

## Briefing Note: CHLNet Implementation Plan on Leadership Pathways for Health Workforce Wellness

March 2022

### Purpose

To begin outlining a plan to mobilize knowledge for more effective action and integration into health leadership practices. CHLNet defines knowledge mobilization (KM) as “the process of putting new knowledge and evidence into the head, hands and hearts of individual in leadership roles.”<sup>1</sup> Our desired outcome is to transform leadership practices.

### Approach

Our main stakeholder group for KM will be aimed at CHLNet Network Partners in the role of support organization, facilitator/broker, and catalyst/advocate. Through various mechanisms, CHLNet will consult with partners on establishing priorities to help leaders ease the burden of the weight of the stones in their rucksacks. CHLNet and partners play an important role in ensuring that health leaders in Canada can advance coordinated efforts for targeted workforce strategies to improve wellness in two ways:

1. To inform action over 3 horizons:
  - a. Horizon 1 (Immediate 0 to 6 months): Mitigation with a focus on stability
  - b. Horizon 2 (Medium 6 to 12 months): Momentum with a focus on leveraging disruption to achieve visions of preferred futures
  - c. Horizon 3 (Long term 12 months +): management with a focus on creating and managing sustainable change
2. To inform and delineate between network action and organizational-level action by CHLNet members.

The Design Team’s Insight Report<sup>2</sup> used a structured design process to identify insights that are actionable, achievable, and flexible. Six themes arose and are outlined in a zoomed in action worksheet (Appendix 1).

### Proposed Implementation Strategy

Using the 3 horizons framework, a draft implementation strategy is outlined below. It will be further fleshed out following additional consultation. Through this, themes/priorities that resonate most with CHLNet network partners and what is the unique space CHLNet can occupy on wellness will be established. The timeframes, as outlined in the report may not be realistic given the extensive nature of change required. As well, some of the titles for horizons such as ‘mitigation’ might be misnomers and may be renamed at a later date to ensure practicality.

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<sup>1</sup> CHLNet. *Knowledge Mobilization Plan*. 2015.

<sup>2</sup> CHLNet. *Towards Leadership Pathways for Health Workforce Wellness: CHLNet Insights Summary*. January 31, 2022. Prepared by Niedzielski, Loro and Doiron.

- Share Insights Report at Health Canada sponsored HHR Roundtable April 9, 2022 (Cochair)
- Brief with Minister of Mental Health and Addictions and Associate Minister of Health, Health Canada (Cochairs and Executive Director)
- Liaise with University of Alberta on possible implementation project for a team of fellows (Members of Secretariat Wellness subgroup)
- Liaise with Royal College of Physicians and Surgeons on US approach (Barry Rubin) and determine if recommended strategies can be adapted for health leaders in Canada (Cochair)
- Introduce and seed some ideas on the Insights Report with Network Partners at the May 5<sup>th</sup> Roundtable. Ask each partner to complete the worksheet for feedback on priorities (Members of Secretariat Wellness subgroup)
- Brainstorm CHLNet's role with the Health Leadership and Exchange Working Group comprised of provincial/territorial leaders in organizational development/human resources who are CHLNet member partners at a more macro level of the health. May 20<sup>th</sup> (Members of Secretariat Wellness subgroup)
- Present findings at National Health Leadership Conference June 6<sup>th</sup> (cochair and members of Secretariat Wellness subgroup, cochair Research & Evaluation Working Group)
- From the data collected on the broad themes (i.e., Making Space), determine for CHLNet which priorities should be established to help leaders ease the burden of the weight of the stones in leaders' rucksacks

*Horizon 2: Momentum (6 to 12 months)*

- Determine how CHLNet might best facilitate the sharing of tools and practices. In CHLNet's convening role, establish if there are organizations who might have incremental slack and could convene these people to move forward in gathering tools and practices
- Incorporate where appropriate actions on these themes into CHLNet's new strategic and workplans
- Develop research grants to address areas of leader interventions to improve workforce wellness

*Horizon 3: Management (12 months +)*

- TBD

**Appendix A:**

**TOWARDS LEADERSHIP PATHWAYS  
 FOR HEALTH WORKFORCE WELLNESS  
 ZOOMED-IN ACTION WORKSHEET**



*How to use this worksheet: Review the six promising themes, reflect on the role of member organizations and to identify potential opportunity areas for action to address burnout and distress. For each theme, after reflecting on the prompts on pg. 7, consider which horizon would be most appropriate for your organization and describe your organizational leadership role to contribute to this action. If appropriate, describe how might CHLNet would be able to provide support for this action.*

**Flexible Policies**

How might health leaders align concrete and harmonized solutions that are based in better data and better workforce planning?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE:

**Connections & Trust**

How might leaders define what network partners can do to help both as individual and collective organizations and set up more intentional methods to share effective tools and practices?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE:

**Making Space**

How might leaders define the interventions needed right now such as recognition and redesigning work so capacity can be liberated?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE:

**Exchange of Information**

How might leaders consider the particular skill of managing polarities, through the lens of empathy, in order to balance increasingly complex communication channels?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE:

**A System Lens**

How might leaders integrate research and innovation into the health system rebuild?  
 How might leaders re-shift priorities based on evaluation and research?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE:

**Supporting the Whole Person**

How might leaders consider whole-person well-being when examining workforce policies, organizational design, roles/responsibilities, workload, and personal supervisory behaviours?

- Horizon 1 (MITIGATION)
- Horizon 2 (MOMENTUM)
- Horizon 3 (MANAGEMENT)

ORGANIZATIONAL LEADERSHIP ROLE:  
 CHLNet AND/OR OTHER PARTNER ROLE: