



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

# 2018 Annual Report



## Message from the Co-Chairs



Gillian Kernaghan

On behalf of our team, we want to thank our 43 network partners for their ongoing support of the Canadian Health Leadership Network (CHLNet) and in building health leadership capacity across the country. In 2019, we will be celebrating 10 years and embarking on a visioning exercise to determine our next value curve. What began with 12 founding network partners now extends across jurisdictions, policymakers, academics, health associations, regional health authorities, patients and health disciplines.



Chris Power

Every journey begins with a step but it needs to be a step in the right direction. In 2009, Elma Heidemann and Don Philippon helped us take our first steps and now are retiring from the Secretariat as Founding Co-Chairs and moving into their new role as Emeritus. CHLNet wouldn't be where it is today without them, so many thanks for their vision. In fact in 2018, we continued to broaden our value network by welcoming four new partners: Island Health, Canadian Armed Forces, Yukon Health, and Health Canada.

As Co-Chairs, we want to give you a quick update in this annual report on our efforts over the last year. We are now almost two years into our Strategic Plan that focuses us on three value streams: **Connecting People through Dialogue and Engagement; Advancing Health Leadership Research, Knowledge and Evaluation; and Accelerating Leadership Practices and Capabilities.** We believe that these strategic priorities have maximized value for our Network Partners while using our financial and in-kind resources efficiently. In 2018, a plethora of new efforts began to engage partners on leading practices but also to build evidence on health leadership tools and programs. A new working group entitled the [Canadian Health Leadership Exchange and Acceleration](#) now gathers provincial leaders to stimulate and grow health leadership capacity and capabilities in their respective jurisdictions in the context of current and future reform activities and challenges. A detailed workplan is in place including liaising with international bodies who have similar mandates, like Australia's Health Education and Training Institute and Scotland's Project LIFT. This working group will also create opportunities to mentor and network with the next generation of leaders; oversee our new initiative to create a *Guide for Wise Practices for Leadership Development* (Co chaired by Dr. Gillian Kernaghan and Maria Judd); and plan our webinar series. Our recent [webinars](#) are downloadable for partners on our website and include: the *Generational Gap in Health Leadership*, *Distributed Leadership Models: The Australian Experience*, and *Culture Eats Strategy for Breakfast, Effective Practices and Tools to Change Culture*. Our quarterly e-blasts contain many more leadership pearls and events including the [Top Ten Reading Lists](#) that contain what we believe are the best leadership articles for partners to read. Please share these tools widely.

Our other major working group is around [Research and Evaluation](#), which gathers a mixture of researchers and decision makers. The CHLNet 2014 Benchmarking Study identified a significant skill deficit for healthcare leadership. In March 2019, a new [Steering Group](#) will repeat this survey in partnership with academics, in collaboration and funding with from Health Canada, Canadian College of Health Leaders, Canadian Medical Association, Canadian Nurses Association, Canadian Society of Physician Leaders, George & Fay Yee Centre for Healthcare Innovation (CHI Manitoba), and

HealthCareCAN. It builds on two previous CHLNet studies: one in 2007 commissioned by the Conference Board of Canada and [a 2014 Benchmarking Study](#). The information collected will allow us to compare and benchmark leadership efforts over time, with peers, and adjust as needed our action plan for building health leadership capacity across Canada. New in this *Bench2* effort is a focus on gender, visible minorities and Indigenous Peoples.

After two years of extensive work by our Mitacs Fellow, the ROI Steering Group, ROI Institute Canada, and 13 partners (who provided financial or in-kind contributions); our [Leadership Development Impact Assessment Toolkit](#) is now live. For all CHLNet network partners, this is a free partner benefit. We hope to create a registry of projects and measures so please let us know if you want to become involved. CHLNet continues to generate new evidence on health leadership through partnerships and projects such as our [Empowering Women Leaders in Health](#) (Status of Women, 2017 to 2020) with the University of Ottawa (Dr. Ivy Bourgeault) and CCHL. Three workshops have been held across Ontario and a toolkit will result aimed at health care, health sciences and Indigenous People. In keeping with this theme, our [November Top Ten](#) focused on women and leadership; and our November 28, 2018 Leadership Dialogue reached our highest number of attendees ever with Dr. Gigi Osler and Carolyn Pullen as our leaders who shared their thoughts on women and leadership and their own leadership journey. As you are aware, the health workforce needs to develop new capabilities to carry out the health reform initiatives required of them such as building coalitions and systems transformation. CHLNet is a founding partner of the [LEADS Collaborative](#) and now works along side with the Canadian College of Health Leaders (which houses LEADS Canada) and Dr. Graham Dickson to build capacity. Network Partners have adopted LEADS in a Caring Environment (LEADS or LEADS compatible framework) as Canada's preferred, common leadership learning platform. A new LEADS Collaborative Structure is being co-chaired with CCHL and CHLNet to oversee our partnership, business development and the evergreening of the LEADS Framework.

