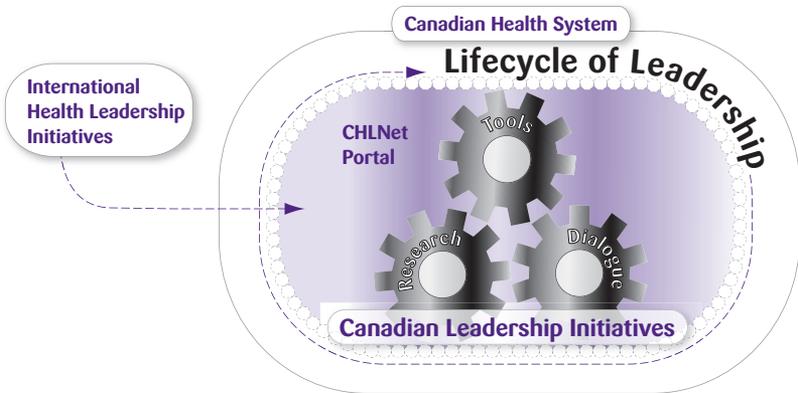


Canadian Health Leadership Network (CHLNet)

Annual Report 2011



www.chlnet.ca

Canadian Health Leadership Network (CHLNet)

Vision: Better Leadership, Better Health

Mission: Working together to create value and grow leadership capacity across Canada

Values: Transparency, trust and reciprocity

Goals:

- Support the development of *By Health, For Health* leadership tools
- Support the creation of a Canadian health leadership research network
- Support ongoing, meaningful dialogue about serious health leadership challenges

Message from the CHLNet Co-Chairs



As co-chairs of CHLNet we want to say that we have never been more optimistic about our *Value Network* and about the future of health leadership in this country. All too often in the past, and still today, the important – health leadership capacity development – has been squeezed out by the urgent – our day-to-day management imperatives.



CHLNet has been very effective in putting leadership back at the top of our agenda and getting it off the “side of the desk”. By working with others in the spirit of *Leadership without Ownership*, CHLNet has helped coalesce a groundswell of support for a growing set of practical, *By Health, For Health* leadership tools, all under the banner of the *LEADS in a Caring Environment* capabilities framework.

Now is the time to think about taking CHLNet to the “next level”. The current 2009-2012 Strategic Plan (see www.chlnet.ca) has served us well. It has helped us focus on our key result areas and has helped take us through the start-up phase and into the consolidation phase. At the December 2011 meeting of Network Partners, the Secretariat received a strong mandate to develop a new three-year plan that clearly sets out what taking CHLNet to the “next level” means. We ask you to continue to participate actively in CHLNet, whether as a partner or one of the growing number of “Friends of CHLNet”.

In closing, we want to take this opportunity to formally thank the inaugural co-chairs of our network. Elma Heidemann and Don Philippon have given tirelessly over the past five years and without their tremendous leadership and friendship, CHLNet would likely still be on the drawing board. On behalf of the network, thank you Don and Elma! We also want to sincerely thank both Bill Tholl (Executive Director) and Lynda Becker (Office Manager) for everything they do to help move CHLNet forward.



Brian O'Rourke



Lea Bryden

Co-chairs, CHLNet Secretariat

Executive Director's Report

This is my third year as the founding Executive Director of CHLNet and I could not be more pleased with how far our *Value Network* has come in such a short period of time. Leadership is now on the agenda across the country. There is a growing recognition that without better leadership we will not have better health care.



With the changes to our governance structure, the signing of a new three-year hosting agreement with the Canadian College of Health Leaders and a business model that diversifies our revenue sources, CHLNet has moved out of the start-up phase and is moving into the consolidation phase. CHLNet is here to stay! And so is the *LEADS in a Caring Environment* leadership capacity framework. LEADS has now been adopted in well over 50 health and health care organizations across Canada. As this annual report highlights, CHLNet has been instrumental to the rolling out of LEADS across Canada.

Finally, as many of you know, we are an extremely small value-based network. I am still working on a part-time basis and would not have been able to move the leadership yardsticks without the tremendous support we receive from the Canadian College of Health Leaders and all the Network Partners' encouragement and support. So I want to thank all of you for this help. The co-chairs, the volunteer members of the Secretariat and our Senior Academic Advisor, Dr. Graham Dickson, all deserve our heartfelt thanks. And, of course, we would not be able to keep the lights on without the tireless support of Lynda Becker, our CHLNet Office Manager. Many thanks, Lynda.

