

# CHLNet Health Leadership Action Environmental Scan 2022<sup>1</sup>

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<sup>1</sup> Thank you to CHLNet's Health Leadership Acceleration and Exchange Working Group for their insights in this work. This is not an inclusive list of initiatives but rather provides a brief snapshot of work being done at the more macro level of the health system as of July 22, 2022.

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## Scan Details

The following captures current initiatives in Health Reform/Health Policy and Health Leadership/Talent Management/Organizational Development Strategies<sup>2</sup>, organized by province/territory, starting with federal/national initiatives.

### Federal/National

#### Health Reform / Health Policy (Federal/National)

[Mandate Letter to the Minister of Health \(12/2021\)](#): Priorities include (1) *Focus on the pandemic and recovery* through the roll-out of vaccines; ensure surge capacity supports are available; implementation of and adherence to public health measures; and responsible management of the ports and borders. (2) *Strengthen the universal public health care system and public health supports* through investments in primary and virtual care and mental health services; accessible health system data; and improve the quality and availability of long-term care. (3) *Demonstrate leadership in public health* by strengthening surveillance and capacity to detect and act on public health threats; strengthen security of medical supply chains; advance Biomanufacturing and Life Sciences Strategy; and invest in long-term health impacts of COVID-19.

[Mandate Letter to the Minister of Mental Health and Addictions \(12/2021\)](#): Priorities include (1) Ensure *health inequities* are understood and addressed; (2) Ensure *mental health care* is treated as a full and equal part of the universal health care system; (3) Lead a whole-of-society approach to address *problematic substance use*.

#### Health Leadership, Talent Management, Organizational Development Strategies

[Canadian Health Leadership Network](#) has developed three toolkits for health leaders. (1) The [Wise Practices in Leadership Development Toolkit](#) provides a centralized resource of evidence/experience-based and emerging/innovative practices (along with an introductory webinar) to help organizations create a powerfully impactful leadership development program. (2) [The Leadership Development Impact Assessment Toolkit](#) helps organizations measure their return on investment (ROI) and build the case for leadership development. (3) From the **Empowering Women Leaders in Health Initiative** led by uOttawa Chair in Gender, Diversity, and the Professions Dr. Ivy Bourgeault and her research team, came three evidence-informed [Equity, Diversity and Inclusion \(EDI\) Toolkits](#) (*LEADS-based toolkit*, *HeForShe Ally* toolkit, and the *Ally for Diverse Leadership* toolkit) which have introductory videos embedded in each one.

[Emerging Health Leaders](#) is a network developed for new health professionals, by new health professionals. EHL provides opportunities to support the development of emerging health leaders through the creation of knowledge exchange networks, educational events, mentoring relationships, and informed health care and related

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<sup>2</sup> This is not an inclusive list of initiatives but rather provides a brief snapshot of work being done at the more macro level of the health system as of July 22, 2022 and thought to be most relevant to CHLNet's vision of *Better Leadership, Better Health Together*. It is recognized that there is a great deal of work being done on leadership development at the individual and organizational levels, however, due to brevity and time, this work could not be included.

## Health Reform / Health Policy (Federal/National)

More specific information on *federal health priorities and related action plans* can be found at the Government of Canada website [Departmental Plan - Health Canada](#).

### INDIGENOUS HEALTH

The [National Collaborating Centre for Indigenous Health](#) released a commissioned report offering a vision for First Nations, Inuit, and Métis Peoples' public health titled [Visioning the Future: First Nations, Inuit, & Métis Population and Public Health](#). The report represents a multi-faceted vision as articulated by Indigenous peoples from coast to coast to coast. The vision uses a determinants of health approach as a framework through which to address inequities experienced by Indigenous peoples across the spectrum of population and public health challenges: racism; infectious diseases; self-determination; data; governance; environment; urban Indigenous populations; mental well-being; and assessment of and response to First Nations, Inuit, and Métis Peoples' well-being.

### CANADA'S HEALTH WORKFORCE

Canada's Health Workforce is a topic of focus for [The House of Commons Standing Committee on Health](#). [Canada's Health Workforce](#) web page contains informative information on meetings and workforce-related briefs.

The [Canadian Medical Association \(CMA\)](#), in partnership with the [Canadian Nurses Association \(CNA\)](#) and [The College of Family Physicians of Canada \(CFPC\)](#), have collaborated to develop health human resources solutions designed to rebuild Canada's health care workforce in a proactive and sustainable way. The [plan](#) offers immediate, medium and long-term policy recommendations for the federal government to adopt and collaborate with its

## Health Leadership, Talent Management, Organizational Development Strategies

discussions. Its work centers around networking (i.e., a forum for open, collaborative, and constructive dialogue on timely national health issues), mentorship & coaching (i.e., local nodes host a variety of in-person and virtual events), professional development, and advertising for recruitment that nationally can reach 450 emerging leaders.

**Healthcare Excellence Canada:** (1) The [EXTRA Executive Training Program](#) is a team-based, bilingual, pan-Canadian leadership development fellowship where teams implement innovative and evidence-informed solutions. Together, teams create system transformation changes that address real-life health and social system challenges. The program enhances the capacity of leaders to accelerate improvement; develops increased organizational capacity to achieve excellence; accelerates sustainable design, implementation and evaluation of improvement projects; and creates an EXTRA community of leaders coast to coast to coast who are committed to continuous improvement. (2) The [Pandemic Recovery and Resilience Self-Assessment Toolkit](#) helps guide healthcare leaders and policymakers to renew health systems strained by the pandemic and better prepare for future health emergencies.

**HealthCareCAN: CHA Learning**, has *online courses and certificate programs* developed by healthcare professionals to serve the current needs of the healthcare industry. All are flexible, self-paced and designed with the idea of work-learning-life balance in mind. Topic categories include *Management; Leadership; Health Information; Food & Nutrition Management; Quality, Safety, People-Centred Care; Long-Term Care; Health Research; and Leadership Express* which encompasses micro-learning courses. One example of a recently launched certificate program is the [Long-term Care Executive Leadership Online Program](#), a self-paced certificate program that will *prepare individual leaders for the critical role of leading a person-*

## Health Reform / Health Policy (Federal/National)

provincial/territorial counterparts. The recommendations were presented in a [Briefing](#) to the House of Commons' Standing Committee on Health and the federal/provincial/territorial Committee on Health Workforce.

