

*2019*  
*Annual Report*

## Message from the Co-Chairs



Chris Power

On behalf of our team, we want to thank our 42 network partners for their ongoing support of the Canadian Health Leadership Network (CHLNet) and in building health leadership capacity and capabilities across the country. In the Fall of 2019, we celebrated 10 years with a new logo to reflect this achievement and recognition of our success at our November Network Partner Roundtable. Don Philippon, one of CHLNet's founding co-chairs (along with Elma Heidemann)



Kathy MacNeil

penned a commemorative [historical recounting](#) if you are interested in learning more about our beginnings. In 2019 we welcomed four new partners to our value network: St. Joseph's Health Care London, the Canadian Centre on Substance Use and Addiction, Healthcare Insurance Reciprocal of Canada (HIROC) and the Canadian Health Workforce Network.

As we move into our teenager years, a visioning exercise kicked us off in determining our next value curve to maximize impact with our limited resources as the current plan expires in 2020. Consultation began with a November 2019 retreat of our Secretariat and a corresponding interview matrix exercise with partners at the Roundtable to evaluate and gather feedback on the current state and future of CHLNet. At the time of writing this report, COVID-19 curbed our longer-term strategic planning efforts, but we will be bringing short-medium term strategic priorities to the partners in the Fall of 2020. We want to note that the activities highlighted here are all pre pandemic. Our [current plan](#) continues to focus 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.

This past year has become *the year of the toolkits* as we began a plethora of new efforts to engage partners on leading practices but also to build evidence on health leadership tools and programs. Our Canadian Health Leadership Exchange and Acceleration (HLEA) working group 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. This working group has now spawned a steering group to create a toolkit for [Wise Practices for Leadership Development](#) (Co chaired by Dr. Gillian Kernaghan and Maria Judd) which will be free for all network partners. We are very appreciative of the funding from Canadian Foundation for Healthcare Improvement, Canadian Centre for Substance Use and Addiction, Canadian Society of Physician Leaders and the Canadian College of Health Leaders. The HLEA working group also oversees our webinar series and our quarterly e-blasts contain many more leadership pearls and events including the Top Ten Reading Lists. Please share these tools widely.

Our other major working group [Research and Evaluation](#), (R&E) gathers a mixture of researchers and decision makers. The CHLNet 2014 Benchmarking Study identified a significant skill deficit for healthcare leadership. In March 2019, under the R&E group a new Steering Group formed to repeat this survey in collaboration with academics (University of Ottawa and Queen’s University)



*CHLNet Secretariat Retreat November 2019*

and funding 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. The information collected will allow CHLNet and its partners 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 BenchII effort is a focus on gender, diversity and Indigenous Peoples. Our scope broadened and includes data from physicians, nurses and “other staff”, as well as from organizations. A [short report](#) and [Infographic](#) are now available for sharing and will be discussed further with partners over 2020.

After two years of extensive work by our Mitacs Fellow, the ROI Steering Group, ROI Institute of Canada, and 13 partners (who provided financial or in-kind contributions); our [Leadership Development Impact Assessment Toolkit](#) is now live and free to all partners. We hope to undertake case studies of how it is being used. 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 were held across Ontario and a toolkit is in the process of being uploaded to LEADS Canada’s Community for Practice.

As you are aware, the health workforce needs to develop new capabilities to meet the health challenges 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 (LEADS Global) to build capacity. Network Partners have adopted LEADS in a Caring Environment (LEADS or LEADS compatible framework) as Canada’s preferred, common language of leadership and learning platform. A new LEADS Collaborative Steering Group is in place and being co-chaired with CCHL and CHLNet to oversee our partnership, business development and the evergreening of the LEADS Framework.



*Kathy MacNeil, Lisa Purdy and Chris Power, May 2019 CHLNet Health Leadership Dialogue*

Main partner involvement comes through CHLNet's semi-annual evening Dialogue Sessions, which begin 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 the Dialogue sessions and organizations can bring as many leaders as they desire. In the last year, we were very pleased to have Michael B. Decter O.C., a Harvard trained economist, former Deputy Minister and Chair of Patients Canada; and Lisa Purdy, partner at Deloitte, leader of the Canadian National Life Sciences and Healthcare Practice. The evening dialogue then continues into the next day at our Partner Roundtable, where partners can share their own health leadership efforts.

As always, we want your feedback on how to best maximize our impact, so please contact us at any time to chat about how best to develop Canada's health leaders for the future. Again, many thanks to the Network Partners for your ongoing, enthusiastic support for our small but highly engaged value network.

*Chris Power and Kathy MacNeil*  
CHLNet Co-Chairs

## *Executive Director's Report*

As Executive Director, I am very pleased to report that with a small budget and countless hours of in-kind contributions (mostly through our working and steering groups) our value network continues to strengthen and exceed its mission to build health leadership capacity and capabilities across this country together. We truly believe that health system performance and leadership are intrinsically linked. Sharing and adding to the body of knowledge and evidence on health leadership continue to be our raison d'être. As well, we offer a safe space for leaders to share their candid ideas and experiences, as leading can be a lonely journey.