Now on to 2012 and beyond!

Respectfully submitted,

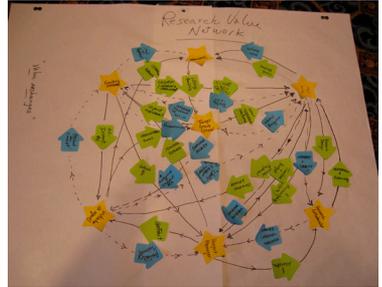
A handwritten signature in black ink that reads "Bill Tholl". The signature is fluid and cursive.

Bill Tholl
Founding Executive Director

About CHLNet

The Canadian Health Leadership Network (CHLNet) is a not-for-profit, Value Network comprised of over 30 health organizations across the country. The network facilitates or brokers joint work among and between its growing number of Network Partners. This joint work cuts across the health disciplines and across the life cycle of leaders. CHLNet believes that leadership is a lifelong pursuit and is Canada-wide. It is through this joint work that CHLNet produces a unique “value add” to the growing number of site-specific health leadership initiatives across Canada.

Leadership without Ownership: Our overall philosophy is that no one organization can own health leadership. Leadership is increasingly seen as a quintessential social enterprise or quasi-public good and, as a result, the evidence suggests, individual health organizations have systematically under-invested in leadership development because shared benefits have not been taken into account in developing and investing in organization-specific leadership programs.



CHLNet Value Mapping

As we work to expand the leadership capacity of health organizations and realize the full potential of individual health leaders across Canada, CHLNet believes that the overall health system performance will improve. This is proving to be a very compelling driving force behind CHLNet.

The network now reaches from coast to coast and across a growing spectrum of professions. We are also forging international ties with others who are equally committed to better understanding the emerging discipline of leadership as it applies to the unique circumstance that is health and health care.

Our business model ensures that CHLNet must refresh its value proposition on an ongoing basis. CHLNet receives no ongoing operating budget support from government, although project funding from Health Canada, the

Canadian Health Services Research Foundation and the Canadian Institutes of Health Research have been very helpful. Each partner is asked to commit to making annual financial contributions (over a minimum three-year period) to help sustain the core operations of the network. Our value network is supported by a host Secretariat, currently the Canadian College of Health Leaders, on a three-year renewable basis.

An increasing number of provincial governments and regional authorities are deciding to join the network as partners, again in recognition of the fact that better leadership leads to the triple aims of better health, better care and better value.

Basic Value Proposition: Over the past few years, CHLNet has worked with its partners (especially Royal Roads University, Canadian Medical Association, Canadian College of Health Leaders and Health Care Leaders Association of BC) to facilitate and broker the development of what is increasingly becoming the preferred pan-Canadian leadership capabilities framework and learning platform: *LEADS in a Caring Environment*.

This *By Health, For Health* leadership framework has been developed through a careful, step-by-step process over the past five years. It is known by its acronym “LEADS”:

*Lead Self; Engage Others; Achieve Results;
Develop Coalitions and Systems Transformation*

Each of the five “domains” of the LEADS framework has four measurable and observable capabilities that together help define good leaders and what leading organizations do to identify, develop and support future leaders.

CHLNet has been instrumental in working through and with our Senior Academic Advisor (Dr. Graham Dickson) to support the LEADS framework and update the LEADS booklets. There is now a wide range of LEADS support tools available, provided by LEADS-competent facilitators, consultants and executive coaches.

See www.chlnet.ca for the full article “Canadian Health Leadership Network: Our Value Add”.

Highlights for the Year (2011)

CHLNet exists to help its partners grow quality leadership capacity across Canada because better leadership leads to better health care.

It has been almost three years since CHLNet took the important step of engaging part-time staff to help move the health leadership agenda forward. Overall, the objectives set out in the three-year strategic plan (2009-2012) have been either met or exceeded. We also continue to build momentum in support of CHLNet and the *LEADS in a Caring Environment* framework while working within the approved annual work plan and budget. Please see www.chlnet.ca for details.



Over the past year, the number of Network Partners has grown from 12 to 31, with the Ontario Hospital Association, the Canadian Health Services Research Foundation and Saskatchewan Health being the most recent to join the growing community of practice of health leadership across the country. Another membership campaign is planned early in the New Year to reach out to other health organizations, provincial jurisdictions and to Health Canada.