[A Call to Action](#) to address the healthcare workforce crisis came out of the **National Health Leadership Conference** (June 2022) co-hosted by HealthCareCAN and the Canadian College of Health Leaders.

**The Canadian Academy of Health Sciences (CAHS)** is leading an [Assessment on the State of Health Human Resources](#), in response to a request from Health Canada. The CAHS Assessment Panel will provide policy makers with possible pathways forward as they consider the development of strategies to deal with issues related to our health workforce.

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*centred, long-term care home* with attention to quality innovation, crisis leadership and the wellness of your home's team.

[Pallium Canada's LEAP Leaders](#) was launched in March 2022 to provide healthcare leaders, administrators, and policy makers at all leadership levels with knowledge, insights, and resources *to improve the palliative care aspects of their services*. This includes better understanding of what palliative care is and the impact on patients and health care services, palliative care service components that are needed, and the data and evidence to support these. It will address how many palliative care and hospice beds are needed in a region and the strengths and limitations of different service models. LEAP Leaders will help leaders review their services and develop business plans and initiatives to better integrate (or endorse) palliative care delivered to their patients with serious illnesses.

[Mental Health Commission of Canada](#) released a series of Manager's Toolkits that cover: (1) [Addressing Performance Issues](#), (2) [Leading in a Hybrid Work Environment](#), (3) [Onboarding Strategies](#), (4) [Protecting Their Own Mental Health](#), (5) [Recognizing Declining Mental Health in Employees](#), and (6) [Resolving Conflict](#).

[Canadian College of Health Leaders](#) has redesigned, relaunched, or created several new services, training programs, and designations to support health leaders and health leadership. Since 2019, the CHE designation has seen record numbers of registrations and graduations. Likewise, the Fellows designation relaunched in 2021. The new CCHL Circle, a member engagement platform provides an opportunity to connect, access a range of leadership development resources, and a mentorship program. The CCHL Certified LEADS Specialist (CLS; formerly Organizational LEADS Facilitator/Integrator) redesigned program enables organizations to be eligible for an Organizational LEADS License. Several new professional leadership development

formats have been adopted and include the National Conversation, a Health Human Resources webinar series, and the HHR Crisis Network which is hosted on the Circle. LEADS 360 assessments continue to be in high demand. For conference programming, the National Conference has been augmented by three regional conferences in Ontario, Western Canada, and a new Francophone conference.

#### NURSING-SPECIFIC LEADERSHIP

[Canadian Nurses Association](#) (CNA) provides three leadership related programs which include [The Dorothy Wylie Health Leaders Institute](#), [Building Leadership Capacity Workshops](#), and The Canadian Academy of Nursing [Indigenous Leaders Series](#). In addition, the CNA has communities of leadership practice where information and experience sharing are conducted through online forums.

#### PHYSICIAN-SPECIFIC LEADERSHIP

[Canadian Medical Association Joule \(CMAjoule\)](#) [Physician Leadership Institute](#) (PLI) provides a variety of leadership programs as well as a [certificate](#) that recognizes physicians who have taken courses to deepen their knowledge of fundamental leadership concepts, theories and skills.

[Canadian Society of Physician Leaders \(CSPL\)](#) recognizes and advances physician leadership and excellence through the [Canadian Certified Physician Executive \(CCPE\)](#) credential. Those who earn the credential have demonstrated that they have the leadership capabilities, knowledge and skills needed to succeed – and to direct, influence and orchestrate change in Canada’s healthcare system.

[Royal College of Physicians and Surgeons of Canada](#) in collaboration with the [Canadian Society of Physician Leaders \(CPSL\)](#) and [LEADS Global](#) developed [SimuLEADerShip Self-Study Online](#), a game-based

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learning activity designed to help physicians to practice, self-assess, and refine their leadership skills.

LEADS Licensed organizations via CCHL: [HealthCareCAN](#), Canadian Medical Association Physician Leadership Institute, [Pallium Canada](#), [Canadian Society of Physician Leaders and The Salvation Army](#).

## British Columbia (BC)

### Health Reform / Health Policy (BC)

**Structure:** The Ministry of Health works together with the Provincial Health Services Authority (PHSA), five regional health authorities and a First Nations health authority to provide health services. [PHSA](#) is responsible for provincial clinical policy, the delivery of provincial clinical services, provincial commercial services, and provincial digital and information management and information technology planning and services. The [Regional Health Authorities](#) govern, plan, and deliver healthcare services within their geographic areas, and the [First Nations Health Authority](#) plans, designs, manages, and funds the delivery of First Nations health programs and services in the province while collaborating, coordinating and integrating programs and services with the Ministry of Health and health authorities.

**Priorities** shared in the [Ministry of Health 2022/23-2024/25 Service Plan](#) are: (1) **Focus on service delivery areas requiring strategic repositioning** which includes: a primary care model that provides comprehensive, coordinated, and integrated team-based care; improved health outcomes and reduced hospitalizations for seniors through effective and timely community services; improved health

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**BCIT** offers the [Health Leadership Advanced Certificate](#) program that develops **emerging health leaders** giving them the skills to lead high performing teams. This program is part-time and completed over a 2-year period through interactive online learning.

**Royal Roads University** offers [Advancing Health Leadership](#), a 5-day intensive program mapped to the LEADS Framework aimed at exploring the increasingly complex challenges facing the health sector.

**UBC's** [Master of Health Leadership and Policy](#) degree is for practising professionals who want to use their leadership skills to promote innovation in health care. It provides a unique combination of graduate-level courses offered by UBC School of Nursing and UBC Sauder's Robert H. Lee Graduate School.

The **Centre for Excellence in Indigenous Health, Faculty of Medicine**, **UBC** offers a [Certificate Program in Indigenous Health Administration and Leadership](#) (IHALP), designed to build and enhance knowledge of health administration so one can confidently design, lead, and deliver holistic health and wellness programming in Indigenous organizations and communities.

