



MacKay
CEO Forums

THE CEO EDGE



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Nancy MacKay, PhD | Founder & CEO

Developing a High Performance Culture

Interview with MacKay CEO Forums member [Chris Nedelmann](#), President of [Copeman Healthcare Centre](#). The Copeman Healthcare Centre was conceived to improve the longevity and quality of people's lives by providing unparalleled standards of personal healthcare.

What role does culture play in driving results at Copeman?

Ninety-five percent of our team members interact with clients on a daily basis, and it's important that these customer experiences are positive and memorable. Delivering these positive healthcare experiences consistently requires a strong, supportive culture of caring, and we strive to cultivate that type of environment every day. This is what creates great customer experiences that ultimately boost client retention and build positive word-of-mouth. In short, company culture is the single most important driver of results at Copeman.

How have you built a results-driven culture?

We recognize that our people are the key to success. We ensure that the individuals we hire are passionate about creating a new model of preventative, responsive and compassionate primary care. We make sure our people understand the company history and connect with our values.

We operate in a high trust environment with all our team members; we have each other's backs and work hard to create a working culture centered on empowerment, development, appreciation and open communication. We expect strong and confident leadership at all levels to help optimize the patient experience so our clients become strong proponents of the Copeman Way.

What role does measurement play and what culture-related KPIs do you track?

The old adage that you can't manage what you can't measure applies here. We conduct regular people and cultural surveys to see how we're doing. We use similar tools from year to year so we can compare results and see the effects of our efforts. Specific measures we pay close attention to center on relationship with leader, recommending the company to friends seeking employment and inspiring the team to do their best every day. We select KPIs that allow us to benchmark against published results of best employers that are grouped into scores for what employees are saying, how long they are staying, and how much they are striving.

What book has influenced your approach to culture and performance?

[If Disney Ran Your Hospital](#) by Fred Lee. To me, it's required reading for anyone in a service-oriented business. Lee tears down the traditional concept of patient satisfaction, and focuses instead on patient loyalty. He describes how to create & measure loyalty, and the importance of spontaneity in a service-oriented culture - having inspired front-line staff saying "yes" and doing kind, caring things on the spot is very powerful.

CEO Leadership Tip



3 Tips for Accelerating Change

CEO Health Tip



Skipping Breakfast Linked to Weight Gain

[Sue Matheson](#), VP for the BC Region, MacKay CEO Forums Chair and Change Management Expert, shares her top 3 tips for accelerating change:

1. Build buy-in and commitment for change at every leadership and management meeting. Mid to front line managers have significant influence over employee motivation. If they are "committed" to the change it shows. If they are only "complying" it's harder to get employee buy-in.
2. See resistance as an opportunity to improve your implementation plan. It's the most natural response to change and understanding where it is rooted can help speed things up.
3. Be aware of your organization's key influencers. Those who are on board with the change and have influence can help you move things forward. Those who are not require your attention as they can side track your goals.

It is tempting to think that a chronic habit of skipping breakfast will lead to weight loss by eliminating some calories first thing in the morning, but studies have shown that consistently skipping breakfast can lead to weight gain as we tend to desire higher calorie foods with restrictive eating behaviour (the body tends to consume more calories when metabolism becomes less efficient).

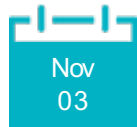
It may seem counter-intuitive, but eating a nutritious breakfast is one pillar in maintaining a healthy weight. Please remember that a guideline to eat a nutritious breakfast is not a license to binge first thing in the morning. Eating sensibly means making wise choices and controlling portion size at every meal.

Contributed by [Copeman Healthcare](#)

Events



CEO Awards

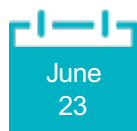


Vancouver 6:15pm-9pm
BC CEO Awards Gala

Join us to celebrate the 2015 BC CEO Award Winners

[Tickets & Information](#)

Co-hosted with Business in Vancouver



Vancouver 11am-3pm
BC Business Top 100 event

Join us for the 2016 BC Business Legends luncheon - with Peter Legge & Christine Day! Save the Date.

Co-hosted with BC Business

CEO Summits



Toronto 12pm-late
**Waterstone Most Admired Corporate
 Cultures CEO Summit & Gala**

This is an exclusive opportunity for our member. Note the new date. More details coming soon.

Co-hosted with Waterstone



Toronto 7am-late
**Best Managed Companies
 Symposium & Gala**

This is an exclusive opportunity for our members. Save the date. Registration details coming soon.

Mackay CEO Forums is a national sponsor of this event.

Breakfast Events



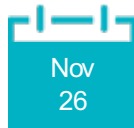
Toronto 7am-9am
Building a High Performance Culture

CEO PANELISTS:

Kevin Higgins CEO, Fusion Learning
Joseph Lo President, Medisys Corporate Health
Peter Legge Chairman & CEO, Canada Wide Media
Doug Vanderspek President, Trailer Wizards

[Email Nancy for details](#)

Co-hosted with Medisys Canada



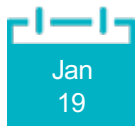
Vancouver 7am-9am
Building a High Performance Culture

CEO PANELISTS:

Dave Curtis President & CEO, Viking Air
Dr. Beth Donaldson Medical Director, Copeman
Aaron Gillespie President, COBS Bread
Debi Hewson President & CEO, Odlum Brown

[Email Nancy for details](#)

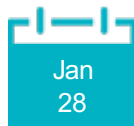
Co-hosted with Copeman Healthcare



Vancouver 7am-9am
Engaging a Multi-Generational Workforce

CEO PANELISTS:

Dave Brownlie President & CEO, Whistler Blackcomb
Paul Healey President & CEO, BCAA
David Labistour CEO, MEC
Carolyn Tuckwell President & CEO, Boys and Girls



Edmonton 7am-9am
Building a High Performance Culture

CEO PANELISTS:

Karen Adams President & CEO, Alberta Pensions Services Corporation
Scott Boyer CEO, CannAmm Occupational Testing Services

Club of South Coast BC

[Email Nancy for details](#)

Co-hosted with CIBC and Deloitte

Chris Nedelmann CEO, Copeman Healthcare
Tom Hodson Former CEO, SMART Technologies;
Board member, Calgary Economic Development

[Email Nancy for details](#)

Co-hosted with Copeman Healthcare

CEO & Executive Forums

Mackay CEO Forums accelerates CEO performance through the highest impact, least time-intensive peer groups for results-oriented CEOs and top executives in Canada. If you would like to explore a forum opportunity, or refer someone to us, please contact [Nancy](#).