Main partner involvement comes at CHLNet's [semi-annual evening Dialogue Sessions](#) which are kicked off with an evening session where senior leaders come to chat openly on their leadership journey and health leadership issues of the day under Chatham House Rule. Senior leaders are encouraged to bring at least one emerging health leader with them to network and organizations can bring as many leaders as they desire. The evening dialogue then continues into the next day at our [Partner Roundtable](#), where partners can share their own health leadership efforts. We hope to see you at our next Partner Roundtable and meet you personally. As always, we want your feedback on how to best maximize our impact, so please contact us at any time to chat about best to develop Canada's health leaders for the future.

All of these achievements towards “Better Leadership, Better Health Together” would not be possible without the tireless effort and vision of Kelly Grimes and the input and energy of the Network Partners, thank you.

*Gillian Kernaghan*  
CHLNet Co-Chair

*Chris Power*  
CHLNet Co-Chair

## *Executive Director's Report*



*Kelly Grimes*

As Executive Director, I have the enviable job of working with some of the most brilliant and inspiring health leaders across the country. CHLNet is so appreciative and thankful to have these individuals sit on our Secretariat to give us their time, advice and guidance on how we can be most impactful in our work. After four years, Dr. Gillian Kernaghan (CEO of St Joseph's Health Care London and Past President of CSPL) steps down at the helm as Co-chair of CHLNet but continues her authentic leadership style as Co-chair of our new steering group on Wise Practices.

In 2019 our other esteemed Co-Chair, Chris Power (CEO of Canadian Patient Safety Institute) will be joined by Kathy MacNeil (CEO of Island Health) as our new dynamic duo. Dr. Graham Dickson, our leadership expert, continues his pivotal role as our Senior Research Advisor and Chair of our Research & Evaluation Working Group. Following his retirement as CEO of HealthCareCAN, Bill Tholl founding Executive Director has now graciously taken on the role as our Senior Policy Advisor and Chair of our Bench2 Steering Group.

The Secretariat (who acts as our Board) is also rounded out by three Network Partner liaisons (Louise Ogilvie from the Canadian Institute for Health Information – retired at the end of 2018; Maria Judd of Canadian Foundation for Healthcare Improvement; and Emily Gruenwoldt, Canadian Association of Paediatric Health Centres), Emerging Health Leaders, Chairs of our Working Groups (Wendy Nicklin and Hugh MacLeod) and our host Secretariat (CCHL and its new CEO Alain Doucet). Many thanks to CCHL for their long-standing generosity of space, IT and financial support to CHLNet. We look forward to building and even stronger partnership with Alain as CCHL's new leader. In 2019, we will be looking for a couple of additions to our Secretariat so please consider being part of our movement to building health leadership.

Our annual network partner letter outlines in more detailed our accomplishments in the past year but below are some of the major highlights in 2018, organized by our three value streams.

### *Highlights and Achievements for 2018*

#### **I. Research, Knowledge Mobilization and Evaluation**

- *Research and Evaluation Working Group* meets quarterly (chaired by Graham Dickson) and comprised of researchers and decision-makers.
- *ROI Steering Group* meets quarterly (chaired by Graham Dickson) and comprised of Network Partners and experts in ROI.
- [\*Leadership Development Impact \(LDI\) Assessment Toolkit\*](#) now housed on CHLNet's website in password-protected side. Partnership with the ROI Institute of Canada on developing the ROI section; and funding from 12 other partners (\$55K). Toolkit will be live in early 2019 as a free network partner benefit.
- Submission and awarding of *Mitacs grant* for a post-doctoral fellow with the University of Ottawa to help with the LDI project. Pilot tested in three provinces: BC, AB and NS (Joule/A CMA Subsidiary).