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outcomes, reduced hospitalizations, and increased access to supports for mental health and substance use challenges through effective community services; and timely access to appropriate surgical and diagnostic procedures. (2) ***Support the health and well-being through the delivery of high-quality health services*** which includes effective and equitable population health, health promotion, and illness and injury prevention services; and continued improvement of hospital, pharmaceutical care, lab and diagnostic services. (3) ***Deliver a sustainable public health system*** through a sustainable, engaged, skilled and diverse health sector workforce; and enable sustainable health sector innovation for quality population and public healthcare.

The [Health and Wellness Planning Toolkit for BC First Nations](#) released by the [First Nations Health Authority](#) functions to support the development of health and wellness plans; introduce planning, reporting and evaluation standards; share planning tools, templates, resources and stories; and support plans in First Nations health and wellness to speak to each other, enable greater collaboration, coordination and quality services.

**[Addressing Racism](#)**: An independent review of Indigenous-specific racism in the BC healthcare system was conducted. From that review came a report titled [In Plain Site: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care](#) that outlines the experience of Indigenous Peoples in the healthcare system and provides recommendations designed to confront the legacy of colonialism, and establish a renewed foundation for Indigenous peoples' access to, interaction with, and treatment by, the health care system.

## Health Leadership, Talent Management, Organizational Development Strategies

### BC HEALTH LEADERSHIP DEVELOPMENT COLLABORATIVE (BCHLDC) PROGRAMS

The BCHLDC consists of ***members representing each of the health authorities in British Columbia***. The initial focus of the BCHLDC was to create leadership development programs that were consistent across the province. The BCHLDC's mission is to foster progressive leadership and leadership practice at all levels, working together across the province as powerful advocates for transformative leadership practice and talent management to create effective and innovative systems.

#### Leadership LINX Programs for BC Provincial Health Leaders

**Transforming LINX**: A comprehensive seven-month, cohort-based, project-based leadership development program aimed at the ***senior level***. The theme is complexity in healthcare requiring higher levels of skill, leadership behaviour, innovation, systems awareness and collaborative practice. Includes three residencies and an Adaptive Action Learning Team challenge. LEADS Themes – LS, DC, ST.

**Experience LINX**: A powerful experiential, cohort-based, 10-12 day leadership development program designed for ***experienced leaders (e.g. mid-level)***, who directly or significantly influence the work of others in their respective organizations. Themes are Personal Leadership (personal mastery), Leading through Relationships (Bushe's Clear Leadership), and Leading in Systems (Oshry's Power + Systems Leadership) to address issues systemically, and incorporate and share learning in the workplace. Includes three residencies and triads. LEADS themes – LS, EO, AR.

**Core LINX**: A comprehensive, 4-month leadership and management development program for ***leaders entering their first formal management role***. For clinical and non-clinical, in-contract and excluded staff and individuals who have responsibility over non-



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management staff. Aims are for new managers to be coach-like, inclusive, collaborative, engaged leaders who can attend to their transactional management duties well. Includes a contracting conversation and monthly check-ins with manager, coaching skills and triad work, a leadership track (personality styles, emotional intelligence, interpersonal communication, conflict resolution, employee engagement, team collaboration, appreciative inquiry and much more) and a management track (e.g., budget, attendance, meeting and project management, performance reviews, health and safety, respect in the workplace and bullying). LEADS themes – LS, EO.

LEADS licensed organizations: Island Health, SafeCare BC, Vancouver Coastal Health.

## Alberta (AB)

## Health Reform / Health Policy (AB)

**Structure:** The Ministry of Health consists of the Department of Health, Alberta Health Services (AHS), and the Health Quality Council of Alberta (HQCA). The [Department of Health](#) establishes the government's strategic direction for health, including advising government on health policy, legislation and standards, and public health concerns; monitoring and reporting health system performance; setting policies and priorities for the electronic/digital health environment; and, providing oversight and ensuring accountability across the health system. [AHS](#) is a provincial fully integrated health system responsible for delivering a substantial portion of healthcare services across the province. [HQCA](#) is a

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**University of Alberta School of Public Health** offers a [Fellowship in Health System Improvement](#). The program focuses on transformative change and is delivered by a blended (online and in-person) model encompassing five intensive weekends across a 5-month period and the completion of an action learning project.

The **Faculty of Nursing at the University of Calgary** offers a [Leadership for Health System Transformation Graduate Certificate](#). In this program, students apply principles of personal leadership, systemic leadership, and innovation to healthcare contexts, primarily from the perspective of issues and challenges confronting nursing leaders.

## Health Reform / Health Policy (AB)

legislated council that works collaboratively with health system partners to promote and improve patient safety, person-centred care, and health service quality on a provincewide basis.

**Priorities** laid out in the [Ministry of Health 2022-25 Business Plan](#) include: (1) ***Effective, accessible and coordinated healthcare system built around the needs of individuals, families, caregivers and communities, and supported by competent, accountable health professionals and secure digital information systems*** which includes: increased health system capacity and reduce wait times; modernize the continuing care system; use digital technology to enable new models of care and reduce manual and paper-based processes; and ensure consistent streamlined processes for resolving patient concerns. (2) ***Modernized, safe, person-centred, high quality resilient cost-effective health system*** which includes implementing strategies that focus on health spending and health outcomes; improving safety while reducing red tape; and improve health system measuring, monitoring, and reporting. (3) ***Support and protect health and well-being and reduce health inequities*** which includes: optimizing access to COVID treatments and vaccines, and reducing vaccine hesitancy; safeguard Albertans from communicable diseases that can cause severe illness, permanent disability, or death; expand access to in-person and virtual recovery-oriented addiction and mental health services; prevent injuries and chronic diseases through health and wellness promotion and environmental and individual initiatives; and improve access for underserved populations that support improved health outcomes.

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**University of Lethbridge** offers a [Health Services Management Graduate Certificate](#) that provides basic management knowledge for practitioners and entry-level managers in the health sector. The focus is on providing students with the knowledge necessary to enter a management position in the Canadian healthcare system.

