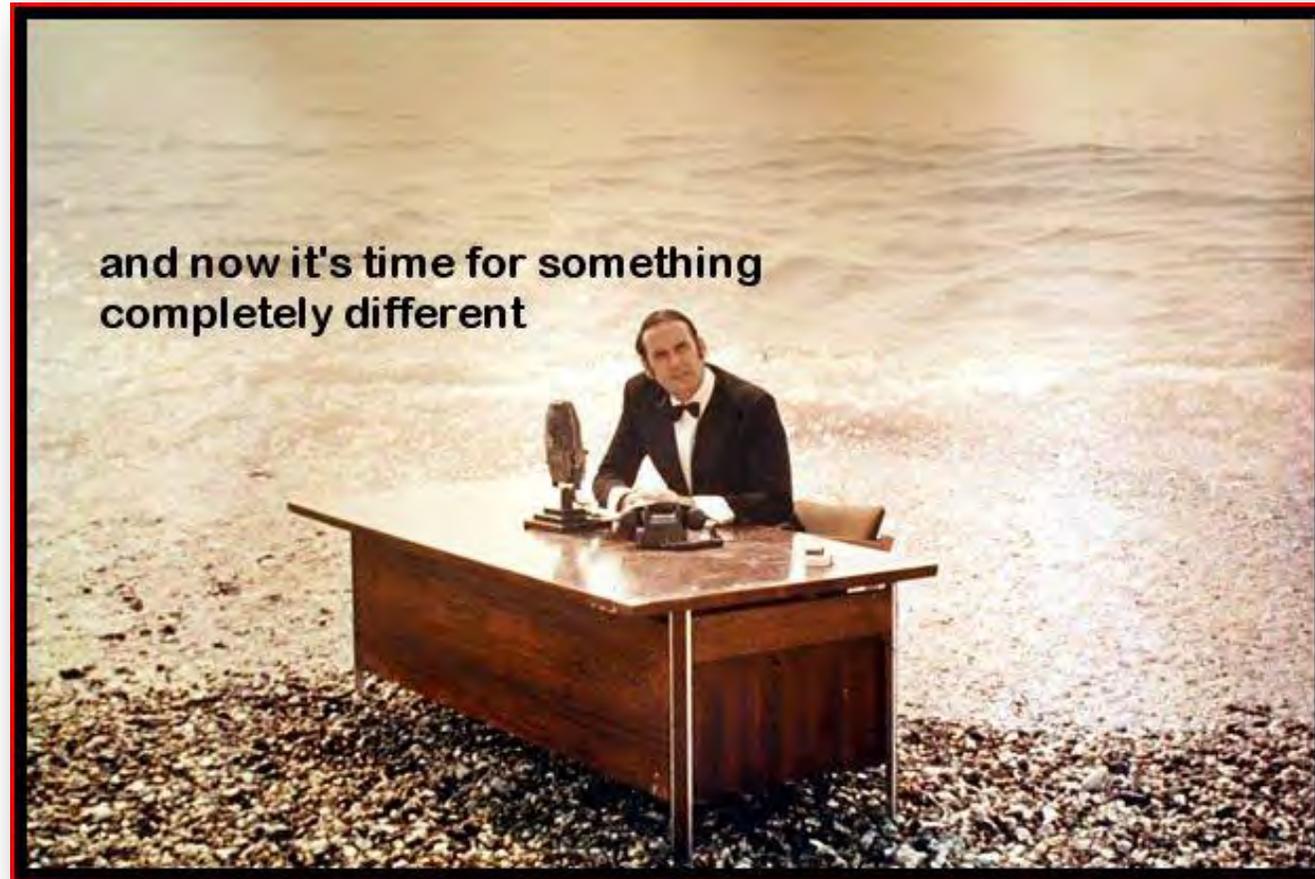
3 min – **Pair: 60 seconds each**

Discussion

Leadership Strategies: Survey



Leadership for 2035: **Your** Insights



Show of fingers – Timeless (1); 50/50 (3); new (5)?

