DRAFT: Memorandum of Agreement

Canadian Learning Collaborative for Health Leadership (The Hub)

Effective: July 2026

Jim Pattison Centre for Health Systems Learning + Innovation

CHLNet

INSTITUTE FOR BETTER HEALTH'S LEARNING HEALTH SYSTEM LEADERSHIP CENTRE

Memorandum of Agreement

Between

Jim Pattison Centre for Health Systems Learning + Innovation ("JP Centre")

And

Learning Health System Leadership Centre at Trillium Health Partners ("LHSL Centre")

And

Canadian Health Leadership Network ("CHLNet")

Effective Date: [Insert Date]

1. Purpose

This Memorandum of Agreement (MOA) represents a binding agreement among the JP Centre, LHSL Centre and CHLNet to establish and support the *Canadian Learning Collaborative for Health Leadership* (the Hub).

The parties agree to collaborate in building evidence-informed leadership capacity, advancing research, supporting diverse health leaders, and developing practical tools, in Canada, to transform health systems.

The Hub will be the first initiative of its kind in Canada, bringing together an interdisciplinary, pan-Canadian network of scholars, health system leaders, and other partners committed to advancing evidence-informed leadership for health system transformation. The purpose of this MOA is to define the roles, responsibilities, and collaborative arrangements required for the Hub.

2. Guiding Principles

The parties agree to work together in accordance with the following principles:

- Collaboration, mutual trust, and respect.
- Equitable, diverse, and inclusive approaches to leadership transformation, in accordance with Canada's commitment to reconciliation and its Human Rights provisions.

- Evidence-informed practice and lifelong learning.
- Shared accountability, transparency, and commitment to system improvement.
- Climate- and sustainability-conscious leadership.

3. Scope of Collaboration

The Hub will:

- Build and mobilize evidence on health leadership practices that transform health systems.
- Link leadership research and evidence to policy and practice.
- Champion leadership excellence to improve health system performance.
- Support the development of a new generation of diverse, equity-driven health leaders.

Currently four key themes of action for evidence generation to *Champion Strategic Leadership Excellence* have been identified, however, these and the identified cochairs will further evolve as the Hub is developed (see Appendix A and B):

1. *Leadership Practices for the 21st Century* such as advancing systems leadership, technology/AI readiness, and evidence informed/data driven decision making.

2. *Antiracism & Social Justice* such as promoting and developing practices to generate equitable, diverse, and inclusive workplaces and service delivery, including practices commensurate with reconciliation of Indigenous peoples.

3. *Learning Systems & Workforce Wellness* such as fostering psychologically safe and human-centered work environments.

4. *Climate-Conscious Leadership* such as mobilizing health leaders to integrate sustainability and planetary health into their practice of leadership.

4. Roles and Responsibilities

As co-hosts, each organization will:

- Ensure that each organization's strategic and operational plans help to further advance the identified themes of action.
- Provide administrative, financial, and/or communications support to the Hub.
- Participate in the Hub's Steering Group, Working Group and any teams that may result.
- Continue to refine and clarify roles of academic partners and other organizations.
- Provide strategic guidance in developing the Hub.
- Together, the co-hosts will engage additional collaborative partners from their networks in the work of the Hub such as:
    - Contribute expertise, knowledge, and resources in alignment with the Hub's goals (see Appendix C and D for priorities and value proposition).
    - Participate in governance through the Steering Group and Canadian Learning Collaborative Working Group.
    - Support development of a business and implementation plan for the Hub's collaborative model.
    - Promote cross-sector learning, innovation exchange, and joint scholarship.

5. Governance and Decision-Making

A Steering Group will be established, comprised of the CHLNet Executive Director, the JP Centre Executive Director and the LHSL Director. Additional members from partner organizations may be named as the Hub develops its

model further. This group will oversee development and implementation of the Hub.

The Canadian Learning Collaborative for Health Leadership Working Group will be co-chaired by two individuals named by the Steering Group. The working group will work with the four co-leads of the identified themes of action to *Champion Strategic Leadership Excellence*. Additional partner universities and organizations may also be invited to guide the four themes of action.

Decision-making will be consensus-based wherever possible. If consensus cannot be reached, then the final decision will rest with the Steering Group. Terms of reference for each group will be devised.

6. Financial Arrangements

The Hub Steering Group shall review and approve the annual budget.