### ALBERTA HEALTH SERVICES (AHS) PROGRAMS

The pandemic prompted the need for most of AHS' programs to be migrated online, offering both asynchronous and synchronous options for learners. As a response to this, content was developed that is inclusive of remote/hybrid and distributed teams supporting the workforce shift to working and leading virtually.

AHS provides ***focused and integrated leadership development based on AHS' values, competencies, and the LEADS framework*** for all members of the workforce.

AHS recognizes the importance of providing a unified leadership approach with development opportunities at all levels. Additionally, AHS recognizes learners have unique needs and circumstances. A ***"Your Learning Your Way" (YLYW) approach*** provides access for Learners to explore their learning options, access learning assets, and contribute to the learning community through the ***YLYW Portal***, a new, user-friendly virtual learning hub. YLYW content is searchable based on topic, keyword, and development level across a learning continuum (beginner to mastery). As part of the YLYW approach, AHS has created new cohort-based Employee and Leadership Development Programs.

### Cohort Development Programs at AHS

**Employee Development Program:** designed for learners in any function or role; and focuses on gaining knowledge, practicing skills,

engaging, reflecting, and integrating social learning, eLearning, and peer coaching into their daily work routine.

**Leadership Development Program:** designed for **3 leadership levels** at AHS. It is cohort-based and focuses on current leadership skills, abilities, and competencies for ***Emerging, Foundational, and Advanced leaders*** in a healthcare system.

**Emerging Leader Program:** *Designed for those* who lead through influence and are *not in formal leadership roles*, and those interested in moving into leadership. This program will allow participants to develop their leadership abilities and gain a deeper understanding about AHS leadership culture. Learning, building, and demonstrating LEADS capabilities in a health system is the foundation of this program.

**Foundational Leader Program:** *Designed for the leader of teams.* Participants in this program will form the essential leadership skills to support employees and teams in feeling valued and engaged while managing daily operations to meet team and organizational goals.

**Advanced Leader Program:** *Designed for leaders of leaders and those that lead strategic initiatives.* This program is about exemplifying leading with vision and authenticity while inspiring our workforce to achieve organizational goals.

These programs explore personal and collective understandings of AHS's Values and Competencies and the LEADS framework in a cohort learning atmosphere. Through modern learning techniques, participants in these programs engage in self-learning e-modules and activities, social learning exercises, peer coaching, leader coaching, virtual gatherings, group work and presentations, and practical application of learned leadership skills in the workplace.

**New Manager Prep Program:** By making the switch to online, this three-day virtual program has increased accessibility to orientation, training and administrative tools that new managers need to be effective. This highly attended program is now more effective in rural areas across the province, and reaching more new managers, in a shorter timeframe.

These programs complete the suite of leadership development opportunities for all AHS employees, adding to the existing Senior Leader, Executive Education, and Your Learning Series for Leaders programs.

**Additional Programs/Services:** Team Effectiveness assessment and custom programming. Assessment resources and debrief services include LEADS self-assessment and LEADS 360 Assessment, EQi self-assessment, EQ360 assessment, and Insights Discovery assessment. Team, Professional and Executive coaching services are also available.

**Professional Development Funding:** AHS is committed to supporting the professional development of the workforce through the Learning and Professional Development Fund which supports educational opportunities such as post-secondary diplomas, degrees and certificates to conferences, workshops, and group learning initiatives.

LEADS Licensed organizations: Alberta Health Services, Alberta Medical Association, Bethany Care Society, College of Licensed Practical Nurses of Alberta, and Covenant Health.

## Saskatchewan (SK)

### Health Reform / Health Policy (SK)

**Structure:** The [Saskatchewan health care system](#) is made up of many provincial, regional, and local organizations working together to ensure healthy people in healthy communities. The Minister of Health oversees the strategic direction of the system, and the [Ministry of Health](#) oversees and co-ordinates the delivery of health services in the province. Saskatchewan's health system relies on partnerships at local, regional, provincial, national, and international levels that enable Saskatchewan to provide quality health services that meet the needs of our communities. Most services are delivered through the [Saskatchewan Health Authority \(SHA\)](#), their affiliated organizations, and the [Saskatchewan Cancer Agency](#).

**Priorities of the Ministry of Health** laid out in [2022-23 Business Plan](#) include effective COVID-19 response and recovery, responsive mental health and addictions services, and a stronger healthcare system that is safe, accessible, timely, and responsive.

### Health Leadership, Talent Management, Organizational Development Strategies

[Johnson Shoyama Graduate School of Public Policy](#), a joint collaboration between the University of Regina and the University of Saskatchewan, offers the [Excellence in Healthcare Leadership \(EHL\) Program](#). The EHL program is a four topic, online executive training program designed to strengthen health administrators' and policy makers' visioning and leadership skills.

#### SASKATCHEWAN HEALTH AUTHORITY (SHA) PROGRAMS

**Leadership Essentials: Bringing LEADS to Life** is a program, set to launch in fall 2022, that will strengthen participant's capacity to learn, grow, and apply leadership practices anchored in the LEADS in a Caring Environment Framework through blended learning experiences.

**Management System Foundations Program:** This program is appropriate for anyone working in the system who would like to learn more about how to make systematic improvement to their work and develop their leadership skills. Topics include people centered care, leadership behaviours and practices, safety management, problem solving culture, and visual management. The tools that were previously taught through Lean Improvement Leader Training (LILT), will be integrated into this improved training program, supporting learners in identifying, engaging, implementing, and sustaining improvement opportunities in their work.

**Leadership Coaching Program:** provides SHA leaders and physicians with access to external (for executive directors, vice-presidents, and CEO/COO levels) and internal certified leadership coaches (for managers and director levels) to support individual growth, development, problem solving, etc.

