CHLNet Health Leadership Action – 2015-2016 Work Plan

Leadership Pillar	Objectives		
	2015	**2016**	**Potential Measures of Success by 2018[1]**
Confirm a Collective Vision	➢ Conduct a focus group at NHLC on how to move forward on developing health leaders across the country **Who: Chair of Canadian Health Leadership Action Plan (CHLAP) Working Group (WG) and Executive Director** **When: June** ➢ Seek feedback from CHLNet Network Partners on pillars through summer survey **Who: Executive Director** **When: August** ➢ Seek feedback from Royal Roads University panel presentation on vision and action required **Who: CHLNet West Champ and Senior Policy Advisor** **When: October** ➢ Post-election consult with Health Canada on implementation of Naylor Panel recommendations around innovation and leadership agenda, and what the "ask" should be. Reinforce interrelationship and	➢ Identify the common elements of health system reform occurring across the country by province/territory. Relate to heath leadership and what kind of leaders needed for the future for transformation (integration so leaders being seen as a cadre in policy, practice and research, value of quality leadership on outcomes) **Who: CHLAPWG, CHLNet Champs, Senior Policy Advisor and Executive Director** **When: May** ➢ Consult at NP Roundtable on elements by province and commonalities and where desired vision should be for health leadership **Who: Chair of CHLAP WG** **When: May** ➢ Confirm the collective vision and common elements for health leadership across Canada (ability to adapt by context). **Who: CHLAP WG** **When: June** ➢ Recommend forums for CHLNet to present the	• Every province and territory (P/T) is engaged and represented around the CHLNet table • Every P/T includes health leadership in their people strategy • The size of the skills leadership gap is reduced to half for both senior and middle managers[2]

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[1] These are measures by 2017 unless otherwise specified. Consider in terms of structure, process, output and/or outcome.

[2] CHLNet's 2014 Benchmarking survey showed respondents indicating the skill gap as medium to large for middle management (52%) than senior management (45%).

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	dependency between health system innovation/transformation and leadership. **Who: Chair of CHLAP WG and Executive Director** **When: November**	collective vision to garner support for health leadership action at macro/meso level of health system. Identify the barriers and facilitators to moving forward. **Who: CHLAP WG** **When: June** ➢ Share collective vision at NHLC **Who: Chair and ED** **When: June** ➢ Approval of vision and desired future by partners and input into forums to garner support **Who: Secretariat and NP Roundtable** **When: September** ➢ Encourage all partners to link with CHLNet and the desired vision and action at NP Roundtable **Who: Chair of CHLAP WG and ED** **When: December** ➢ Input into 2017-2020 CHLNet SP process **Who: Secretariat and Network Partners Roundtable** **When: December**	
Establish a Common Leadership Platform	➢ Establish a guiding principle for evergreening to ensure validity of the LEADS framework over time **Who: LEADS Governance Group (GG)** **When: May** ➢ Establish a two pager Q&A on the need for a common leadership language and determine best mechanisms to share this **Who: Knowledge Mobilization (KM) WG**	➢ Support CHLNet Network Partners to implement a common leadership language in their organizations. **Who: KM WG** ➢ **When: Spring** ➢ Reinvest in refreshing the LEADS framework to ensure its relevance to today and tomorrow's health system reform challenges **Who: LEADS GG and LEADS Collaborative**	➢ All network partners and governments support the need for a common leadership language across Canada • The LEADS framework is refreshed and marketed

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	When: December ➢ Gather preliminary data on the need to refresh or evergreen the LEADS framework **Who: LEADS GG** **When: November**	**When: May** ➢ Hold a focus group with universities and colleges on the need for a common leadership platform and health leadership research **Who: LEADS Collaborative** **When: NHLC June** ➢ Advocate to government and health organizations on the need and benefits of a LEADS or LEADS-compatible health leadership capabilities framework for Canada **Who: CHLAP WG** **When: Fall**	
Gather More Evidence on Innovation and Leading Practices	➢ Ensure collaboration between researchers and decision makers to generate more evidence on health leadership and leadership development **Who: Research &Evaluation (R&E) WG** **When: Ongoing** ➢ Liaise with CIHR (including SPOR), Health Canada and other granting agencies for more funding and research to build evidence on health leadership and innovations in practice **Who: R&E WG** **When: Ongoing**	➢ Create an inventory of innovation around health leadership with partners **Who: KM WG** **When: Summer** ➢ Share evidence on health leadership so incorporated into practice including ROI study results (eblasts, webinars and NP Roundtables) **Who: KM WG** **When: Ongoing** ➢ Create strategies to demonstrate value proposition of leadership to health system transformation. **Who: KM WG** **When: Summer** ➢ Develop new research strategies to generate more evidence on the impact of health leadership in transformation and reform i.e. Canadian research chair at CIHR or health leadership as a broader topic for evidence networks.	• Increase in funding opportunities for research around health leadership • Increase in evidence on the impact of health leadership on system performance • Inventory of innovation around health leadership practices in place • Three webinars are held each year on innovation and leading practices based on accumulated evidence and need

