

QI Power Hour with
Wendy Campbell & Katey Knott
from Trillium Health Partners

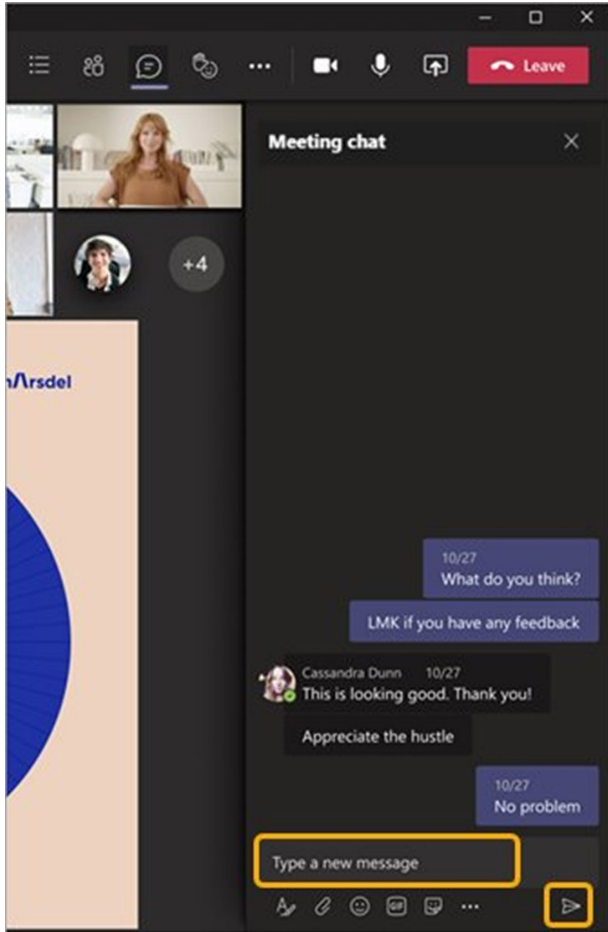
Humans Leading Humans – How Human Centered Leadership is Making a Difference





Land Acknowledgement

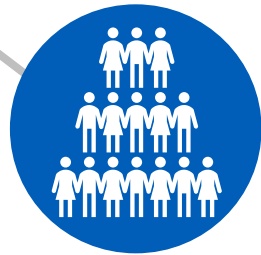
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What does it really take to create a culture of continuous improvement?

Speaker: Dr. Amar Shah

CPR Racism: A guide for healthcare providers to address racism in health care

Speaker: Dr. Holly Graham



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Creating Joy in Work

FRIDAY, APRIL 11

9 a.m. to 10 a.m. CST

Dr. Amar Shah

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Wendy Campbell



Passionate about clinical practice excellence and health care innovation and improvement, Wendy Campbell is the Manager of Professional Practice at Trillium Health Partners. In this role, she engages point of care providers in advancing scholarly practice and applying principles of improvement science and evaluation design to achieve high quality, safe patient care and exceptional patient experiences. Wendy has experience and expertise in systems thinking, program design, implementation science, change management and evaluation methodologies.

Katey Knott



Katey Knott is the Clinical Manager of the Intensive Care Unit at Trillium Health Partners, and is a Physiotherapist with clinical expertise in Critical Care. She has been in progressive leadership roles in professional practice and operations for 12 years, holds a Masters of Science in Quality Improvement and Patient Safety, and has a Status Appointment at the Department of Physical Therapy, University of Toronto. Katey enjoys building strong teams using principles of human centred leadership.



Human Leading Humans – How Human Centered Leadership is Making a Difference!

Katey Knott - *Clinical Manager, Intensive Care Unit , Trillium Health Partners*

Wendy Campbell - *Manager, Professional Practice, Trillium Health Partners*

Disclosure Statement

A panoramic view of a city skyline with various skyscrapers and buildings under a hazy, overcast sky. The foreground shows a dense line of trees with autumn foliage in shades of yellow, orange, and red.

The presenters have no relevant financial relationship(s) or nonfinancial relationship(s) to disclose



Katey Knott, PT, MScPT, MSc.

Manager, Intensive Care Unit,
Trillium Health Partners



Wendy Campbell, BScPT, MEd.

Manager, Professional Practice,
Trillium Health Partners

Trillium Health Partners – Who We Are

- Canada's **largest community-based academic hospital** with three main sites and seven satellites
- Delivering the full range of health care services, from **birth to end-of-life**, to **one of the most diverse cities in the world**
 - 1.7M patient visits each year
 - Over 225,000 ED and urgent care visits
 - Over 8,000 births (*highest in province*)
- **12 specialized programs** including cardiac, cancer and neurosciences
- Established **academic centre** with medical education and an embedded **research and innovation** unit
- **90+ world-leading health system scientists** and 977 faculty-appointed staff
- Team over **17,000 strong** – including over 1,450 physicians and 3,000 learners



“Some people want to be the best in the world. We want to be the best for the world.”