## Health Reform / Health Policy (SK)

## Health Leadership, Talent Management, Organizational Development Strategies

**Additional Programs:** SHA offers multiple learning opportunities to meet the unique needs of individual leaders. These include courses/workshops on topics such as Mastering Difficult Conversations, Asking for and Receiving Feedback, Leading Continuous Feedback Conversations, Identifying and Writing Effective Work Goals, Building Effective Teams, Leading Year-End Accountability and Performance Plan Conversations, Intro to Coaching Skills for Leaders, and Coaching Skills for Leaders.

LEADS Licensed Organizations: 3sHealth, SHA

## Manitoba (MB)

### Health Reform / Health Policy (MB)

**Structure:** The Manitoba government's new role focuses on policy, planning, commissioning, and oversight, with a greater emphasis on evaluating how the health system can best meet the needs of Manitobans. Three provincial government departments focus on the health sector including The Department of Mental Health and Community Wellness, the Department of Health, and the Department of Seniors and Long-Term Care.

**Manitoba's [Health System Transformation](#) plan** continues to make forward progress. **Recent initiatives** include: (1) A new Health System Governance and Accountability Act, passed in May 2021, identifies a Provincial Health Authority ([Shared Health](#)) and a Provincial Cancer Authority ([CancerCare Manitoba](#)), and clearly defines Regional Health Authority responsibilities for the delivery of health services to their local population. (2) Steps to consolidate

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The [Centre for Healthcare Innovation](#) at the **University of Manitoba** offers a [Provincial Health Leadership Program](#) (formerly *Academic Health Sciences Leadership Program*) that assists individuals to prepare for leadership roles while understanding the dynamics of the healthcare system and academic environment. The program is targeted towards *mid-career* health care professionals in the Health Sciences faculties, Regional Health Authorities, and Government interested in progressing to senior level leadership. Content is delivered using a small group discussion format featuring selected experts and University, Health Authority and Government senior leaders. LEADS is a theme throughout the program with a class dedicated to working through a case scenario using the LEADS framework.

## Health Reform / Health Policy (MB)

provincial data management. (3) Steps to consolidate public health oversight and planning within a single entity. **Clinical plan and transformation priorities** include delivering more services locally through a *provincial clinical network*; the modernization of *home and community care*; finding opportunities to improve on care *quality and patient outcomes*; continued planning for provincial approach to *mental health and addictions* and a focus on crisis services and rapid access; and a commitment to *health service integration and quality*.

In June 2022, the [Southern Chiefs Organization](#) along with the provincial and federal government announced an agreement-in-principle to the *formation of a First Nations Health Authority* in Manitoba. No dates have been provided regarding the launch of the new health authority. **Preliminary priorities** identified include culturally competent primary care, improved access to mental health services, enhanced services for grandmothers and grandfathers, access to traditional healing methods, and local community access to health care.

In January 2020, The Manitoba Keewatinowi Okimakanak established the [Keewatinohk Inniniw Minoayawin](#), which is an **aggregated northern First Nations led-health entity**, who are *exploring new innovative primary care services models* tailored specifically for northern communities and *preparing to assume the responsibility for service delivery of programming*.

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[Health Services Leadership and Management Certificate Program](#) through **Red River College** provides *current and future health sector managers* with the opportunity to provide a broad conceptual knowledge base regarding management practice. The program is comprised of ten courses, integrates the LEADS framework, and is intended to be completed over a 3-year period. This program can be accessed through the Health Authorities as an employee [continuing education opportunity](#).

### HEALTH SERVICE DELIVERY ORGANIZATION (SDO) PROGRAMS & TOOLS

**Engagement Toolkit** and **Leadership Development Resource Guide** are 2 online curated toolkits created by the [Winnipeg Regional Health Authority](#) with the goal of putting valuable resources at the fingertips of leaders the moment they need them. The Engagement Toolkit offers links to articles, videos, tools and much more for leaders to use with their teams to increase engagement and provide support. The Leadership Development Resource Guide is a curated collection of learning activities and resources leaders can use to enhance their own and their staff's skills and knowledge. Both toolkits are organized in alignment with the LEADS framework and have had targeted sections added to address the needs arising due to the COVID pandemic.

**Leadership Succession Planning:** Future organizational development and talent management strategies for Regional Health Authorities will include developing programs in and a focus on Leadership Succession Management.

**Provincial Leadership Development Working Group:** A working group with representation from all SDOs has been formed to advance leadership development throughout Manitoba, using the LEADS framework as the foundation. Since September 2021, the group has



## Health Reform / Health Policy (MB)

## Health Leadership, Talent Management, Organizational Development Strategies

been offering a monthly speaker's series, *Leadership Lessons*, that features senior health leaders sharing the story of their leadership journey and lessons learned along the way.

LEADS Licensed Organizations: Cancer Care Manitoba, Interlake-Eastern Regional Health Authority, Northern Health Region, Prairie Mountain Health, Shared Health Manitoba, and Winnipeg Regional Health Authority.

## Ontario (ON)

### Health Reform / Health Policy (ON)

**Structure:** [Ontario Health](#) established June 6, 2019, to better coordinate and connect the health care system, to make it more efficient and support the delivery of the best possible care to Ontarians has progressed by focusing on creating the necessary foundation on which to build a single, integrated provincial health agency. [Ontario Health's Operating Model](#) is founded on the patient perspective and an integrated top-line organizational structure. To date, the following organizations are now part of Ontario Health with others joining in the near future: Cancer Care Ontario, eHealth Ontario, HealthForce Ontario Marketing and Recruitment Agency, Ontario Health Quality Council, Health Shared Services Ontario, Ontario Telemedicine Network, Trillium Gift of Life Network, and CorHealth Ontario. As well, 6 Ontario Health regions have taken on the health system support functions of the former Local Health Integration Networks. Work continues on connecting and coordinating the province's healthcare system with that progress shared on Ontario Health's [Our Work](#) web page. As of June 22, 2022

### Health Leadership, Talent Management, Organizational Development Strategies

**Michener Institute of Education at UHN** offers [Leadership in Health Care certificates and courses](#).

**Health Leadership Academy** at the **DeGroot School of Business, McMaster University** offers programs for *aspiring and current health leaders* that focuses on learning, and unlearning, the necessary skills to navigate and adapt to our ever-changing health environment.