Kelly Grimes

CHLNet is so appreciative of the Secretariat for guiding our efforts to be most impactful in our work. In 2019, Co-Chair, Chris Power (CEO of Canadian Patient Safety Institute) was joined by Kathy MacNeil (CEO of Island Health) to form our powerful team of national and regional representation. Graham Dickson, our in-house leadership expert, continues his pivotal role as our Senior Research Advisor and Chair of our Research & Evaluation Working Group. Bill Tholl founding Executive Director offers his wisdom and experience through the Senior Policy Advisor role and as Chair of our BenchII Steering Group. The Secretariat is rounded out by three highly engaged Network Partner liaisons (Maria Judd of Canadian Foundation for Healthcare Improvement, Emily Gruenwoldt of Children's Healthcare Canada and Dr. Scott Malcolm of Canadian Health Forces Services Group) Also on the Secretariat are Emerging Health Leaders (Doran Walker/Art Assoiants), Chairs of our Working Groups (Wendy Nicklin and Hugh MacLeod) and our host Secretariat (CCHL Alain Doucet). Many thanks to CCHL for their long-standing generosity of space, IT, and financial support to CHLNet. Our annual network partner letter outlines in more detailed our accomplishments in the past year but below are some of the major highlights in 2019, organized by our three value streams.

## *Highlights and Achievements for 2019*

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

- *Research and Evaluation Working Group* met semi annually (chaired by Graham Dickson, PhD) and comprised of researchers and decision-makers.
- [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 became live in early 2019 as a free network partner benefit.
- CHLNet participated as a partner in a Status of Women grant, [Empowering Women Leaders in Health](#), with the University of Ottawa (Ivy Bourgeault, PhD) 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 (Ivy Bourgeault, PhD).
- Benchmarking Steering Group meets quarterly (chaired by Bill Tholl O.C.) and comprised of Network Partners and knowledge experts. [Benchmarked the health leadership gap in Canada](#) through surveys of organizations, physicians, nurses and others. Additional focus groups conducted. New to study is focus on women, Indigenous Peoples, and visible minorities.

- Continue to liaise with granting agencies and academics on new proposals to build evidence on health leadership.

## II. Dialogue and Engagement

- Semi-annual *leadership dialogues* with recent speakers in the last year of Michael B. Decter O.C., a Harvard trained economist and President and Chief Executive Officer of LDIC Inc, and Lisa Purdy, Partner at Deloitte, leader of the Canadian National Life Sciences and Healthcare Practice.
- 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. Recent practices include: those from the Canadian Medical Association (Physician Health and Wellness), Canadian Armed Forces Health Services (Training and Education – The Colonel’s Secret Recipe to Building Health Leadership); and CPSI and Accreditation Canada (Canadian Quality and Patient Safety Draft Framework).
- Quarterly Secretariat teleconferences to oversee and guide CHLNet deliverables in between meetings of the Roundtable.
- National Health Leadership Conference breakfast session on “Does Canada Have the Health Leadership Capacity We Need to Innovate?”
- LEADS Exchange day June 2019 (Planning Committee) in Toronto
- [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 *Changing Culture one Conversation at a Time* (Alberta Health Services); *Engaged Docs are Happy Docs: No Physician Engagement Without Addressing Physician Burnout* (Canadian Society of Physician Leaders); and *It’s Not Winning or Losing But How You Play: Our Most Impactful Lessons for Leaders in Health Reform* (Nova Scotia Health Authority, Saskatchewan Health Authority and Alberta Health Services).
- Quarterly Mail Chimp updates of CHLNet and partner health leadership research and activities.



Kathy MacNeil, Michael Decter, Kelly Grimes and Bill Tholl. May 2019 CHLNet Health Leadership Dialogue

## III. Building Leadership Capacity

- A new *LEADS Collaborative Steering Group* is in place and being co-chaired with CCHL and CHLNet to oversee our partnership, business development and the evergreening of the LEADS Framework.
- [Health Leadership Exchange and Acceleration Working Group](#) (co-chaired by Wendy Nicklin and Hugh MacLeod) has a detailed workplan is in place including liaising with international bodies. New steering group formed on the [Wise Practices for Leadership Development](#) (Co chaired by Dr. Gillian Kernaghan and Maria Judd), which will be free for all network partners.

As part of this work, subject matter experts and an online survey undertaken to gather this knowledge. Intention is to have a toolkit in either late 2020 or early 2021.

CHLNet's core team remains small (two part-time positions) with Melanie Abdelnour as our Office Manager and myself supported by our two senior advisors (Bill Tholl and Graham Dickson). Many thanks to all our partners and leaders for your ongoing wisdom and advice in the continued evolution our value network. Excited to see what our next value curve will be!

*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 42 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 building health leadership capacity and capabilities across Canada through dialogue, sharing of practices and generating evidence. The network now reaches from coast to coast to coast and across a growing spectrum of professions.

**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* evidence-based leadership framework has been developed through a careful, step-by-step process. It is known by its acronym "LEADS". CHLNet and its partners endorses LEADS or a LEADS-compatible framework as a foundation for sharing of evidence, tools and resources.

Lead Self; Engage Others; Achieve Results;  
Develop Coalitions and Systems 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 (2019)*

*Alberta Health  
Alberta Health Services  
BIOTECanada  
CADTH  
Canada Health Infoway  
Canadian Centre on Substance Use and Addiction  
Canadian College of Health Leaders (Host Secretariat)  
Canadian Forces Health Services Group  
Canadian Foundation for Healthcare Improvement  
Canadian Health Workforce Network  
Canadian Institute for Health Information  
Canadian Medical Association/Ipoule Inc.  
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  
Healthcare Insurance Reciprocal of Canada  
Hôtel-Dieu Grace Healthcare  
Innovative Medicines Canada  
Island Health  
Manitoba Centre for Health Care Innovation  
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*  
*Shared Health Manitoba*  
*Société Santé en français*  
*St. Joseph's Health Care London*  
*Victorian Order of Nurses*  
*Yukon Health and Social Services*



**Canadian Health Leadership Network (CHLNet)  
Income Statement  
For the 12 month(s) ended December 31, 2019**



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