CHLNet Canadian Health Leadership Network · Le Réseau canadien pour le leadership en santé

BOARD MEETING · 23 OCTOBER 2026 · AGENDA ITEM 2A, FOR INPUT

Executive Director Transition

The First 100 Days and the Planned Approach

What the first three weeks have shown, and where we go from here

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Better Leadership, Better Health – Together

What the first three weeks confirmed, and what they changed

2009
founded on trust and reciprocity

35
Network Partners today, seven of them founding

2024
incorporated as a not-for-profit

2026
the strategic plan ends in December; the LEADS Refresh is complete

What I said in July still holds

- A founder-era succession: renewal, not revolution.
- The planning moment is real, and a measured approach is best.
- A crowded landscape where the value proposition must earn every renewal.

What I could not see from the outside

- The Board is in a transition of its own, with three new directors and a new Chair next May.
- Retention is a number we can watch: three partners joined this year, four left, two have not yet paid.

The three assumptions from July

- Partner fees remain the revenue base, and current partners' fees do not move.
- The Board is ready to stop things as well as start them.
- The organization has the capacity to deliver what is promised.

Interview priorities and end states, carried forward

Three priorities from my interview process, unchanged

1 Protect trust

Hold the partner base and every active piece of work through the succession.

2 Seize the planning moment

The value proposition, the interim plan and LEADS Refresh diffusion as one connected effort.

3 Build the revenue base

Diversification within open access, inside the boundaries on slide 6.

Five end states, with the horizon reframed

From July 2028 to the 2027 interim year and the plan that follows it.

1. A tested value proposition, finished with partners and visible first in retention.
2. The refreshed LEADS framework in active use, with adoption tracked alongside CCHL and LEADS Global.
3. An interim plan delivered through 2027, and the next full plan built at a Board retreat.
4. A revenue base beyond fees alone, with open access intact.
5. A secretariat sized to the plan, on actual revenue.

The first 100 days: assess before committing

01

Listen

Every Network Partner heard by 15 January, including those who have recently left. What keeps you here, what would make you leave, what should we stop, what is uniquely ours.

02

Cost and member value

Understanding the true cost of each program, and how that maps to perceived member value.

03

Inventory the work

Every program and toolkit: maintain, strengthen, stop or change. The four existing toolkits all need a read against the refreshed LEADS framework.

04

Map the landscape

Where CHLNet is distinct and who it serves best, building on the hub-and-spoke work Kelly began, rather than starting again.

15 January 2027 A findings report to the Board, framed as maintain, strengthen, stop or change decisions, tabled with the draft one-year interim plan.

Carrying the active work through the transition

The commitment from July stands: a leadership transition is not permitted to become a project stall.

The Hub

The MOA is before you today (4a); the transition meeting with Dee Taylor and Laura Desveaux is Monday.

LEADS Refresh

Complete as a research project. Diffusion and the toolkits are what remain.

Four-party agreement

Draft v5 (4d). The lawyers have raised the split between framework IP and research IP.

CCHL collaboration

Principles at 4e; the Chairs and CEOs meet this afternoon.

Bench III

Published in May. Dissemination, and the packaging options in the January report.

Career Pathways

Phase 1 complete; Phase 2 with LEADS Global and the JP Centre being scoped.

Indigenous Health Leadership

The EXTRA Fellowship wrapped in March; the toolkit and the HEC work continue.

KPMG and the JP Centre

The AI series continues to 4 December, with a sponsorship conversation to follow.

Also under way: WHLNet with ISQua and LEADS Global, and the 4 December Roundtable and Leadership Dialogue (3a).

What I have heard, and what I am asking of the Board

The boundaries, as I understand them

- Current partners' fees do not change.
- Other kinds of supporter are open for scoping, within By-law No. 1.
- Open access to network-generated assets is maintained.
- CHLNet's autonomy is non-negotiable.
- Beyond that, room to shape the direction.

Three asks today, all for input rather than decision

1 Directional alignment on this approach, with January as the point where the decisions get made. **This item, 2a.**

2 Support for a one-year interim plan for 2027, overwhelmingly a continuation, drafted with the findings and approved on 15 January. **Item 2b.**

3 Your boundaries on supporter and sponsor categories, so that the scoping work starts in November rather than waiting for 2027. **Item 2c.**

To plant rather than decide: a Board retreat in the spring or fall of 2027, as the Chair and Past Chair roles change.

Executive Director and Board communication

The scorecard

Partner retention and net growth

Baseline: 35 partners.

Roundtable and dialogue participation

Baseline set on 4 December.

Fee collection and the revenue mix

Baseline: item 1a.

LEADS Refresh adoption across the network

Method agreed in 2027.

Delivery against the interim plan's milestones

Named on 15 January.

The leadership gap itself, through Bench III

Baseline: Bench III, May 2026.

The cadence

- A quarterly scorecard at each Board meeting, starting 15 January, each framed as maintain, strengthen, stop or change.
- A partner pulse survey after the spring Roundtable, and an annual report after the May AGM.
- Urgent updates between meetings, through the Chair.

Commit, audit early and honestly, and pivot fast.

Targets are set with this Board on 15 January, once the baselines are well established.