

CHLNet Secretariat Teleconference

April 13, 2022 – 1430-1600 EST

MINUTES

Participants

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

Scott Malcolm (NP Liaison)
Wendy Nicklin (HLEA Working Group Co-Chair)

Regrets

Bill Tholl (Senior Policy Advisor, CHLNet)
Grace Gemin (Program Coordinator, CHLNet)
Maria Judd (NP Liaison)

1. Introductions and Approval of Consent Agenda

Approval of consent agenda that included January Secretariat Minutes, Research and Evaluation Working Group Terms of Reference, Health and Leadership Exchange and Acceleration Working Group Terms of Reference, Secretariat Terms of Reference, and Network Partner Roundtable Terms of Reference. The March Balance Sheet and Income Statement were provided for information.

2. CHLNet Organizational Structure and Functioning

November Network Partner Roundtable: Virtual vs In-Person

Our November 1st and 2nd is currently virtual. Consensus to come back to this in July, sentiments that it may be too early to be in-person.

Strategic Planning Process 2022: May 4th Virtual Retreat

Briefing Note in package. Original major strategic planning effort put on hold with pandemic. We shifted to a shorter-term plan in 2020 with 3 priorities that expire this year. Proposing a new process with Secretariat to consider. Some discussion around the following:

Reaffirm that there is an ongoing need for CHLNet.

Yes, when we have our Roundtables, people are showing up and engaging in the dialogue. Considering the recovery of this pandemic, who is speaking about leadership on the organizational system level? The space for CHLNet is even more defined around leadership in the health system at the meso, macro and micro levels. We continue to be relevant in this crowded space, but how can we stay as such? How can we be more inclusive? We must speak up more on the practices of leadership. We have more of a convenor role, comparable to Canadian Medical Forum (CMF is comprised of Royal College, CMA, CFPC, MCC, FMRAC, Rural Physicians, IPAC, BPC).

Reaffirm that the current Vision ('Better Leadership, Better Health – Together') and Mission ('Working together to create value and grow leadership capacity across Canada') remains relevant.

What are our goals and what do we want to add? We are one of few organizations that addresses organizational leadership. How do we share the space? SWOT perspective needed – we're a strong convenor; our weakness/barrier is that our network is constrained around membership and infrastructure size. Where should we be intentionally partnering to leverage our strengths with other's strengths within our partnership? Our conversations are catalysts for other conversations within the system. It is difficult to differentiate players in this space as an "outsider."

Should CHLNet should hire a facilitator to help us at our planned retreats.

Need to come at this from a systems-based view and system-based thinking. A major lens of our thinking is how we, as a network, conceptualize how we wish to and how we can generate change and our strategies to do so. What is the purpose of the strategic plan? We may need an external view to change the dialogue and bring in new ideas to help us grow but will need to find an appropriate individual for that. Consensus that we should use a facilitator. Send suggestions to Kelly.

Next Steps:

- May 4th Secretariat Retreat – gather and discuss these questions, Kelly to create a SWOT beforehand.
- Network Partner survey – Kelly will do first draft. Will look at previous surveys to compare responses over time.
- Steering Groups – discussed in January what they would like to see from CHLNet so will share that information.
- Environmental Scan – need to do another as there hasn't updated it in 3 years, hoping for some help with that going forward.
- Virtual Retreat – in September and if we meet face to face in November to have another retreat to take all the findings and strategic plans we have going and put them together to share with the Network Partners.

For Profit/Atypical Network Partners – Item deferred until next meeting.

Emerging Health Leaders – EHL Journey

Doran presented a brief on EHL's work. They have done a lot of internal growth and looking to take advantage of this. EHL has created their own community of practice. Looking to hold another leadership summit in January 2023. Hoping to get some input on how we can work together developing partnerships or ideas on how emerging leaders can tackle the great resignation moving forward. An idea was a pilot program in partnership with a health organization where we have education and mentorship programs in place within the organization to help direct employees and create a pipeline to leadership roles. Could have EHL members participating in small projects with an organization outside their network to expand that network and their leadership experience. Mentorship opportunities on top of this. Possibility of starting a podcast to spread the word on EHL. Is there an interest in connecting internationally? Many opportunities within CHLNet to work on projects with EHL. Could include a link or a resource list for EHL that can be circulated to the partners. Doran to follow up with individual Secretariat members.