The **Chang School of Continuing Education** with **Toronto Metropolitan University** offers a [Nursing and Interprofessional Healthcare Leadership and Management Certificate](#). This program utilizes the LEADS framework with a unique specialization for registered nurses and other healthcare professionals, it is offered fully online and combines practical and professional knowledge to help students transition smoothly into leadership and management roles.

UNIVERSITY OF OTTAWA



## Health Reform / Health Policy (ON)

that progress includes a wide-ranging COVID-19 response, creating the Mental Health and Addictions Centre of Excellence, identifying digital standards in healthcare, establishing an equity, diversity and anti-racism framework, supporting health providers by providing community care resources and supports, public reporting on the health system performance and health measures, building a comprehensive and connected system for clinical genetics, and modernizing health care through integration, coordination, connection and clinical excellence across [6 Ontario health regions](#).

**Priorities** as outlined in the [2021-22 Business Plan](#): (1) Reduce health inequities; (2) enhance clinical care and service excellence; (3) transform care with the person at the centre; (4) maximize system value by applying evidence; and (5) strengthen Ontario Health's ability to lead.

In 2021, the [Nishnawbe Aski Nation \(NAN\)](#) signed a trilateral statement with Canada and the province of Ontario, committing to work together in partnership to support the *establishment of a First Nations health services delivery system* in NAN Territory. NAN has actively worked with their communities to identify key health priorities requiring immediate action in conjunction with exploring new models of health service delivery that will bring services closer to home and build capacity in northern communities to access and deliver more culturally responsive services.

## Health Leadership, Talent Management, Organizational Development Strategies

**University of Ottawa's Telfer School of Management's [Executive Master of Health Administration](#)** Program uniquely intersects healthcare and business management. It leverages professional experience and prepares healthcare executives to succeed as a strategic, well-rounded leader in healthcare.

**University of Ottawa's Telfer School of Management's [Master of Health Administration Program](#)** aims to prepare students for the managerial and leadership responsibilities faced in rapidly changing health care environments.

### UNIVERSITY OF TORONTO

The **Rotman School of Management, University of Toronto** offers an [Advanced Health Leadership Program](#) that targets *current and potential members of executive teams* in the health system to equip them with new strengths to play a leadership role in a changing health system.

The **Rotman School of Management, University of Toronto** offers a 6-week online [Healthcare Leadership Program](#) that focuses on strategic leadership and leading healthcare teams with impact. This includes the Emerging Leaders Program, Innovation by Design, Pathfinder Program, Shift Program, and Physician Fellowship Program.

The **Bloomberg Faculty of Nursing, University of Toronto's [Master of Nursing Health Systems Leadership and Administration program](#)** is designed to prepare nurses for formal leadership roles in healthcare systems in Canada and internationally. Graduates are prepared for careers in health care administration, health policy, professional practice leadership, and other related roles.

The **Center for Faculty Development (CFD)**, founded as a partnership between Unity Health Toronto and the University of Toronto, Temerty

## Health Reform / Health Policy (ON)

## Health Leadership, Talent Management, Organizational Development Strategies

Faculty of Medicine offers a [New and Evolving Academic Leaders \(NEAL\) Program](#); an online program for individuals who are engaged in advancing the academic missions of research, education, innovation or program development in the health sciences.

LEADS Licensed Organizations: Bluewater Health, Bruyère Continuing Care, Chatham Kent Health Alliance, Circle of Care – Sinai Health, Community Home Assistance to Seniors (CHATS), Cornwall Community Hospital, FIREFLY, Grand River Hospital, Hamilton Health Sciences Corporation, HANDS The Family Health Network, Health Sciences North, Hennick Bridgepoint Hospital – Sinai Health System, Holland Bloorview Kids Rehabilitation Hospital, Joseph Brant Hospital, London Health Sciences Centre, Markham Stouffville Hospital (now called Oak Valley Health), Michael Garron Hospital, Northumberland Hills Hospital, ParaMed Inc., Quinte Health Care, Service Coordination Support, St Joseph’s Care Group Thunder Bay, St Joseph’s Health Centre Toronto, The Royal Ottawa Health Care Group, Tilsonburg Multi-Service Centre, and Waypoint Centre for Mental Health Care.

## Quebec (QC)

## Health Reform / Health Policy (QC)

**Structure:** [Québec's health- and social-services system](#) includes the Ministère de la Santé et des Services sociaux, its agencies, as well as the system institutions. All these entities have specific responsibilities depending on their missions and mandates.

**Priorities:** In March 2022, the government released a **50-Point healthcare reform plan** that focuses on: recruiting and retaining healthcare workers; collection of and access to data to support

## Health Leadership, Talent Management, Organizational Development Strategies

A new collaborative initiative between **McGill’s Desautels Faculty of Management and the Faculty of Medicine and Health Sciences** offers a [Graduate Certificate in Healthcare Management](#) (GCHM).is, The GCHM program is designed to train physicians and other healthcare professionals in the skills needed to make effective decisions and succeed in leadership roles.

## Health Reform / Health Policy (QC)

decisions and track reform implementation plan; information technology modernization including a single digital health record throughout the health network; renovation of old hospitals and building of new hospitals; improved access to care; improved services and care for seniors and vulnerable people; improved outreach mental health services; improved youth protection system; improved prevention services; focus on national pandemic preparedness strategy; innovation in care delivery and practices; improved care efficiency and effectiveness; and ***a plan to decentralize the health and social system to improve efficiency and system stability.***

A **tripartite Memorandum of Understanding** was signed in 2019 by the [First Nations of Quebec and Labrador Health and Social Services Commission](#), Canada and the province of Quebec that committed the partners to work towards a new health and social services governance model. **Progress in 2021:** communities were consulted to work towards co-developing the health and wellness governance model.

## New Brunswick (NB)

### Health Reform / Health Policy (NB)

**Structure, Governance and Priorities:** In November 2021, the government released a 5-year vision and a 2-year action plan titled [Stabilizing Health Care: An Urgent Call to Action](#). The action plan outlines **5 specific areas for action** which are access to primary healthcare, access to surgery, create a connected system, access to addiction and mental health services, and support seniors to age in

### Health Leadership, Talent Management, Organizational Development Strategies

**McGill University Health Centre** operates a **Middle Management Succession Program** to recognize, train and retain their employees with significant management potential.