*Karli Farrow
President and CEO, Trillium Health Partners*

Learning Objectives

1. Understand the definition of Human Centered Leadership
2. Learn three key success factors of Human Centered Leadership in practice that drive results
3. Highlight the interplay between Human Centered Leadership Style, Human Centered Leadership Behaviours and Values-Based Recruitment as essential to high performing interprofessional teams and the quintuple aim



What is Human Centered Leadership?

Human Centered Leadership Defined

- Human centered leadership emphasizes the importance of placing people at the core of leadership practices.
- Human centered leaders are deeply embedded within the system, fostering an environment where individuals feel valued, connected, and empowered in their professional growth.
- Adopting this approach can lead to significant improvements in staff engagement and satisfaction, enhance team performance and innovation, strengthen organizational culture and reputation, attract and retain talent, and optimize outcomes.

The leadership team in our regional health systems critical care program has effectively adopted a “humans leading humans” approach, resulting in outstanding outcomes aligned to the quintuple aim.

Performance Improvement FY 21/22 → 24/25

- 60% reduction in incidence of hospital acquired pressure injuries
- 17.6% reduction in length of stay
- 13.2% increase in staff engagement scores
- 24% rise in ICU nurse workforce
- Over 40% reduction in use of agency nursing

We Wanted to Understand More



Using case study design and semi-structured interviews, we asked this human centered leadership team

“What human centered leadership practices are contributing to the results they are seeing?”

What did we learn?

Advice From One Human Centered Leadership Team Seeing Results

- There are three essential and interdependent foundations to Human Centered (HCL) that are critical for achieving results
 - HCL Style
 - HCL Behaviours
 - Value-Based Recruitment Practices.
- All three are necessary to create sustainable success, and each one supports the others to produce effective outcomes.



Human Centered Leadership Achieving the Quintuple Aim



Human Centered Leadership Style

- *Building Relationships*
- *Emotional Intelligence*
- *Role Modelling*
- *Authenticity & Vulnerability*

Human Centered Leadership Behaviours

- *Be Visible, Available, and Approachable*
- *Promote Regular, Open Communication and Feedback*
- *Clearly Articulate Expectations for Practice Excellence and Hold Team Members Accountable*
- *Incorporate Principles of Shared Governance and Inclusion*
- *Cultivate a Culture of Continuous Learning and Development*
- *Set the Tone for Well-Being and a Positive Work Environment*

Values-Based Recruitment Practices

- *Recruitment focus on values and team fit*
- *Structured Behavioural and Values-based Interview Process*

Human Centered Leadership Style

~ **Leadership style** focuses on the overarching approach a leader adopts to guiding and motivating their team. A general way which the leader interacts with the team, makes decisions and addresses challenges.



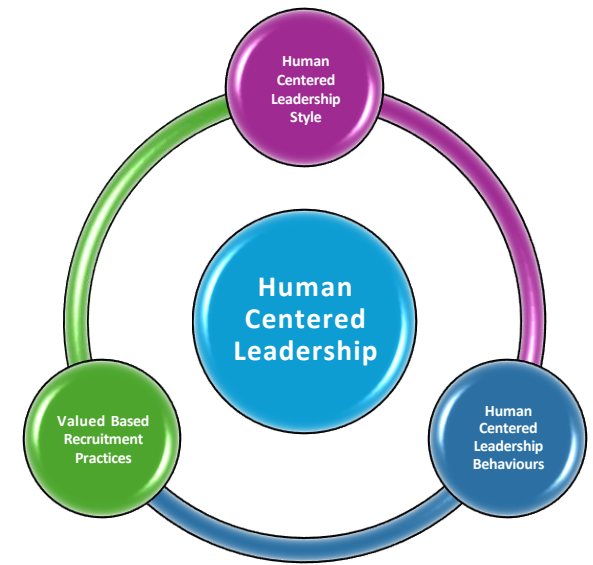
Human Centered Leadership Style

- **Building Relationships**- *prioritize relationships with all to foster an environment of trust & collaboration*
- **Emotional Intelligence** – *cultivate psychological safety, manage emotions and respond with empathy*
- **Role Modelling** – *to set the tone for team behaviour and culture*
- **Authenticity & Vulnerability** – *being human – fosters openness, trust and empowers others to do the same*

Key Message ~ **Human-centred leadership style** focuses on building strong relationships, emotional intelligence, role modeling, and authenticity to create an empowering, supportive, and trusting environment where team members can thrive both personally and professionally.

Human Centered Leadership Behaviors

~ **Leadership behavior** refers to specific actions, practices, or conduct a leader demonstrates in daily interactions and decision-making. Behaviors are observable actions that reflect the leader's style.



Human Centered Leadership Behaviours

- *Be Visible, Available, and Approachable*
- *Promote Regular, Open Communication and Feedback*
- *Clearly Articulate Expectations for Practice Excellence and Hold Team Members Accountable*
- *Incorporate Principles of Shared Governance and Inclusion*
- *Cultivate a Culture of Continuous Learning and Development*
- *Set the Tone for Well-Being and a Positive Work Environment*

~ **Human Centred leadership behaviors** are essential for fostering a supportive, inclusive, and high-performing team culture by emphasizing empathy, trust, open communication, accountability, inclusion, continuous learning, and prioritizing well-being.

