



48th Annual Conference | Victoria Conference Centre

Transforming Community Health Care:

Strategic Workforce Development and Leadership



#BCCPA2025



greater vancouver
community services society

Transforming Community Health Care: Strategic Workforce Development & Leadership

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Aligning daily practices with organizational mission

- Importance of Mission Alignment and why does it matter.
- Incorporating Mission into Daily Practice.
 - Breaking down the mission into actionable elements.
 - Role Clarity.

Living the Mission Alignment

- Making Mission Alignment a Part of Agency Culture.
 - Consistency across teams and departments.
 - Continuous Communication.
- Measuring Mission Alignment.

Fostering a Mission-Driven Culture

- Leadership Team as Role Models
- Inspiring Team
- Celebrating and Rewarding Mission-Aligned Actions

Reflection Exercise

- Ask yourself and your team:
 - What is our organization's mission?
 - How does it connect to our daily practices?
 - How does the mission impact our culture?

Fostering Curiosity and Continuous Learning

- Growth Mindset
 - Lead by Example
 - “What is growth to you?”
 - Personalized Growth Opportunities

TWO MINDSETS

CAROL S. DWECK, Ph.D.

Graphic by
Nigel Holmes

Fixed Mindset

Intelligence is static



Leads to a desire
to look smart
and therefore a
tendency to...

CHALLENGES

...avoid
challenges

OBSTACLES

...give up
easily

EFFORT

...see effort as
fruitless or worse

CRITICISM

...ignore useful
negative feedback

SUCCESS OF OTHERS

...feel threatened
by the success
of others

As a result, they may plateau early
and achieve less than their full potential.

All this confirms a **deterministic view of the world.**

Growth Mindset

Intelligence can be developed



Leads to a desire
to learn and
therefore a
tendency to...

...embrace
challenges

...persist in the
face of setbacks

...see effort as
the path to mastery

...learn from
criticism

...find lessons and
inspiration in the
success of others

As a result, they reach ever-higher levels of achievement.

All this gives them a **greater sense of free will.**

Curiosity: Inspiring Action with Questions

- Stimulate Thinking and Problem Solving
- Learn about Employee's Learning Style
 - Visual, Auditory, Reading/Writing, Kinesthetic



Finding the Right Fit

- Prioritize Curiosity to Learn and Adapt
- Know What the Role Truly Needs
- Ensure Cultural Alignment

Strategies to Inspire & Motivate

- Foster Collaboration
- Open Communication
- Shared Values

5 Levels of Leadership by John C. Maxwell



Open Communication

- Open Door Policy
- Variety of Methods
- Learn about People's Passions

Values

• Acceptance	• Commitment	• Discipline	• Grace	• Leadership	• Reflective	• Structure
• Accomplishment	• Common sense	• Discovery	• Gratitude	• Learning	• Respect	• Success
• Accountability	• Communication	• Drive	• Greatness	• Liberty	• Responsibility	• Support
• Accuracy	• Community	• Effectiveness	• Growth	• Logic	• Restraint	• Surprise
• Achievement	• Compassion	• Efficiency	• Happiness	• Love	• Reverence	• Sustainability
• Adaptability	• Competence	• Empathy	• Hard work	• Loyalty	• Rigor	• Talent
• Alertness	• Concentration	• Empower	• Harmony	• Mastery	• Risk	• Teamwork
• Altruism	• Confidence	• Endurance	• Health	• Maturity	• Satisfaction	• Temperance
• Ambition	• Connection	• Energy	• Honesty	• Meaning	• Security	• Thankful
• Amusement	• Consciousness	• Enjoyment	• Honor	• Moderation	• Self-reliance	• Thorough
• Assertiveness	• Consistency	• Enthusiasm	• Hope	• Motivation	• Selfless	• Thoughtful
• Attentive	• Contentment	• Exploration	• Humility	• Openness	• Sensitivity	• Timeliness
• Awareness	• Contribution	• Expressive	• Imagination	• Optimism	• Serenity	• Tolerance
• Balance	• Control	• Fairness	• Improvement	• Order	• Service	• Toughness
• Beauty	• Conviction	• Family	• Independence	• Organization	• Sharing	• Traditional
• Boldness	• Cooperation	• Famous	• Individuality	• Originality	• Significance	• Tranquility
• Bravery	• Courage	• Fearless	• Innovation	• Passion	• Silence	• Transparency
• Brilliance	• Courtesy	• Feelings	• Inquisitive	• Patience	• Simplicity	• Trust
• Calm	• Creation	• Ferocious	• Insightful	• Peace	• Sincerity	• Trustworthy
• Candor	• Creativity	• Fidelity	• Inspiring	• Performance	• Skill	• Truth
• Capable	• Credibility	• Focus	• Integrity	• Persistence	• Skillfulness	• Understanding
• Careful	• Curiosity	• Foresight	• Intelligence	• Present	• Smart	• Uniqueness
• Certainty	• Decisive	• Fortitude	• Intensity	• Productivity	• Solitude	• Unity
• Challenge	• Decisiveness	• Freedom	• Intuitive	• Professionalism	• Spirit	• Valor
• Charity	• Dedication	• Friendship	• Irreverent	• Prosperity	• Spirituality	• Vigor
• Cleanliness	• Dependability	• Fun	• Joy	• Purpose	• Spontaneous	• Vision
• Clear	• Determination	• Generosity	• Justice	• Quality	• Stability	• Vitality
• Clever	• Development	• Genius	• Kindness	• Realistic	• Status	• Wealth
• Comfort	• Devotion	• Giving	• Knowledge	• Reason	• Stewardship	
	• Dignity	• Goodness	• Lawful	• Recognition	• Strength	

Exploring Actionable Techniques

- Inspire, Motivate, and Engage Employees
- Promote Ownership
- Create Opportunities for Growth
- Enhance Team Performance





Questions?

Resources

- **Growth Mindset:** <https://www.penbridgeschool.org.uk/learn-with-us/growth-mindset/>
- **Learning Styles:** <https://www.techlearning.com/news/busting-the-myth-of-learning-styles>
- 5 Levels of Leadership – John Maxwell
- Values list – Scott Jeffrey – “7 Steps to Discovering Your Core Values”