- Participate as a partner in Status of Women grant, [Empowering Women Leaders in Health](#), with the University of Ottawa (Dr. Ivy Bourgeault) in health care, academic health sciences and Indigenous health. Dr. Gillian Kernaghan is the leader for health care.
- Contribute as a partner on *CIHR/SSHRC Healthy and Productive Knowledge Worker Partnership Development Grant* with the University of Ottawa (Dr. Ivy Bourgeault).
- Proposals and terms of references approved to begin new [Benchmarking project](#) on the health leadership gap; and [Wise Practices toolkit](#) on health leadership.
- Continue to liaise with granting agencies and academics on new proposals to build evidence on health leadership. Two submissions that were unsuccessful including National Centre of Excellence Knowledge Mobilization Application and Health Care Policy Contribution Program.

## II. Dialogue and Engagement

- Semi-annual *leadership dialogues* with recent speakers in the last year of Dr. Gigi Osler, Carolyn Pullen and Pierre-Gerlier Forest.
- Semi-annual *Network Partner Roundtables* in Ottawa where partners meet face to face to discuss health leadership issues of the day and share best practices.
- Quarterly Secretariat teleconferences to oversee and guide CHLNet deliverables in between meetings of the Roundtable.
- National Health Leadership Conference breakfast session on [“Its not winning or losing but how you play: Our most impactful lessons for leaders in health reform”](#)
- LEADS Exchange day June in St. John’s Newfoundland
- [Leadership Top Ten Reading Lists](#) provided twice a year of most relevant health leadership articles
- [Free webinars](#) (three times per year) for network partners and LEADS clients on leadership topics of the day. This year’s offerings include *Culture Eats Strategy for Breakfast: Effective Practices and Tools to Change Culture*; *Practical Application of Distributed Leadership: The Australian ViTA Experience*; and *Bridging the Generational Gap in Health Leaders*.
- Share Network Partner efforts on exemplary programs and evidence around health leadership at semi-annual leadership dialogues and through other mechanisms such as eblasts and webinars. Recent practices include those from the Canadian Patient Safety Institute/HealthCareCAN (patient safety leadership practices), Pallium Canada (building health care leadership in palliative care), Canadian Nurses Association (nursing leadership toolkit), Mental Health Commission of Canada and HealthCareCAN (psychologically safe workplaces), University of Ottawa (Healthy Professional Knowledge Workers SSHRC/CIHR Partnership Grant), and Emerging Health Leaders (generational gap).
- Quarterly Mail Chimp updates of CHLNet and partner health leadership research and activities. Twitter account.



*Pierre Gerlier-Forest  
with CHLNet Co-Chairs*

### III. Building Leadership Capacity

- Refresh the LEADS Collaborative (CHLNet, CCHL, and Graham Dickson) on tangible benefits for Network Partners and how best to evergreen the LEADS Framework. Visioning exercise done on path forward and responsibilities.
- [Health Leadership Exchange and Acceleration Working Group](#) formed and meets quarterly (chaired by Wendy Nicklin and Hugh MacLeod) to share knowledge/evidence, programs and tools at a provincial level (replaces the Health Leadership Action Plan Working Group and Knowledge Mobilization Working Group). Workplan developed. International liaison with Australia's Health Education and Training Institute, and Scotland's Project LIFT.
- [Environmental scan](#) initiated of health system priorities and leadership development work at a macro and meso levels of the health system.

CHLNet's core team remains small (two part-time positions) and we were very lucky to coax Lynda Becker out of retirement as CHLNet's Office Manager, while Melanie Abdelnour was on maternity leave. Thanks to both of them for their exemplary organization and networking skills to keep all these meetings afloat and our partners engaged. With partner financial support, project funding, and many, many volunteer hours of individuals from our Network Partners (especially our working groups and Secretariat), CHLNet has been able to consistently exceed what we have set out in our workplan. As we approach ten years, 2019 will bring new directions for us which we are very excited about and will share soon with you!