LEADS Licensed Organizations: CHU De Québec – Université de Laval, Université du Québec à Trois-Rivières – École de Gestion.

### Health Leadership, Talent Management, Organizational Development Strategies

**New Brunswick Community College (NBCC)** provides a [Leadership in Healthcare and Community Services Certificate](#), a 5-month program designed to enhance **emerging health leaders'** proficiency in matters facing today's healthcare and community services management. It encourages learners to think critically, examine factors that impact the healthcare system, explore leadership styles and management

## Health Reform / Health Policy (NB)

place ***enabled by changes in thinking*** around people, technology, funding and governance (*formal review of governance to take place*).

## Health Leadership, Talent Management, Organizational Development Strategies

strategies, and develop the skills to lead in diverse and inclusive work environments.

The **University of New Brunswick (UNB)** has started an [Integrated Health Initiative](#) with the vision of creating systemic health care reform by offering students, researchers and existing healthcare professionals a variety of interdisciplinary training and leadership opportunities; translating research into policy, action and tools that can be applied in real time in various healthcare environments; creating intentional spaces for thinkers and change-makers to meet and for ideas to collide across the academic, private and public sectors.

LEADS Licensed Organizations: Government of New Brunswick, and Horizon Health Network.

## Nova Scotia (NS)

### Health Reform / Health Policy (NS)

**Structure:** The [Department of Health and Wellness](#) oversees healthcare throughout the province, they fund healthcare services, and help ensure that high-quality health services are accessible. They lead healthcare policy, legislation and standards. The department supports [Nova Scotia Health Authority](#) (NSHA) and [IWK Health Centre](#) (IWK) in provision of healthcare and administer healthcare programs, including Emergency Health Services (EHS), Seniors' and Family Pharmacare and 811 telecare. In addition, the department is also responsible for the Office of the Chief Medical Officer of Health and the Office of Healthcare Professionals Recruitment.

### Health Leadership, Talent Management, Organizational Development Strategies

**Dalhousie University's** [Master of Health Administration program](#) is a 16-month program providing students with financial, strategic, administrative, legal, and advanced knowledge of healthcare administration.

#### NOVA SCOTIA HEALTH PROGRAMS

Due to transformational activities within Nova Scotia Health, there are a number of programs in various stages of development that are not yet ready to be shared...Stay tuned!

LEADS Licensed Organizations: IWK Health Centre, NS Health, NS Public Service Commission

## Health Reform / Health Policy (NS)

**Priorities** outlined in [Nova Scotia Health's](#) strategic plan for 2022-2026 titled [Action for Health](#) includes a focus on the following **6 core solutions**: (1) ***Become a magnet for health providers*** by investing in education & training, support local recruitment efforts, streamline recruitment experience, address systemic racism, oppression and discrimination, accelerate investments in technology and digitization; (2) ***Provide the care Nova Scotians need and deserve*** by focusing on primary healthcare models, expand access to long-term and home care, improving coordination of care services for complex needs, implementing solutions to reduce wait times and provide quality care, and expand virtual care; (3) ***Cultivate excellence on the frontlines*** by investing in equipment, technology & infrastructure to support a safe and healthy workplace, increase professional development and practice supports, increase care team collaboration & maximize resources, optimize ability of health providers to work to their full scope, ensure diversity, inclusion and representation at all levels of the health system, and focus on retention efforts; (4) ***Build in accountability at every level*** by clear articulation of desired culture, expectations and model behaviours that drive excellence, reduce red tape and duplication, set clear and transparent metrics and standards, improve public and provider access to information, and improve coordination and collaboration across the health system; (5) ***Be responsive and resilient*** by engaging with communities, advance the delivery of healthcare through research and learning, support the health and well-being of providers, ensure projects meet the needs of the changing population, use innovative solutions to optimize resources and capacity, and strengthen the public health system. (6) ***Address the factors affecting health and well-being*** by partnering with communities, building capacity, enhancing understanding of community needs through data, proactively addressing factors

## Health Leadership, Talent Management, Organizational Development Strategies

## Health Reform / Health Policy (NS)

affecting health, reducing gaps in access to care, and prioritize and collaborate across government to address social determinants of health.

## Health Leadership, Talent Management, Organizational Development Strategies

## Prince Edward Island (PE)

### Health Reform / Health Policy (PE)

**Structure and Governance:** An [Accountability Framework Agreement \(10/2021\)](#) was developed between the [Department of Health and Wellness](#) and [Health PEI](#) clarifying roles and responsibilities and identifying performance objectives and expectations. Health PEI is responsible for the delivery of publicly funded health services in the province. The organization operates hospitals, health centres, public long-term care nursing facilities and community-based programs and services.

**Priorities** identified in the [2021-24 Health PEI Strategic Plan](#) include the following 4 strategic goals: (1) People—***Establish a healthy, safe and high-performing workplace that supports and develops our people*** through initiatives that focus on a supported health team in the areas of talent management, staff wellness and safety, and human resource planning. (2) Quality & Safety—***Integrate quality and patient safety into the culture of the organization.*** (3) Access & Coordination—***Provide quality, equitable and patient-focused care across the province*** through initiatives that focus on improved access and coordination in Primary Care, Mental Health and Addictions, and Seniors Care. (4) Innovation & Efficiency—***Develop new and innovative approaches to improve efficiency and utilization of health care resources*** through innovative practice

### Health Leadership, Talent Management, Organizational Development Strategies

**Health PEI's** learning and development vision is an engaged, empowered and innovative workforce dedicated to delivering quality health services. Programs offered include a New Leaders Program, a Mentoring Program, and a Leadership Development Series with an Experienced Leadership Development Program being developed. The **New Leaders Program** is a 1-year program designed for employees hired, promoted, or transferred to a leadership position. The **Mentoring Program** is designed to integrate into the New Leaders Program, offering a mentoring component to participants in the New Leaders Program. The **Leadership Development Series** offers relevant and timely courses to leadership across the organization. In addition, employees have access to a **Learning and Development Toolkit** that includes the Learning and Development Framework, LEADS Leadership Resources, Learning and Development Components (list of programs available) and Resources (includes links to various learning plans and other resources).

