



## COMMUNITY, PERSPECTIVES, AND RECOMMENDATIONS (COPAR)

The Journal of the Canadian Academy of Child & Adolescent Psychiatry proudly introduces the CoPAR column in this issue, expanding our coverage to include community-related topics and perspectives alongside arts, literature, and nature. Lind Grant-Oyeye explores leadership, spotlighting Paul Levy, former CEO of Israel Bethel Deaconess Hospital in the United States, as an exemplary figure. Additionally, Abel Ickowicz recommends the book “*All the Colours in the World*,” an award-winning work of fiction by C.S. Richardson, where art beautifully intertwines with emotion and history.

We invite our readers to contribute to the CoPAR column. Share your reviews on movies, books, or nature, and express your views on advocacy, medical education, and other community-focused subjects. Your insights matter. Explore our CoPAR submission guidelines and join the conversation.

**Lind Grant-Oyeye**  
Humanities Editor

### Leadership in child and adolescent psychiatry: insights from a successful change management initiative

Leadership is not extensively documented in child and adolescent psychiatry and remains a relatively uncharted territory. However, lessons learned in broader healthcare contexts and insights from successful examples in other healthcare domains can provide valuable guidance for practitioners and administrators in psychiatry. This reflection explores the transformative leadership of Paul Levy at Beth Israel Deaconess Medical Center (BIDMC) during a financial crisis, shedding light on the relevance of effective leadership principles (1). Effective leadership in pediatric mental health necessitates a comprehensive approach encompassing strategic vision, effective communication, and collaboration, as advocated by Whittington et al. (2) and demonstrated by Levy in the BIDMC case.

Paul Levy, a seasoned healthcare executive with a background in public administration, assumed the role of President and CEO at BIDMC in 2002 (1). Before his tenure at BIDMC, Levy held leadership positions in various healthcare organizations, bringing a wealth of experience. BIDMC, a prominent academic medical center in Boston, faced severe financial challenges in the early 2000s, exacerbated by declining reimbursements and operational inefficiencies with concerns regarding the institution’s viability and reputation, necessitating urgent intervention. As the hospital struggled with fiscal problems and a history of disappointing leadership, Levy embarked on a transformative journey characterized by transparency, alignment of values, and persuasive communication (1). In response to the crisis, Levy adopted a multi-pronged leadership approach to instill confidence, foster collaboration, and drive organizational change. Central to his strategy was a commitment to transparency, exemplified through open forums and candid communication with stakeholders.

Levy’s leadership was characterized by several key elements, including:

- Emphasis on transparency and alignment of vision with core values
- Strategic communication through detailed emails and open forums
- Acknowledgment of employee concerns and emotions
- Balancing optimism with realism and reinforcing achievements
- Hands-on leadership and continuous reinforcement of positive behaviors.

Following Levy’s intervention, the BIDMC experienced growth and improvement in its financial status. Levy’s approach has been described as effective in steering the institution toward this success (3).

Moreover, Kouzes and Posner suggest leaders employ the elements Levy applies for effective change management (4). While Levy’s leadership journey at BIDMC may seem distant to child and adolescent psychiatry, its underlying

principles are relevant to the field. Child and adolescent psychiatrists face unique challenges, including stigma, resource constraints, and the complex nature of mental health disorders. However, practitioners and administrators can drive positive change and enhance patient outcomes by adopting proactive leadership strategies informed by successful examples like Levy's. By embracing transparency, aligning vision with organizational values, and addressing resistance, leaders in pediatric mental health can navigate change processes effectively. Indeed, Levy's approach is a practical example of change management principles advocated by the Association of Change Management Professionals (5). Effective change management involves inspiring a shared vision and managing resistance effectively. Effective leadership sets the tone, inspires confidence, and navigates the complexities of transformation.

Paul Levy's transformative leadership at BIDMC is a compelling example of effective change management in healthcare. His approach offers valuable lessons for child and adolescent psychiatrists navigating leadership roles. By embracing these principles, those taking on leadership roles can drive meaningful transformations and advance the field of pediatric mental health.

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## References

1. Garvin DA, Roberto MA. Change through persuasion. *Harvard Business Review*. 2005 Feb 1; 83(2):104-12. <https://hbr.org/2005/02/change-through-persuasion>
2. Whittington R, Johnson G, Scholes K, Angwin D, Regnér P. *Exploring Strategy*. (12th ed.). Pearson Education, UK; 2020.
3. Beth Israel Deaconess Case Study. [cited 2024 Feb 8]. Available from: <https://www.health.org.uk/sites/default/files/BethIsraelDeaconessCaseStudy.pdf>
4. Kouzes JM, Posner BZ. *The Leadership Challenge Workbook*. John Wiley & Sons.; 2023
5. Association of Change Management Professionals. *Standard for change management and ACMP change management code of ethics* (1st ed); 2019.

## “All the Colour in the World” by C.S. Richardson.

### **Recommended by Abel Ickowicz**

*All the Colour in the World* (2023) steers the reader through a journey of loss, regret, and trauma and steps towards recovery.

Quoting Yann Martell, *Art is seed, art is memory, art is vaccine*, in the opening page, the author, C.S. Richardson, sets the stage for a progression of short chapters of exquisite prose that give an account of critical events in the main character's life. Through finely crafted sketches, the reader follows Henry, an art history professor, through birth, childhood, successes, failures, love, and grief. Pivotal is a set of colouring pencils he receives as a gift.

The book's narrative evolves as a creative “scrapbook” where events and memories are set against distinct periods of art history, which on the surface appear to be random digressions but, in effect, are careful juxtapositions that provide allegorical context to the protagonist's experiences. Art and colour represent initiatives, memories, and healing.

*All the Colour in the World* is a beautiful and poetic book, a must-read for clinicians caring for persons experiencing the consequences of loss, hardship, and trauma.

C.S. Richardson is a Canadian author and award-winning book designer. *All the Colour in the World* was short-listed for the 2023 Scotiabank Giller Prize. He also authored *The End of the Alphabet* and *The Emperor of Paris*.

Yann Martel is the author of *Life of Pi*, *Beatrice & Virgil*, *The Facts Behind the Helsinki Roccamatios*, *Self*, and *The High Mountains of Portugal*.

**Dr. Abel Ickowicz** is a child and adolescent psychiatrist at the The Hospital for Sick Children and the University of Toronto.