

CHLNet Secretariat Teleconference

Jan 10, 2022

MINUTES

Participants

Kathy McNeil (Co-Chair)
Susan Moffatt-Bruce (Co-Chair)
Alain Doucet (Host Secretariat)
Bill Tholl (Senior Policy Advisor, CHLNet)
Doran Walker (Emerging Health Leaders)
Emily Gruenwoldt (NP Liaison)

Graham Dickson (Senior Policy Advisor, CHLNet)
Kelly Grimes (CHLNet)
Maria Judd (NP Liaison)
Scott Malcolm (NP Liaison)
Wendy Nicklin (HLEA Working Group Co-Chair)

1. Burnout and Wellness Project

The first 1.5 hours of the Secretariat were spent with the Design Team (Oksana Niedzielski, Raffaella Loro and Joe Doiron) to confirm the *Insights to Action on Leadership Pathways for Health Workforce Wellness*. A human centred and system thinking approach was used as burnout and resilience is rooted in systems issues. Their process involved a survey (with HEAL), 5 interviews and focus group at CHLNet's November partner roundtable. Their proposed pathway for strengthening informed leadership involved six themes for action: connections & trust; exchange of information; supporting the whole person; a systems lens; making space and flexible policies. Feedback included:

- What is CHLNet's unique offerings in these observations: not sure we are positioned as a national network to facilitate these activities i.e. connections and trust is a local perspective rather than CHLNet. Supporting the whole person is critical to every horizon. Home care and community workers voice is missing.
- Need to differentiate between research findings for the system more at large and what actions we want to take. Leaders are overwhelmed. Difficult to tell people to do more. So many people having the same conversation right now so how do we add value and not noise?
- Opportunity to use these findings and harmonize the language with the LEADS capabilities. Absence of the "L" in LEADS in the promising themes. Leaders supporting leaders - what can CHLNet do i.e. encouraging emerging leaders (accelerating their leadership plans) and engaging former leaders.
- Emerging health leaders (EHL) feeling the same challenge. What are we losing from the 'great resignation'? Strategic ideas being built.
- Perhaps convert this to a guide/checklist so leaders can define what is the one thing I can do well and what can they do differently in current practice.
- How does one harmonize all this stuff that is coming at you? What provides the highest value, and this may differ depending on the context? Many focusing on flexible policies. We look at organizational leadership. Based on different contexts the answer is different.
- Polarity management is huge. Polarizing inside and outside the organization. Need to exchange tools and approaches. System thinking is also needed.

Kelly thanked the Design Team for their work especially in such a very short period of time.

Next Steps: System designers to provide revised report end of January. Kelly to pull Secretariat Subgroup on Wellness (Susan, Scott, Wendy and Doran) together to review and discuss implementation plan.

2. Introductions and Approval of Consent Agenda

Approval of consent agenda, October minutes, 2022 workplan, 2022 budget and Emeritus policy (now lifetime appointments and will meet annually). The December 2021 balance sheet, income statement, Leading Thru COVID Article, EHL Engagement and Partnership Brief (tabled until April secretariat) and LEADS Collaborative minutes were provided for information.

3. CHLNet Organizational Structure and Functioning

May Network Partner Roundtable: Speaker and Focus

The next roundtable will be held virtually May 4 and 5th. Bill has asked Jane Philpott to be our featured speaker. Secretariat decided that given the high levels of Omicron that we shift to one, three-hour roundtable on May 5th. EHL would be invited to the session with breakout groups. Last two meetings, focused on wellness and burnout. Suggestions for May with a response panel included: leaders' role in recovery with a panel; preparing the next generation and real-world solutions; create opportunity for members to share examples of what have inspired them and see as important to consider for future leaders; and evidence-informed hope for leaders and future leaders but grounded in reality.

Secretariat Retreat May

CHLNet's strategic plan (SP) expires this year. Our last retreat was in the Fall of 2019 when we had done considerable work with a partner survey and focus group. With the pandemic, our effort was put on hold. Before wave 5 hit with Omicron, was a suggestion to have a face-to-face retreat in May. The Secretariat then discussed the best way to proceed now. Decision to hold May 4th as a virtual strategic planning session. It would focus on where we are starting and where we are heading. This would provide a future potential of CHLNet i.e., incremental change or opportunity to make CHLNet even more meaningful. Discussion required on how much of our SP we want to keep and what do we want to reinvent. Has the audience changed and have our values changed? Kelly, Kathy and Susan will frame a process.

HHR Nursing

Susan and Kelly met with a group of senior nursing leaders (strategy brief shared) in December. Asked Wendy for an update on their efforts. Feedback was a tangible action and four issues of significance: regulatory reform; national workforce plan; pulling nursing examination back from US; and reinstate office of nursing policy office with government.

CHLNet Team Update

No update provided due to time.

4. Executive Director Update

No update provided due to time. The updated terms of reference for the all the working groups, Secretariat and Network Partner Roundtable will be added to the next agenda for approval. An in-camera session occurred at the end of the meeting.

5. Next Meeting Dates and Evaluation

- Network Partner Roundtable 2022 Save The Dates: May 4 &5 and November 1&2
- Secretariat 2022: April 4, July 4, Oct 3

Meeting adjourned at 1500 pm.