LEADS Licensed Organizations: Health PEI (in progress)

## Health Reform / Health Policy (PE)

initiatives that focus on system utilization and patient flow, the sustainability of the health system, and innovative technology and technology-enabled practices.

PEI is the first province to sign an agreement with the GOC to accelerate the **implementation of national universal pharmacare**. Through this agreement, the province will receive \$35M over 4 years to lower out of pocket costs for drugs covered under existing public plans and to expand the number of drugs covered.

## Health Leadership, Talent Management, Organizational Development Strategies

## Newfoundland & Labrador (NL)

### Health Reform / Health Policy (NL)

**Structure, Governance and Priorities:** [Health Accord NL](#) was created in 2020 to reimagine the health care system. It was mandated to deliver a [10-year Health Accord](#) with short, medium, and long-term goals (*plan delivered 2022*). Included in the Health Accord is a plan to **establish a single provincial health authority** to create more consistency in health care throughout Newfoundland and Labrador, as well as avoid duplication in associated corporate services such as human resources, payroll, and finance. The implementation has begun and the [four existing health authorities](#) will be maintained during transition planning and operations will continue status quo. Additional **priorities** include a focus on culture change, policy, action, and evaluation in the areas of **social determinants of health, a rebalanced health system, and pathways to change**. These are summarized in the [Implementation Timeline Poster](#).

### Health Leadership, Talent Management, Organizational Development Strategies

**Eastern Health** offers a **Leadership Development Program** grounded in the LEADS framework. This program provides formal and informal opportunities for employees and managers to grow and develop at all levels of the organization. Formal programs include **emerging leaders**; **new manager** track; **learning LEADerS** and **executive apprenticeship**.

LEADS Licensed Organizations: Central Health, Eastern Health, and Western Health.

## Yukon (YT)

### Health Reform / Health Policy (YT)

### Health Leadership, Talent Management, Organizational Development Strategies

**Structure:** The health system structure in the Yukon remains unchanged. The [Department of Health and Social Services](#) is responsible for delivering health and social programs. [Yukon Hospitals](#) manages the Whitehorse General Hospital, Dawson City Community Hospital and Watson Lake Community Hospital in their delivery of care and services to the communities.

**Priorities:** In 2020, the **Final Report of Health and Social Services Comprehensive Review**, titled [Putting People First](#) was released and included 76 recommendations. Those recommendations were endorsed by the government and are gradually being implemented starting with initiatives on *aging in place*, making *universal affordable childcare*, doubling the *medical travel benefit*, offering a *shingles vaccine for seniors*, and implementing new *cultural training*. In addition, a collaborative, *team-based model of care* is being implemented in various locations, a new modern *health information system* has been launched, and a new *Midwifery program/clinic* has been launched July 2022. Yukon Hospitals is currently developing their 2022-27 strategic plan with [input and feedback from the community](#).

## Northwest Territories (NT)

### Health Reform / Health Policy (NT)

### Health Leadership, Talent Management, Organizational Development Strategies

**Structure:** The Northwest Territories Health and Social Services System (NWT HSS System) is made up of the [Northwest Territories Health and Social Services Authority](#) (NTHSSA), the [Hay River Health](#)



## Health Reform / Health Policy (NT)

and [Social Services Authority](#) (HRHSSA), the [Tjicho Community Services Agency](#) (TCSA – Health), and the [Department of Health and Social Services](#) (DHSS). These 3 health authorities along with the DHSS provide integrated health and social services support to all 33 communities in the Northwest Territories.

**Priorities** include promotion, prevention, disease protection and targeted access to high-risk populations to *reduce disparities*; providing *equitable access* to safe, culturally respectful programs and services that respond to community wellness needs; and build a *sustainable system* through appropriate and effective use of resources, innovative service delivery, improved accountability and risk management, and an engaged and skilled health and social services workforce. A [Human Resources Plan](#) to increase the number of resident healthcare professionals in the NWT and to address existing staff shortages was released in 2021.

Health Leadership, Talent Management,  
Organizational Development Strategies

## Nunavut (NU)

### Health Reform / Health Policy (NU)

**Structure:** Healthcare in Nunavut is administered by the [Nunavut Department of Health and Social Services](#). The department is responsible for the general administration of health care services in the territory, in addition to healthcare policy development. According to the Department, Nunavut is the only territory or province where the Department of Health is responsible for directly delivering health care services. The Department needs to work with several other departments to deliver on its roles and responsibilities. Its mission is to promote, protect, and enhance the

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Organizational Development Strategies

## Health Reform / Health Policy (NU)

health and well-being of all Nunavummiut, incorporating Inuit Qaujimajatuqangit (that is, traditional Inuit knowledge and values) at all levels of service delivery and design. Nunavut's 25 communities receive health services through 22 community health centres, regional health centres in Rankin Inlet and Cambridge Bay, and the Qikiqtani General Hospital in Iqaluit. A public health unit is also located in Iqaluit. The Department of Health also manages long-term care facilities in two communities and 3 elder care centers.

Delivering health care services in Nunavut is challenging for several reasons—size of the territory, dispersion of the small population, weather, and reliance on air transportation. The territory's 25 communities are isolated and spread across the largest territory or province in Canada. Nunavut's communities are accessible year-round only by air, which plays an important role in delivering health care. Regular commercial flights are used for non-urgent medical travel, while air ambulances are used for medical emergencies. Depending on a patient's needs and the types and levels of care available in a community, patients may be sent to larger centres for treatment of conditions such as stroke, heart attack, or cancer. These centres include Iqaluit, Rankin Inlet, Cambridge Bay, Yellowknife, Ottawa, Churchill, Winnipeg, and Edmonton.

## Health Leadership, Talent Management, Organizational Development Strategies