Kelly Grimes  
Executive Director

## About CHLNet

The Canadian Health Leadership Network (CHLNet) was formed in September 2009 as a not-for-profit Value Network. We have 43 Network Partners from across the country. The network facilitates and supports joint work among and between its growing numbers of Network Partners.

The health leadership challenges of the 21<sup>st</sup> century cut across jurisdictions, across health disciplines and across the lifecycle of leaders. CHLNet believes that leadership is not a function of position; it is a life-long pursuit and it is ever-changing. It is only through a concerted, joint effort that CHLNet is able to produce a unique "value add" in support of tackling the growing number of health leadership initiatives and to grow overall leadership capacity across Canada. The network now reaches from coast to coast to coast and across a growing spectrum of professions. We are also forging international ties, such as with the United Kingdom King's Fund and the Australia Health Education and Training Institute, to better understand the emerging discipline of leadership as it applies to the unique circumstance that is health and healthcare.

**Leadership without Ownership:** No one organization can own leadership. Instead, our philosophy is that leadership is fundamentally a social good, and thus a collective responsibility: it is the source code for better performing health systems and organizations. Failure to recognize these "spillover effects" of both good and poor leadership has historically led to a systematic underinvestment in leadership development. This underinvestment is especially concerning during times such as these when health budgets are being understandably curtailed.

**LEADS in a Caring Environment:** CHLNet recognized early on that "off-the-shelf" leadership solutions were not working for health. Health and healthcare is truly different, in part because of the "culture of caring" that is the hallmark of the system. A *By Health, For Health* leadership framework has been developed through a careful, step-by-step process. It is known by its acronym "LEADS":

**L**ead Self; **E**ngage Others; **A**chieve Results;  
**D**evelop Coalitions and **S**ystems Transformation

**Business Model:** CHLNet is an unincorporated, not-for-profit value network (see financial statements). It depends primarily on the annual Network Partner fees of \$5,000 for core support. Network Partner fees have not increased since CHLNet's inception in 2009. We also rely extensively on the in-kind support of Network Partners, especially the good offices of our host organization, the Canadian College of Health Leaders, which provides excellent office and administrative support services (e.g. financial, legal, information technology). Other Network Partners provide in-kind support as necessary and upon request such as our ROI/LDI Project, Benchmarking Study and Wise Practices effort that are completed or underway. CHLNet also relies on the volunteer efforts of health CEOs, academics and other health leaders who make up the CHLNet Secretariat and who actively participate in the biannual Network Partners' meetings and working groups. This *coalition of the willing* has really been the driving force behind our success to date. CHLNet does not offer leadership development offerings per se. Instead, this is done through LEADS Canada, with guidance from the LEADS Collaborative, formed in 2013 as a partnership with CHLNet, Canadian College of Health Leaders (CCHL), Royal Roads University and Graham Dickson. It supports the LEADS framework and LEADS Canada, within CCHL provides one-stop shopping for the growing suite of LEADS offerings.

**Our Value Add:** CHLNet is a value network. It exists to leverage up and extend the leadership capacity of organizational Network Partners as well as to identify emerging leadership gaps and opportunities to work together to improve health leadership. Value networks create synergy: they coalesce individual actions in a whole that is greater than what any one entity can accomplish. Like leadership itself, it is difficult to ascribe a dollar value to what we do.

## *Summing Up*

CHLNet's journey continues to be a very exciting one, especially as we move forward in trying to achieve a collective and collaborative health leadership action plan. Our bottom-up approach to the challenge of improving health system performance through enhanced leadership is setting us apart internationally. We will continue to build our network based on the values of trust and reciprocity and we thank all our partners, friends and staff for their dedication to date in creating and sustaining our values.