Leadership for 2035: Partners' Insights

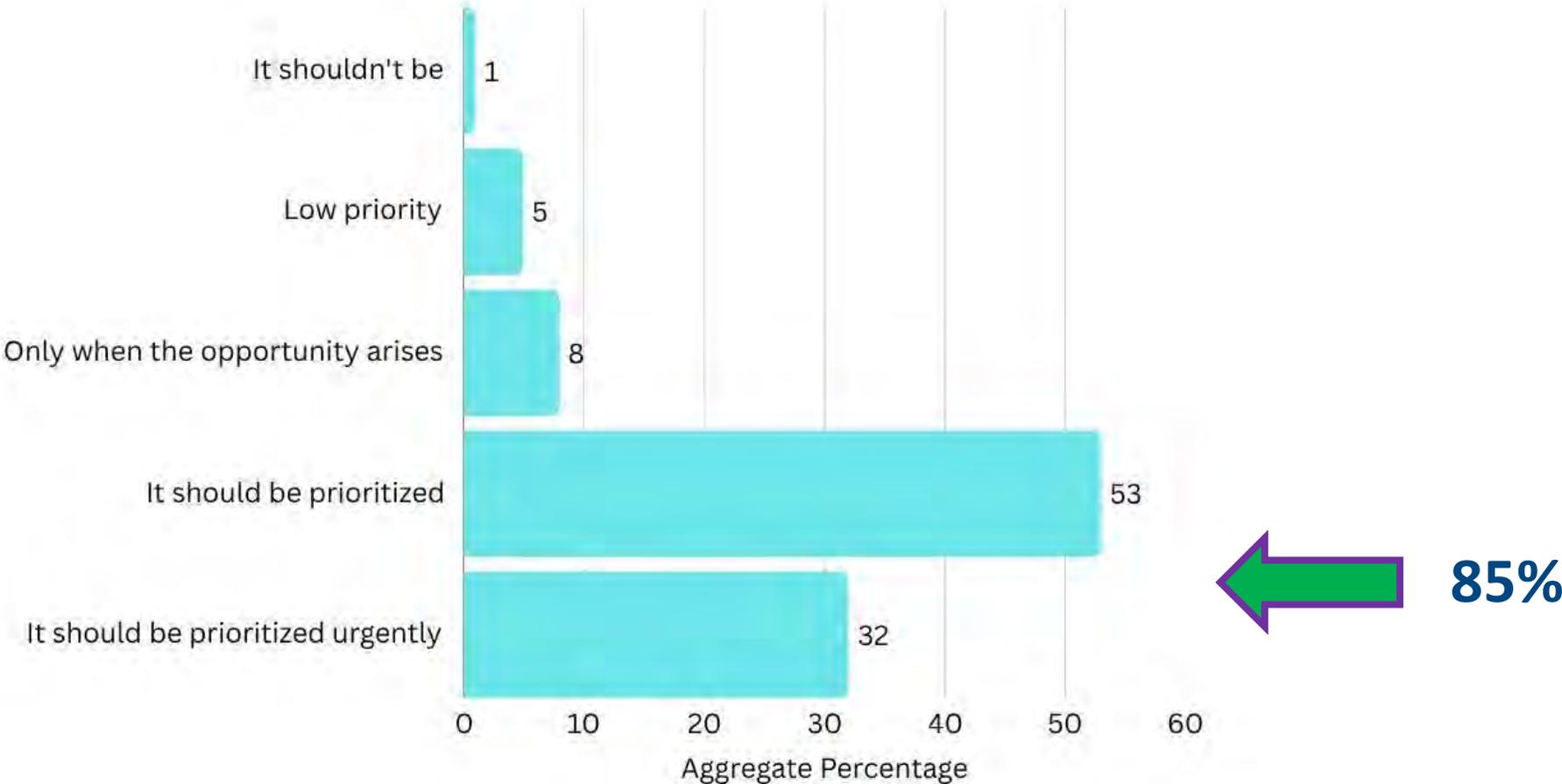


Talent Optimization Framework



Leadership Integration Priority: Total

To what extent do you think wider leadership integration/distributed leadership should be prioritized in your organization?