3. Value Stream I – Connecting People through Dialogue and Engagement

May 5th NP RT: Evidence Informed Hope

Dr. Jane Philpott, Dean Faculty of Health Sciences Queens University and Director School of Medicine and former Minister of Health, will be our featured speaker on 'Evidence-based Hope'. A response panel and breakout rooms will occur, along with CHLNet project updates. Our panel members include Doran Walker (Chair Emerging Health Leaders), Susan Brown (CEO Interior Health), Maria Judd (Healthcare Excellence Canada), and John Lavis (McMaster Global Commission). EHL's are invited to this session.

Healthy Debate Partnership

Healthy Debate newsletter and CHLNet are partnering around our monthly Top 3s. They plan to build a dedicated site on leadership. We will add a page to our website once its built. Could we connect this to EHL for more engagement?

Wellness/Burnout Project

Insights Report – 3 system designers used a structured design process to ID insights that are actionable, achievable, and flexible. 6 themes arose. CHLNet’s subgroup on wellness met and propose this implementation strategy going forward.

Implementation Plan – outlines a plan to mobilize knowledge from this work using the 3 horizons framework. In Horizon 1: Mitigation – proposing that over next 6 months that we collect data on the board themes on which priorities should be established. We want to represent health leaders and their wellbeing going forward. We need to simplify our space i.e. convene and translate knowledge, research and best practices. We are a space holder for discussions on mutual interest at the system level. This could lighten the pressure we feel in these big problems. How leaders practice leadership makes a big difference in outcomes for people around them. We also need to help leaders keep themselves healthy.

4. Value Stream II – Advancing Health Leadership Research, Knowledge, and Evaluation

R&E Workplan

Brainstormed at the January Working Group meeting. Cochairs met to devise. Next meeting May 19th. Approved by the Secretariat. We are having some success in reaching out to universities about research projects. Hoping to look at the Indigenous project that has been sitting for a while. We now have a cochair (Deanne Taylor, Interior Health) who will be working with Graham on this working group going forward.

Leading Thru COVID: Action Research Project

Another Draft report Friday from PI that will be reviewed by SG next week. Will be the end of the second phase of the project. Hoping to investigate a third phase if funding and resources make it feasible.

Mitacs/McMaster

Applied for a Mitacs with McMaster University on *Accelerating the Healthcare Leader’s Career Pathways: Determining pathways of leadership and developing and testing a mobile app prototype*. One year commitment so far for a potential 2-year project. Right now, a matching program for SME’s so \$80K project where CHLNet provides \$15K and LEADS Global \$5K. CHLNet couldn’t hold the grant as not incorporated. Project will look at leadership career pathways within the health system. Planning to do an environmental scan prior to the start to obtain some context. A resource from the military’s rank rising pathways could be helpful here, Scott going to share. Should hear back in 6 weeks if successful.

5. Value Stream III – Accelerating Leadership Practices and Capabilities

Health Leadership Exchange and Acceleration Working Group Workplan

Leadership development inventory which is also going to be updated by the Mitacs team, as well as doing an environmental scan going forward.

Minister Meet and HHR Roundtable

Susan attended first meeting that Health Canada convened on behalf of CHLNet. KPMG holding HHR roundtables with a follow up session on May 9/10th.

NHLC Concurrent Session – June 6th

Kathy, Doran, Scott and Dee Taylor are presenting a concurrent at NHLC on *Leaders Supporting Leaders: Leader's Role in Building Resilience and Psychologically Healthy Workplaces During the Pandemic and Beyond*.

6. Executive Director Update

Partner invoice letter (6a) – Some discussion around the lack of nurse-based organizations around the CHLNet health leadership table now. Will add as an agenda item in July. Some discussion on member fees and if there is transparency on why Network Partners are paying different amounts? Should we consider changing our membership model or structure? Decision that once we define our value proposition we can think about this more, in 2023.

7. Next Meeting Dates and Evaluation

Network Partner Roundtable May 5th

NPRT November 1st and 2nd

Secretariat 2022: July 4th, October 3rd

Meeting adjourned at 1600 EST.