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		Who: R&E WG When: Ongoing	
Enhance Capacity and Capabilities	➢ Work with the health leadership community to recognize the importance of health leaders as a collective and in health system transformation by ensuring health leadership is part of national and provincial/territorial people strategies. **Who: CHLAP WG, ED, Senior Policy Advisor and East/West Champs** **When: Ongoing** ➢ Develop additional LEADS based programs and tools **Who: Leads Business Unit (LBU) and LEADs Operations Council** **When: Ongoing** ➢ Liaise with the LEADS Collaborative on the Communities of Practice and the accompanying LEADS Exchange day **Who: Executive Director (ED) and LBU** **When: Fall** ➢ Continue Leadership Top Ten Reading List **Who: Senior Policy Advisor** **When: December** ➢ Share senior leader's leadership journeys at semi-annual NP Roundtable dialogue sessions including thoughts on what we	➢ Through partnerships, develop and conduct an education series on new skills and knowledge necessary for large scale change **Who: KM WG** **When: Ongoing** ➢ Consider expanding CHLNet's champion model and an Emeritus role **Who: Secretariat** **When: Ongoing** ➢ Ensure the inventory of leadership programs and self-assessment, both on the CHLNet website remain current and relevant **Who: KM WG** **When: Ongoing** ➢ Share senior leader's leadership journeys at semi-annual NP Roundtable dialogue sessions **Who: Secretariat** **When: Ongoing** ➢ Discuss and advise on grant and other funding opportunities (including government and foundations) to stimulate and grow health leadership capacity **Who: R&E WG**	• Double the investment in leadership development by health care organizations i.e.2%[3] • Increase to 75% the number of health care organizations that have formalized leadership development programs especially around coaching and mentoring [4] • Increase to 50% in the number of organizations who have a formalized succession management plan (from 39%) • Double the number of health care

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[3] CHLNet's 2014 Benchmarking Survey Leadership Development Budget - 30% of Total Respondents rated their satisfaction with their organization's leadership development budgets as satisfied or very satisfied. ACAHO rated higher at 50% satisfaction. The percentage of budget devoted to leadership development has increased since 2007 moving from 1.04% to 1.65% in 2014.

[4] CHLNet's 2014 Benchmarking Survey showed leadership development programs tend to be more formal[4] for ACAHO Members (61% vs. 46% for Total Respondents) than informal although overall fairly balanced.

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	need to do now **Who: Secretariat** **When: Ongoing**	**When: Ongoing**	organizations who have a formal and robust process for identifying emerging health leaders[5] • Increase to 75% in time protected for leadership development [6] • Annual LEADS Exchange Days where leadership practices and tools are shared • Semi-annual leadership dialogues
Measure and Evaluate Success	➢ Seek funding and begin to conduct a scoping review for a cost effective leadership development tool to measure the impact of health leadership **Who: R&E WG and Secretariat** **When: December**	➢ Develop and pilot test a cost effective leadership development tool to measure the impact of health leadership development **Who: R&E WG** **When: October** ➢ Through national dialogue agree on and use leadership metrics to monitor pan-Canadian health leadership and its effect on health system performance on an ongoing basis (that may go beyond the ROI tool). **Who: R&E WG and NPs** **When: December**	• ROI tool developed to measure the impact of health leadership development • New metrics defined and integrated where appropriate into benchmarking study[7] • Benchmarking study modified and

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[5] CHLNet's 2014 Benchmarking Survey 38% of Total Respondents and 75% of ACAHO Members have formal process to identify emerging leaders.

[6] CHLNet's 2014 Benchmarking survey *Time for Leadership Development* - 38% of Total Respondents and 56% of ACAHO Members protect time for leadership development.

[7] Some of these metrics may arise from the ROI project.

Leadership Pillar		Objectives	
		➢ Monitor the leadership gap through the benchmarking study to be conducted every three years **Who: R&E WG** **When: December**	ready to be applied in 2017
		➢ Evaluate first year health leadership initiatives based on common vision. Ensure leadership action plan is an iterative process so improvements and course corrections are made **Who: CHLAP WG** **When: December**	