

Canadian Health Leadership Exchange and Acceleration Working Group January 14, 2022 at 1100 hours Eastern Time

Minutes

Participants: Wendy Nicklin (Cochair Working Group, CHLNet), Andrea Johnson (Cochair, NS Health), Bill Tholl (CHLNet), Brenda Lammi (CCHL), Cheryl Heykoop (RRU), Kelly Grimes (CHLNet), Lily Bale-Feldman (Winnipeg Regional Health Authority), Maria Judd (Healthcare Excellence Canada), John Arsenault (BC PHSA), Sheila Betker (Winnipeg Regional Health Authority), Stevie Colvin (Alberta Health Services), and Zoe MacLeod (RRU)

Regrets: Susan Good (BC PHSA), Dale Schierbeck (HealthCareCAN), Sharon Bishop (Saskatchewan Health Authority), and Graham Dickson (CHLNet)

1. Welcome

Wendy led the welcome and introduced the new cochair Andrea Johnson.

2. Agenda

No additions or deletions to the agenda.

3. Draft Minutes Oct 2021

No additions or deletions to the minutes from October 2021, minutes accepted.

4. Future of HLEA Working Group within CHLNet

Terms of Reference

- Terms of reference approved from the last meeting. Added EDIR as a guiding principle to increase inclusiveness. There needs to be representation (Indigenous and other) for these meetings which can only be achieved through reach out.
 - Motion was moved by Bill and Sheila, and accepted for the amended terms of reference.
- Discussion around ideal working group size to be the most effective. Decided at this point that there is room for others and outreach to interested groups can begin.

Focus Group Questions (attachment Workplan progress 2021)

- What's happened to now (i.e., HLEA Working Group good and not so good)? What have we learned (responsibilities and deliverables)?
 - Kelly gave a brief history of the working group for newer members.
 - It was noted that the working group is very enjoyable and so much is learned during these meetings. Looking into ways that we can rely on each other to further nurture leadership.
 - Difficult to create succession plans amongst the stressors and limitations of COVID. This is reducing the use of Leadership Development tools and workshops

- as organizations are simply trying to manage their needs and maintain staffing during COVID. Planning to have Leadership tools and resources ready for when these leaders can seek them out.
- It is important to add value instead of adding noise with too much information. Creating succinct resources for leaders to quickly absorb and apply.
 - Massive staff shortages and increased remote workers are posing challenges to leaders at all levels. How can they lead and support their workforce with reduced fact-to-face interactions?
 - If we track the use of our toolkits and resources, we can better understand when there are changes in use and prepare to support leaders as a need or ability to access resources increases. These toolkits can help leaders with their current issues to aid them in coming out the other side of COVID.
 - Special focus on recovery phase and long-term outcomes from COVID due to overworking and burn out.
- What's next?
 - Increased transferability
 - We have good messaging but to increase our reach we need to take full advantage of the CHLNet Extenders such as CAHSPR, Healthy Debate and CANCOVID. How can we support and increase this reach in a realistic way? Emphasize on using existing channels to spread news and awareness. Creating more concisely packaged information to increase the ease of sharing.
 - Leaders
 - People are incredibly burnt out and need more support to get back on their feet to begin thinking about the future. What are these leaders ready for at this time? How does this increase in remote working change the workforce and the leadership needs of employees?
 - Providing one pagers of information that can increase the leader's toolboxes and address their needs.
 - Coaching
 - The use and benefits of providing Coaching resources for these leaders. Do we have resources for possible one-on-one coaching and support for leaders? An environment where leaders can bring their issues to the table and simply talk about what is going on and provide each other with guidance on how to proceed. Forums for people to come together and hear that other are experiencing similar things and they aren't alone.
 - Connect, Reflect and Recharge: debriefing experience that allows people to grieve what they have lost, pause, and then reimagine the future. Based on the novel "Active Hope: How to Face the Mess We're in Without Going Crazy" by Joanna Mason and Chris Johnstone.
(https://www.amazon.ca/Active-Hope-without-Going-Crazy/dp/1577319729/ref=asc_df_1577319729/?tag=googleshopcoc-20&linkCode=df0&hvadid=292961595591&hvpos=&hvnetw=g&hvrand=4849062129915027370&hvpone=&hvptwo=&hvqmt=&hvdev=c&hvdvcmdl=&hvlocint=&hvlocphy=9001601&hvtargid=pla-452427384870&psc=1)
 - Emerging Leaders