### **Our Vision**

***Better Leadership, Better Health – Together***

## *CHLNet Partners (2018)*

*Academy of Canadian Executive Nurses*  
*Accreditation Canada*  
*Alberta Health*  
*Alberta Health Services*  
*Association des collèges et universités de la francophonie canadienne (ACUFC)*  
*BIOTECanada*  
*CADTH*  
*Canada Health Infoway*  
*Canadian Blood Services*  
*Canadian College of Health Leaders (Host Secretariat)*  
*Canadian Forces Health Services Group*  
*Canadian Foundation for Healthcare Improvement*  
*Canadian Institute for Health Information*  
*Canadian Medical Association*  
*Canadian Medical Protective Association*  
*Canadian Nurses Association*  
*Canadian Partnership Against Cancer*  
*Canadian Patient Safety Institute*  
*Canadian Society of Physician Leaders*  
*Children's Healthcare Canada*  
*College of Family Physicians of Canada*  
*Emerging Health Leaders*  
*George and Fay Yee Centre for Healthcare Innovation (Manitoba)*  
*Health Canada*  
*HealthCareCAN*  
*Health PEI*  
*Hôtel-Dieu Grace Healthcare*  
*Innovative Medicines Canada*  
*Island Health*  
*Joule Inc. (a CMA Company)*  
*Manitoba Health*  
*MEDEC*  
*Mental Health Commission of Canada*

*Nova Scotia Health Authority*  
*Pallium Canada*  
*Patients Canada*  
*Provincial Health Services Authority (BC)*  
*Royal College of Physicians and Surgeons of Canada*  
*Royal Roads University*  
*Saskatchewan Health Authority*  
*Société Santé en français*  
*Victorian Order of Nurses*  
*Yukon Health and Social Services*

*Financial Statements*

**Canadian Health Leadership Network (CHLNet)  
Balance Sheet (as at December 31, 2018)**

**Canadian Health Leadership Network (CHLNet)**  
**Income Statement**  
**For the 12 month(s) ended December 31, 2018**



**CHLNet - Canadian Health Leadership Network**  
**Income Statement - Detailed - Unaudited**  
**For the 12 month(s) ended December 31, 2018**

Current Period			YTD			
Actual	Budget	Variance	Actual	Budget	Variance	
<b>Revenue</b>						
4,750.00	15,145.87	(10,395.87)	Partner Fees	169,500.00	181,750.00	(12,250.00)
-	-	-	Corporate Sponsorships	2,300.00	2,000.00	300.00
-	2,000.00	(2,000.00)	Event Revenue	4,344.68	4,000.00	344.68
-	5,000.00	(5,000.00)	LEADS Brokering/Consulting/W	5,000.00	5,000.00	-
-	12,173.91	(12,173.91)	ROI Project Revenue	24,244.86	20,000.00	4,244.86
<u>4,750.00</u>	<u>34,319.78</u>	<u>(29,569.78)</u>		<u>205,389.54</u>	<u>212,750.00</u>	<u>(7,360.46)</u>
<b>Operational costs</b>						
13,200.00	12,600.00	(600.00)	Consultants - Secretariat	153,050.00	151,200.00	(1,850.00)
(2,500.00)	833.37	3,333.37	Contractors	13,000.00	10,000.00	(3,000.00)
291.61	611.66	320.05	Office Expenses	1,771.20	700.00	(1,071.20)
7.43	-	(7.43)	Courier	16.67	-	(16.67)
122.15	454.55	332.40	Communication	910.71	800.00	(110.71)
-	750.00	750.00	Marketing	157.80	750.00	592.20
-	-	-	Printing	198.75	-	(198.75)
432.22	3,468.42	3,036.20	Travel	9,458.24	5,000.00	(4,458.24)
-	2,500.00	2,500.00	Catering	12,527.46	5,000.00	(7,527.46)
-	-	-	Conference Fees	754.99	-	(754.99)
-	-	-	Bank Fees	50.00	50.00	-
-	-	-	Translation	47.52	-	(47.52)
1,100.00	10,298.91	9,198.91	Project Expenses	15,801.09	20,000.00	4,198.91
<u>12,653.41</u>	<u>31,516.91</u>	<u>18,863.50</u>		<u>207,744.43</u>	<u>193,500.00</u>	<u>(14,244.43)</u>
<u>12,653.41</u>	<u>31,516.91</u>	<u>18,863.50</u>		<u>207,744.43</u>	<u>193,500.00</u>	<u>(14,244.43)</u>
<b>-7,903.41</b>	<b>2,802.87</b>	<b>-10,706.28</b>	<b>Net income (loss)</b>	<b>-2,354.89</b>	<b>19,250.00</b>	<b>-21,604.89</b>



## **Canadian Health Leadership Network (CHLNet)**

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