CHLNet has been successful in raising awareness around *LEADS in a Caring Environment*. Over the past year, CHLNet has been requested to provide presentations or participate or lead workshops from Whistler to Westminster and from Hong Kong to Halifax. We have also been asked to present to government committees (e.g. Federal/Provincial/Territorial Advisory Committee on Health Delivery and Human Resources) and international leadership conferences (e.g. International Leadership Association).

LEADS has now been adopted as the leadership platform for the Canadian College of Health Leaders and its credentialing program and for the new joint credential for physician leaders offered by the Canadian Medical Association and the Canadian Society of Physician Executives. LEADS also served as the leadership framework for reframing Accreditation Canada's new standards for governance and for leadership.

CHLNet continues to focus on playing a convener role for our Network Partners in terms of arranging or providing *Bringing LEADS to Life* sessions and conducting organizational needs assessments or LEADS diagnostics. There are a number of important existing networks within the network, such as Emerging Health Leaders. We are also assisting emerging leadership collaboratives, such as bringing together those leaders with responsibility for organizational development, human resources and leadership throughout Canada's health system.

CHLNet continues to do its part to advance a better understanding of the emerging discipline of leadership as it applies to health through the health leadership research network under a three-year project funded by the Canadian Institutes of Health Research and the Michael Smith Foundation for Health Research.

Preliminary empirical results are already beginning to come in from some five regional nodes, with a national workshop planned for February 27, 2012 hosted by our colleagues from McMaster University. A national case study is also about to be finalized. This three-year (\$850,000) leadership project is on track for completion in the fall of 2013, with plans already forming around applying to the Networks of Centres of Excellence (NCE) program in the winter of 2012 for longer term, enhanced funding under the Knowledge Mobilization Initiative.

Finally, in terms of our health leadership dialogue mandate, we have regularized LEADerShip at a Glance (recommended top ten readings) and initiated a LEADS Bytes series in June. The CHLNet website is a good source of up-to-date information on LEADS and leadership development initiatives



across Canada. We have also regularized our Speaker's Series, with the "One-on-One with Preston Manning", moderated by the award-winning author, columnist and talk show host, Michael Harris, at the December Network Partners' Roundtable and the "Simpson Supper" with Jeffrey Simpson, the *Globe and Mail's* national affairs columnist, at the June roundtable.

Suffice to say, we continue to witness a “rocketship of leadership” taking off across Canada and, now, internationally. The challenge for CHLNet is to keep it up...to “take it to the next level”.

Government Engagement: We continue to see a strong and increasing level of interest among provincial/territorial governments. We are formally approaching Alberta, New Brunswick, Quebec and Newfoundland to consider joining those provinces that are already formally on board (Saskatchewan, Manitoba, Prince Edward Island and Ontario).

Health Canada was instrumental to getting CHLNet off the ground with the \$100,000 in support of our LEADS inventory. We remain optimistic for the coming year that governments will find the ways and means to support the important work we do.

Authentic Leadership Dialogue: Working through and with the Justice Emmett Hall Memorial Foundation, CHLNet led the canvassing for candidates for the prestigious MacNaught-Taillon (M&T) Leadership Award. The award was presented by CHLNet to this year’s recipient, Richard Alvarez, at the annual meeting of the Canadian Association for Health Services and Policy Research (CAHSPR) in May in Halifax.

CHLNet.ca (Portal): The web portal continues to evolve to meet our needs and is now regularly updated. The number of visits continues to grow and we are about, at long last, to introduce a “Friends of CHLNet” service portal.



2012 Work Plan and Operations

With reference to the approved work plan for 2012, key activities will include:

- securing and growing the number of Network Partners;
- continuing to raise awareness around the importance of health leadership across Canada and abroad;
- adding value by enhancing the *LEADS For Health, By Health* offerings through the proposed LEADS Collaborative (e.g. ever-greening and translating current booklets);
- working with the growing number of LEADS-specialized facilitators/consultants to roll out LEADS tools;
- delivering on the current Leadership Research Network program of work and successfully applying for NCE funding;
- leveraging up our Leadership Dialogue sessions (e.g. promote proposed Canadian Health Leadership and Innovation Strategy); and
- continuing to build a better bridge to the future through and with Emerging Health Leaders.