The co-hosts will provide funding and/or in-kind contributions to further build the Hub for a minimum of three years beginning in Fall 2026 in accordance with the first annual budget.

Additional partner contributions, whether financial or in-kind, shall be confirmed in writing and administered by CHLNet in alignment with the Hub's business and implementation plan.

The parties will work in good faith to have any cost-sharing, overhead, or administrative fee arrangements be agreed in writing in advance and structured so that no party bears a disproportionate share of shared costs relative to its participation or benefit.

Any funding application involving another party, the Hub, or a co-host will be submitted with their prior written approval and agreed terms for attribution, overhead, and administrative fees.

7. Intellectual Property and Knowledge Sharing

Each party retains all right, title, and interest in its own pre-existing intellectual property brought into the Hub's activities.

Intellectual property including any data ownership generated through joint Hub activities will be subject to a process of joint decision making and

agreement (developed by the Steering Group) which shall be addressed in a separate written project agreement between the participating parties, and not by this MOA.

Publications and outputs will acknowledge the Hub contributing partners, with publications adhering to the International Committee of Medical Journal Editors (ICJME) criteria.

A supportive knowledge commons will be developed to curate resources, podcasts, and evidence summaries for shared use.

8. Communications and Branding

The Hub will be branded as a pan-Canadian initiative, cohosted by CHLNet, JP Centre and the LHS Leadership Centre. Developing a branding strategy will be one of the Steering Group's first responsibilities.

Use of the Hub's name and logo by other organizations will require Steering Group approval.

Communications will highlight pan-Canadian and international collaborations while serving the needs of Canada's health leaders.

9. Managing Risk & Nature of Relationship

Each party shall be responsible for its own acts and omissions in connection with this MOA and the activities of the Hub. No party assumes joint or several liability for the acts or omissions of any other party.

Each party shall maintain insurance coverage appropriate to its activities, responsibilities, and risks under this MOA, in accordance with its usual institutional practices and any applicable legal requirements.

Each party shall be responsible for complying with all laws, regulations, and policies applicable to its own activities carried out under this MOA.

Nothing in this MOA shall be construed to create a legal partnership, joint venture, agency, or employment relationship among the parties. No party is authorized to act as the agent or legal representative of another party for any purpose.

10. Term and Termination

This MOA is effective as of the date signed and will remain in force for three (3) years, subject to renewal.

Any party may withdraw with 60 days' written notice. A party's withdrawal or the termination of this MOA will not affect any obligations, commitments, or activities previously approved or commenced unless the parties agree otherwise in writing. The parties will cooperate in good faith to ensure an orderly wind-down or transition of affected activities, including the resolution of outstanding financial commitments, funding obligations, records, data, intellectual property, publications, communications, and use of the Hub's name and branding.

Amendments may be made by written agreement of all parties.

11. Confidentiality

The parties agree to respect the confidentiality of sensitive materials and discussions, except where disclosure is required by law or mutually agreed.

12. Nature of Agreement

This MOA represents a binding agreement among the parties. The terms outlined herein shall be adhered to for the duration of this agreement, subject to amendment only through written consent of all parties.

13. General

Notices: Any notice required under this MOA shall be in writing and delivered to the addresses designated by each party.

Assignment: No party may assign its rights or obligations under this MOA without the prior written consent of all other parties.

Survival: Any provision that by its nature is intended to continue after the expiry or termination of this MOA will survive, including provisions relating to confidentiality, financial obligations, intellectual property, data, publications, liability, dispute resolution, and wind-down obligations.

Severability: If any provision of this MOA is held invalid or unenforceable, the remaining provisions shall continue in full force and effect.

Electronic Signature: This MOA may be executed by electronic signature, which shall be deemed valid and binding for all purposes.

14. Signatures

Signed on behalf of CHLNet:

Name: _____

Title: _____

Date: _____

Signed on behalf of JP Centre:

Name: _____

Title: _____

Date: _____

Signed on behalf of LHSL Centre:

Name: _____

Title: _____

Date: _____

Appendix A: Current Hub Priorities



Appendix B: Current Co-lead Responsibilities

Colead Responsibilities: Sample Activities

Lead the conversation

- Suggest and/or recruit speakers for quarterly R&E Working Group meetings or semi-annual network partner roundtables to continue learning

Engage the network

- Provide quarterly articles for Eblasts/Top4
- Speak at key gatherings on behalf of the network