Values-Based Recruitment Practices

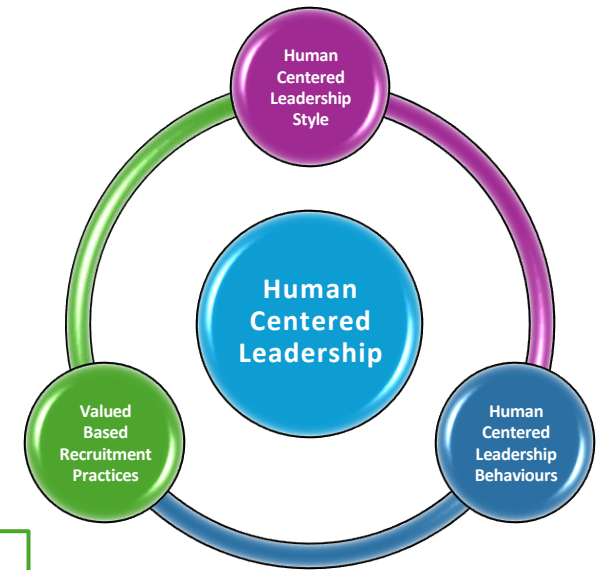
"You don't hire for skills, you hire for attitude. You can always teach skills."

– Herb Kelleher, Co-founder of Southwest Airlines.

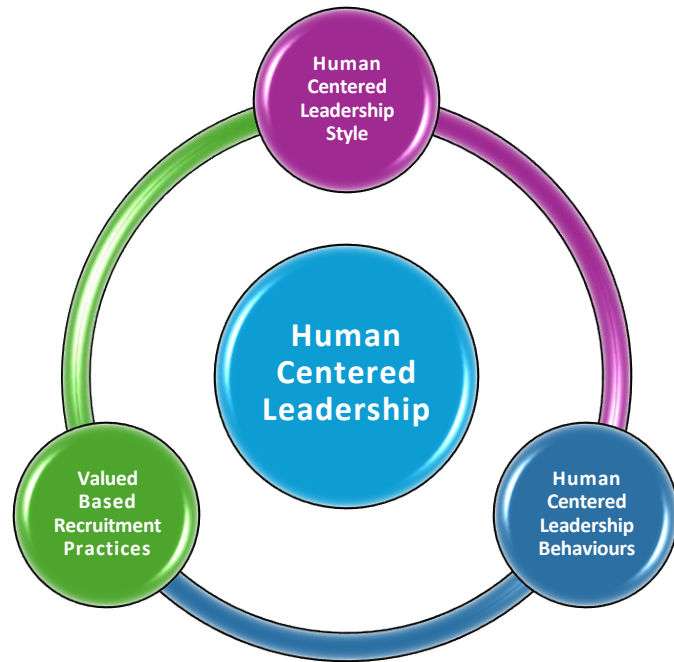
Values-Based Recruitment Practices

- *Focus on values and team fit - recruitment prioritizes candidates' values, behaviors, and interpersonal qualities (e.g., compassion, empathy, growth mindset) over clinical skills alone.*
- *Structured Interview Process - assess character and values through behavioral and values-based questions, ensuring candidate will enhance team culture and contribute to fostering trust*

~ **Values-based recruitment** focuses on hiring individuals who align with team values like empathy, compassion, and continuous learning, prioritizing character and interpersonal skills over clinical expertise to build a supportive, inclusive, and high-performing team culture.



Human Centered Leadership Achieving the Quintuple Aim



Interplay of 3 Essential Foundations

- Without a **HCL Style**, the behaviours you model may fall short of their intended impact.
- Without actively leading with **HCL Behaviours**, trust erodes, and results suffer.
- Without hiring well through **Values-Based Recruitment Practices**, you're essentially "swimming upstream".

Learning from our People

Clinical Leader Reflection Video
[Melissa Rodrigues - THP Clinical
Leader on Vimeo](#)

Thank you!

Acknowledgements'

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Presenters Information

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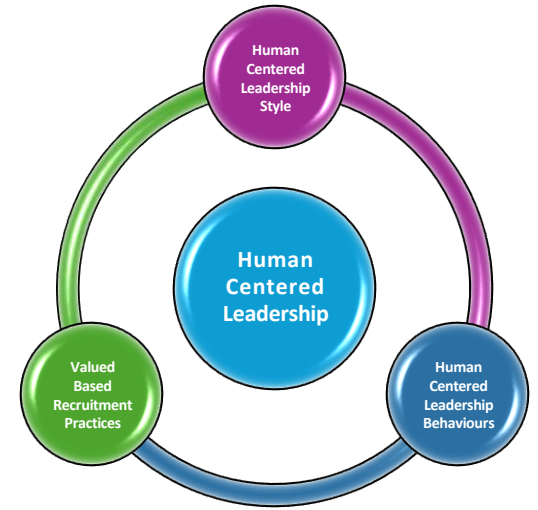
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Open Forum & Discussion

- Where do you see Human Centered Leadership in your own leadership practices?
- Do you resonate with this model?
- How can leaders foster Human Centered Leadership in your organization with your next generation of leaders?



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