Session Structure



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Leadership **development**
& **integration**

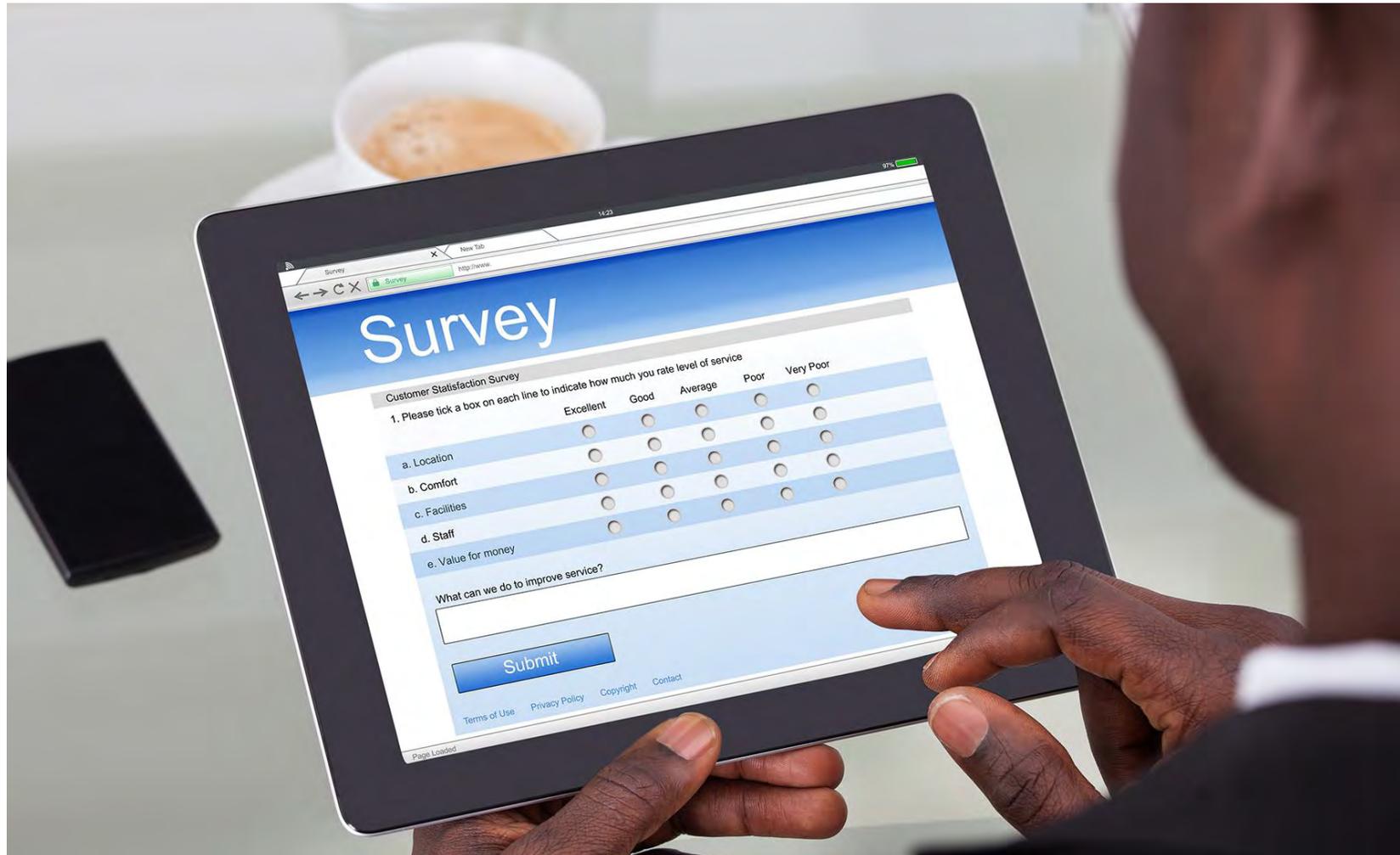


The **leadership**
most needed



Leadership **strategies**
& **action plan(s)**

Leading Change: **Action Plans (Survey)**



Your Leadership Strategy **Action Plans**

2 min: **Think:** please complete your action plan(s)

3 min: **Share**

Pudding Proof for You: Next Steps



- **First steps:**
in the next two weeks?
- **Connect & Share**

Conclusion: Vision to Action: Leading People and Technology Together



“We’re in good hands, folks”

Questions?



Staying Connected



Dr. Jaason Geerts

Vice-President

Research and Leadership Development

The Canadian College of Health Leaders



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Staying Connected



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