Act as a boundary spanner

- Identify conferences, workshops, podcasts to attend
- Write call for submissions for identified forums
- Feedback and share key learnings gathered to R&E Working Group

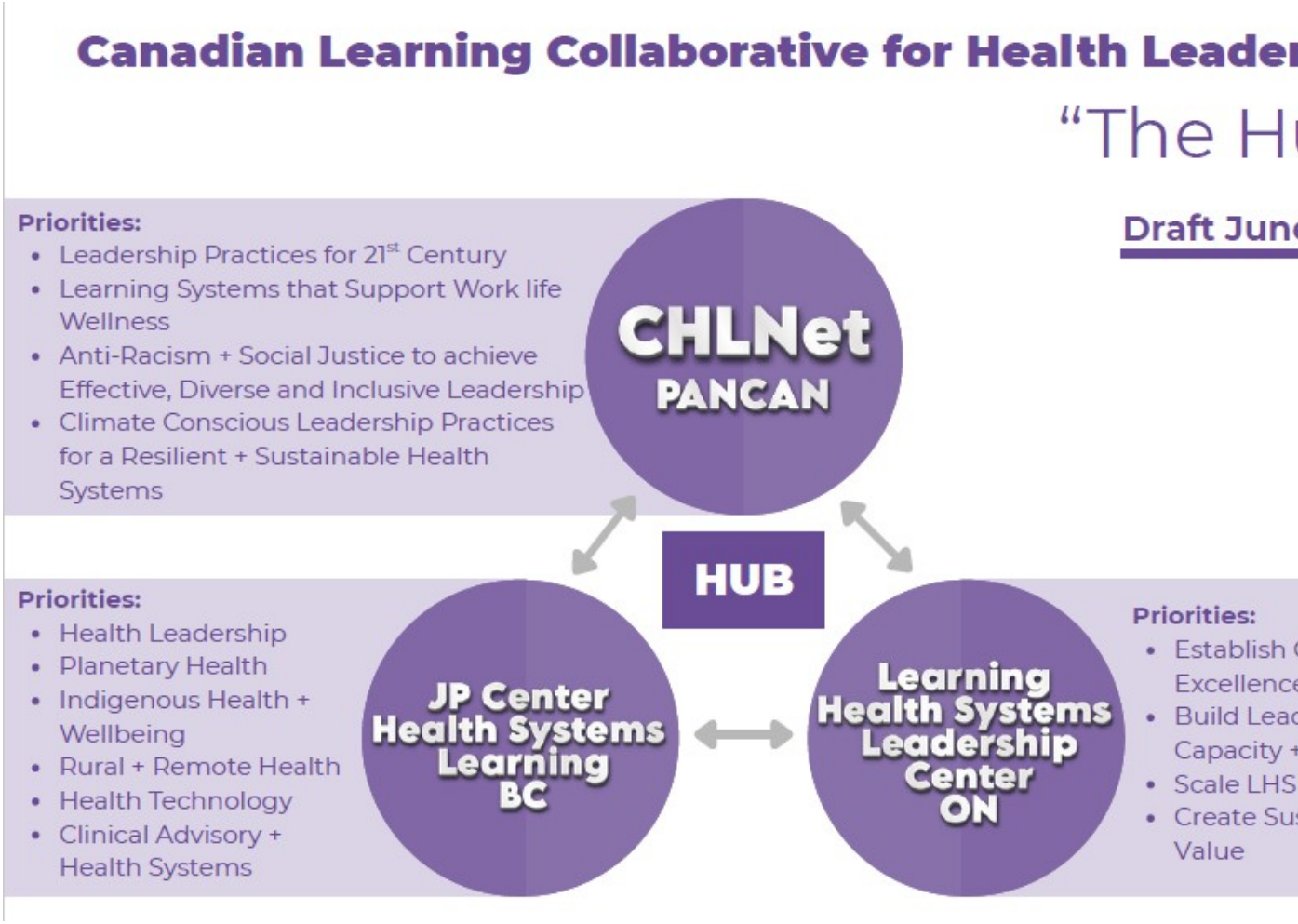
Discover grant opportunities

- Circulate grant requests
- Provide input into letters of support and/or grant proposals

Share evidence and practices

- Provide peer review and grey literature
- Input into evidence briefs and other KM strategies

Appendix C: Hub Priorities



Appendix D: Draft Value Proposition

