



Manual: General Vitalité Health Network

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Introduction

Vitalité Health Network wants all of its members to work together in a climate of trust and collaboration in support of shared objectives.

Our management philosophy represents how we think and do things and our approach is both team- and person-centered.

To fulfill the mission and vision of the organization in accordance with its values, managers within Vitalité Health Network base their actions on the following principles:

Leadership

Managers are visionaries in the development of their respective sector; they define the purpose of their department in accordance with the vision of the organization and provide appropriate orientation. Everyone participates in the change management process by promoting a positive and constructive approach that supports individual and collective growth.

Communications

Everyone recognizes the importance of effective, human, open, authentic, and privileged communication.

Engagement

Everyone is committed to the organization and works together in support of shared goals. Everyone has a desire to improve delivery of health care services, overcome challenges, and find solutions geared towards continuous improvement of quality.

Accountability

Everyone is accountable for his/her actions and decisions and respects budgets allocated for management of human and material resources.

Staff appreciation

Everyone recognizes that the organization’s ability to realize its mission, vision, and objectives is fully dependent on its most valuable resource—its staff members.

Ongoing staff development

Everyone supports and encourages human resources development to improve performance and promote the achievement of excellence. Everyone recognizes that professional development is essential and a responsibility to be shared between the organization and its people.

Teamwork

Everyone promotes mutual assistance and collaboration between the various professions and staff members in support of shared goals.

Patient and staff safety

Everyone comes together and adheres to a culture of safety in the exercise of their daily roles and responsibilities.

Protection of personal information

Everyone respects the privacy of individuals while ensuring the confidentiality of personal information to which he/she is privy or has access.

For details about each of the above-listed principles, please refer to Appendix GEN.1.10.15 (1)

The above-listed principles and related values are presented in Appendix GEN.1.10.15 (2) in format showing how they intersect with one another.

Supersedes:	Zone 1: _____	Zone 5: <u>ADM-1-10/20</u>
	Zone 4: <u>GEN-II-A-10</u>	Zone 6: _____

Showing **leadership** means:

- being able to *guide*, influence, and mobilize employees and colleagues in a positive manner;
- maintaining unity, motivation, engagement and efficiency within the various teams;
- showing integrity, honesty and an ability to control one's feelings and emotions by channelling these into constructive thoughts and actions;
- applying the principles of equity and justice;
- being able to cope with and adapt to high levels of stress;
- creating an environment of trust where teamwork and participative management are promoted and the strengths of each person are capitalized upon;
- showing flexibility in managing human resources and providing support in the area of stress management;
- keeping abreast of new trends and constantly questioning current practices;
- being proactive rather than reactive;
- facilitating the transition toward implementation of best practices and use of evidence-based data to ensure continuous improvement of health care service delivery;
- finding innovative and creative solutions that spark enthusiasm.

Ensuring effective **communications** means:

- promoting exchanges that are honest, sincere, transparent, clear and without judgment;
- using language and being attentive and listening to others, showing respect, accepting differences, showing empathy, and adopting a trusting and collaborative attitude;
- creating a climate where everyone's ideas are valued and where problems and challenges are effectively addressed;
- supporting timely dissemination of relevant information to the appropriate public in an accurate, transparent, and thorough manner;
- explaining reasons behind decisions.

Being engaged means:

- collaborating in the pursuit and achievement of goals at a regional level, while respecting the unique character and culture of each region;
- supporting decisions made by the senior management team, within and outside the organization.

Managing responsibly means:

- respecting allocated budgets;
- striving to provide quality while respecting financial, human, and material constraints;
- showing initiative by occasionally taking risks and learning from one's experiences;
- assuming the appropriate degree of decision-making responsibilities;
- carrying out one's work in a competent, professional, and thorough manner.

Staff **appreciation** means:

- recognizing each staff member for his or her contribution;
- showing staff appreciation and encouraging staff development through constructive initiatives;
- highlighting the knowledge, abilities, ideas, and accomplishments of each employee;
- promoting a collaborative climate between employees;
- trusting employees and giving them specific responsibilities;
- treating employees in a fair and equitable manner;
- promoting wellness and healthy lifestyle habits to maximize employee health;

Ensuring **ongoing staff development** means:

- encouraging and promoting development of relevant competencies;
- facilitating multi-skilling and adaptability;
- being aware of future organizational needs and planning with a view of becoming a trustworthy organization;
- giving feedback to staff members on an ongoing basis and during annual performance appraisals;
- transferring knowledge and encouraging students, interns, etc.

Promoting **teamwork** means:

- fostering collaboration between the members of the team and those of other sectors;
- collaborating with all hierarchical levels (top-down, bottom-up, and horizontally);
- showing respect to and having consideration for all the members of the team;
- ensuring that all staff members are fully engaged (participative management);
- drawing upon the strengths of each and every person;
- treating others with consideration and justice;
- supporting a multidisciplinary or interdisciplinary approach.

Ensuring the **safety of patients and staff members** means:

- participating in training on the concepts and principles of safety;
- integrating patient and employee safety concepts in management of programs and delivery of care and services;
- implementing a just and responsible culture of safety by incorporating patient and employee safety principles in all organizational activities;
- creating an environment that promotes safe practices;
- reporting adverse events and near misses in order to improve processes and systems;
- ensuring that conducts are in line with the values of the organization and that they contribute to patient and employee safety.

Protecting **personal information** means:

- limiting the collection of personal information and knowing why the information is being collected;
- limiting access to personal information on a “need-to-know basis”;
- disclosing only a minimal amount of personal information to authorized staff;
- safely storing and destroying personal information;
- refraining from sharing with the general public confidential information obtained during the scope of work;
- immediately reporting breaches (or alleged breaches) of confidentiality.