CHLNet Partners (2011)

Academy of Canadian Executive Nurses
Accreditation Canada
Association of Canadian Academic Healthcare Organizations
BIOTECanada
Canada's Research-Based Pharmaceutical Companies (Rx&D)
Canadian Agency for Drugs and Technologies in Health
Canadian Blood Services
Canadian College of Health Leaders (Host Secretariat)
Canadian Healthcare Association
Canadian Health Services Research Foundation
Canadian Institute for Health Information
Canadian Medical Association
Canadian Nurses Association
Canadian Patient Safety Institute
Canadian Pharmacists Association
Canadian Public Health Association
Canadian Society of Physician Executives
Emerging Health Leaders
Health Association Nova Scotia
Health Care Leaders' Association of BC
Health PEI
Manitoba Health
MEDEC
Ontario Association of Community Care Access Centres
Ontario Hospital Association
Ontario Ministry of Health and Long-Term Care
Public Health Agency of Canada
Royal College of Physicians and Surgeons of Canada
Royal Roads University
Saskatchewan Health
Victorian Order of Nurses

Finance

CHLNet remains unincorporated, with the Canadian College of Health Leaders serving as the Host Secretariat providing tremendous operational support and encouragement. We could not be better served or more pleased that the College has agreed to extend the current arrangements for another three years.

We rely on Network Partners annual contributions for the bulk of our operating revenues, although brokering and consulting fees are projected to grow to match partner fees in the longer term. We now have a positive balance sheet and have an operating surplus for the first time. Following are the financial statements for fiscal year 2011 (as prepared by the Canadian College of Health Leaders and reviewed by their auditors).

Canadian Health Leadership Network (CHLNet)
Income Statement - Unaudited*
For the 12 months ended December 31, 2011

31 Dec 2011

Revenues

400	Organizational Fees	137,750.00
420	Event Revenue	7,203.50
430	Brokering/Consulting/Speaking Fees	16,000.00
435	Books and Supplies Revenue	288.50
	Total Revenue	<u>161,242.00</u>

Direct costs

501	Contractors	67,365.35
510	Office Expenses	606.31
520	Communication	2,905.30
525	Marketing	2,203.67
530	Printing	2,963.50
535	Travel	6,553.59
540	Catering	12,707.49
550	Bank Fees	5.56
555	Donation	500.00
570	Membership Fees	410.00
599	Other	10,000.00
900	Bad Debts	6,500.00
	Total Costs	<u>112,720.77</u>

Net income (loss)

48,521.23

** Prepared by the Canadian College of Health Leaders and reviewed by their auditors.*

**Canadian Health Leadership Network (CHLNet)
Balance Sheet - Unaudited***

		31 Dec 2011	31 Dec 2010
ASSETS			
Cash			
110	TD Bank - Operating	70,136.94	63,051.07
		<u>70,136.94</u>	<u>63,051.07</u>
Accounts receivable			
130	Accounts Receivable	17,221.00	47,317.68
135	Inter-Company with CCHL	14,263.46	(39,429.19)
		<u>31,484.46</u>	<u>7,888.49</u>
Prepaid expenses			
		<u>-</u>	<u>-</u>
		<u>101,621.40</u>	<u>70,939.56</u>
Capital assets			
		<u>-</u>	<u>-</u>
		<u>101,621.40</u>	<u>70,939.56</u>
LIABILITIES AND PARTNERS' EQUITY			
Accounts payable			
315	GST	255.50	-
300	Accounts Payable	19,423.06	18,205.42
305	Accrued Liabilities	100.00	1,662.53
		<u>19,778.56</u>	<u>19,867.95</u>
Deferred revenue			
350	Deferred Revenue	-	17,750.00
		<u>-</u>	<u>17,750.00</u>
		<u>19,778.56</u>	<u>37,617.95</u>
Partners' Equity			
399	Retained Earnings	33,321.61	10,193.33
Net income		<u>48,521.23</u>	<u>23,128.28</u>
		<u>81,842.84</u>	<u>33,321.61</u>
		<u>101,621.40</u>	<u>70,939.56</u>

** Prepared by the Canadian College of Health Leaders
and reviewed by their auditors.*



Canadian Health
Leadership Network

Le Réseau canadien
pour le leadership en santé

Canadian Health Leadership Network (CHLNet)

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