

## Briefing Note: CHLNet Board Succession Planning Feb 2026

### Situation

CHLNet incorporated in January 2024. At the March 5, 2024, meeting of Members a motion passed whereas the previous Secretariat would become the new inaugural Board of Directors. Succession planning then began in the Fall 2024. At its August 28, 2024, the Board agreed that Carolyn Pullen and Jean-Louis Denis be invited as new directors increasing the board size to 8. At the May 16<sup>th</sup> Annual General Meeting, Kathy MacNeil and Andrea Johnson’s terms as directors expired and network partners welcomed Tiffany Boyd and Valerie Grdisa to the Board. Katherine Chubbs and Yvonne Mburu terms expire this May.

### Background

With new Bylaw 1, membership in the corporation is now available to public, private, not-for-profit and/or social, health-related or leadership-related organizations interested in furthering CHLNet’s purposes. As a first step, board members completed a skills and diversity matrix. At its April 2024 meeting, the board agreed that the diversity aspect of this matrix would be for the CEO’s eyes only. Collected over the summer of 2024, the following aggregated results are below with the pink highlighting missing gaps.

Expertise	Candidates						Missing Representation
Government Relations	x		x	x		x	
Health system	x		x	x	x	x	
Health Leadership	x	x	x	x	x	x	
Education, Leadership Dev, Org Design, Change Management	x		x	x	x	x	
Climate Change							x
Health Profession	Psychotherapist	Managing Consultant	Former PT	Physician		Nursing	
Law, Advocacy, Policy							x
Financial Management			x			x	
Communications and Social Media					x		
Research & Evaluation	Epidemiology					x	
Strategic Planning & Quality	NHS Scotland Quality and Safety Fellow	x	x	x		x	
Corporate Sponsorship & fundraising	x		x				
AI / Tech		x					
Human rights & Social justice							x
Other						Reconciliation, EDI	

The current Directors of the Corporation and their respective terms are outlined below. The bylaw indicates that 1/3 directors are elected for a 3-year terms, 1/3 for a two-year and 1/3 for one-year following incorporation.

Name	Term
1. Scott Malcolm (Chair)	Close of the 2027 annual meeting of members
2. Maria Judd (Past Chair)	Close of the 2027 annual meeting of members
3. Katherine Chubbs	Close of the 2026 annual meeting of members
4. Yvonne Mburu	Close of the 2026 annual meeting of members
5. Carolyn Pullen	Close of the 2028 annual meeting of members
6. Jean-Louis Denis	Close of the 2028 annual meeting of members
7. Tiffany Boyd	Close of the 2028 annual meeting of members
8. Valerie Grdisa	Close of the 2028 annual meeting of members

The officers of the corporation are Chair (Scott Malcolm), Vice-Chair (vacant), Past Chair (Maria Judd), and the CEO. Secretary and Treasurer can be appointed later. The terms of each Officer (except the CEO) are two years or until their successor is elected or appointed. Term of each Officer is limited to two consecutive terms of two years each. The Articles of Incorporation indicate that the minimum and maximum number of directors are 3 and 10 respectively for 3-year terms (with a max of two terms). The CEO and advisors are nonvoting members.

An email (Appendix A Draft) will need to be sent to all CHLNet Network Partners shortly and to CHLNet's Board specifically, generated additional names for recommendations as outlined in board succession planning matrix attachment.

### **Recommendations**

1. The Board recruit a Vice-Chair by the May 2026 annual meeting of members.
2. The Board recruit two new directors to replace those whose terms are completed at the close of the May 2026 annual meeting of members.

## **Appendix A Draft Email**

*Dear Canadian Health Leadership (CHLNet) Network Partner,*

*CHLNet's Board of Directors is seeking within our value network two directors for its newly incorporated 8-person board. Newly elected Directors serve a three-year term (2026-2029) and not more than two consecutive terms. Our dynamic and fast paced, Board meets four times annually for 1.5-hour virtual meetings.*

*Previous involvement or knowledge in CHLNet's Committees, Working/Steering Groups or project work is not a requirement but is an asset. We are looking for diverse and innovative perspectives to guide CHLNet's future. We hope to gain at least one director who has senior executive leadership of a health delivery organization. The network is dedicated to advancing diversity, equity, and inclusion across health leadership and as such, encourages and welcomes expressions of interest from individuals who are Indigenous, visible minorities, LGBTQ2S+, and persons with disabilities.*

*This is an exciting time for CHLNet as we have now been incorporated for over a year (although been in existence since 2010). Our new form lets us to apply for more research grants and to hold intellectual property, allowing us to better link health leadership evidence to policy and practice. Collaborative projects are underway within the network to spread our impact and diversify revenue streams. Work such as the Benchmarking 2025 the health leadership gap in Canada, building Indigenous Health Leadership, the Canadian Learning Collaborative for Health Leadership, LEADS Refresh, supporting the World Health Leadership Network, and much more. Please peruse the attached 2026 Annual Update Letter, Courses of Action and Value Add for more insights into our work.*

*All expressions of interest should be sent to Kelly Grimes (CHLNet CEO) at [kgrimes@chl.net](mailto:kgrimes@chl.net) by Monday March 30th, 2026. Please feel free to circulate this email within your organizations or to whomever you feel is appropriate. We are also open to nominations if there is someone within your organization not yet involved with CHLNet, but you feel would contribute to our work.*

*The continued uncertainties in the world and rapidly changing leadership challenges, have demonstrated the importance of networks and a safe table for leaders to come together. Come join CHLNet's governance structure to help us navigate and propagate that leadership matters to health system performance and transformation.*

*Thank you for considering on behalf of CHLNet Board of Directors and Secretariat!*