- How can we help and guide these emerging leaders? What can we learn from them and how can we effectively mentor them to succeed and excel in their leadership roles?
- Leadership huddles
 - Wish that the leadership huddles were more often and a bit more informal so that people can drop into these meetings. Positive aspect of learning from your peers.
 - These meetings are being filled with 30 spaces each time, but this is reserved for executive front-line leaders and people higher up within organizations at this time. 50 minutes in length. One presents a leadership challenge, and the group splits up to help tackle this issue and share resources and ideas.
- CCHL Weekly group coaching sessions (FR/ENG)- highlighted by Brenda
 - Were originally weekly with availability to join right up until it begins but have been difficult to maintain long-term.
 - “Circle” offers monthly group coaching which has been well received. It is a social media platform which also provides microlearning and has been around since Oct 2021. Positive feedback since then.
- Resources
 - The pandemic has highlighted the need for leadership and those leaders need to be providing trauma informed leadership. How can we encourage people to budget and plan for leadership development within their organizations?

Kelly, Andrea and Wendy will give thought on how to package something for our workplan and any other ideas can be emailed directly to Kelly.

5. Roundtable Sharing

The goal is to better learn from each other on where innovation around health leadership is happening. Each person is asked to share either:

Leadership projects or initiative they are involved with or would like insight/advice on.

A specific article/paper they would like to share; or

A health leadership project/endeavour they would like to see developed.

- Sheila: What are people doing for career development for nurses? How can we help nurses to see the paths ahead of them? What can be done to further support them?
- Lily: “LEADS Based Change Leadership”- 3-part course on how to apply the LEADS framework for change within leadership. Includes self-learning, a full day of activities as a group (lecture style content), then gathering 6 weeks after the course to see how their change has been applied to their individual case decided prior to the course. Attendance despite COVID has been very positive and constant.
- Brenda: An article which was written based on a Think-tank with health leaders looking at what is going to be needed going into 2022. Written by Jaason Geerts.
 - <https://hospitalnews.com/health-leader-and-leadership-development-priorities-in-2022/>

- Brenda: Proximity OHA which looks very interesting being lead by Annie Tobias who would be a great resource to ask regarding this. Website linked below.
 - <https://www.proximityinstitute.com/what-we-do/>
- Maria: Sharing two articles: 1st one being related to the insight of us feeling busier and how we spend more time in meetings now but feeling like less is getting done, 2nd is “Coin Model of Privilege and Critical Allyship Implications for Health” by Stephanie A. Nixon and is what they are basing their 3-part EDA virtual learning experience on with positive reactions.
 - 1st – <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/if-were-all-so-busy-why-isnt-anything-getting-done?cid=other-eml-dre-mip-mck&hlkid=d12e03e8fcdf4312bf55ae10ea3f1068&hctky=12113721&hdpid=ed198325-9c87-423f-9c0c-cfa04dob4fcc>
 - 2nd - <https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-019-7884-9>

Glad that the appetite is still there to learn more.

Brought up that longer meetings could increase the opportunity for sharing.

6. Update on Research & Evaluation Working Group

Met yesterday to discuss current status.

- Leading Thru COVID Action Research Project [Leading Thru COVID Article](#)
 - Partnership with Royal Roads University.
 - Finished interviewing Leaders last summer and the data team is analyzing all the data so the products should be coming out soon.
 - Will want to consult with this group after receiving these results since they are leadership practices that are to be applied during the pandemic.
- Wellness/Burnout (Kelly)
 - November Network Partner Roundtable- CMA/CNA Presidents presented and then break out groups with 3 design specialists. *Insights to Action on Leadership Pathways for Health Workforce Wellness*, draft report tabled at CHLNet’s Secretariat meeting on Monday. A human centred and system thinking approach was used as burnout and resilience is rooted in systems issues. Their process involved a survey, 5 interviews and focus group at CHLNet’s November partner roundtable. Their proposed pathway for strengthening informed leadership involved six themes for action: connections & trust; exchange of information; supporting the whole person; a systems lens; making space and flexible policies. These themes will be further refined and mapped to LEADS and then shared broadly with partners. Some discussion on how best to share this with network partners and HEAL and when we might expect the final report.

7. Confirmation of Next Steps

What does all of this mean for the 2022 Workplan. Wendy, Andrea and Kelly will draft and bring for feedback. Coming back to the membership question what are the gaps in our membership and how can we address that? Discuss this in our next meeting.

8. Next Meeting

For May/June, sending out a workplan in advance for feedback. This will be done within the next 4-6 weeks. Next meeting will be 1.5 hours.

9. Adjournment