

CHLNet Board Meeting
October 8th, 2025 – 1:00 to 1:30 Eastern Time
Minutes

Board Members:

Scott Malcolm (Chair)
Carolyn Pullen
Katherine Chubbs
Tiffany Boyd
Valerie Grdisa

Maria Judd (Past Chair)
Yvonne Mburu

Invited Guests:

Deanne (Dee) Taylor (Senior Research Advisor,
CHLNet)
Zaina Asfour (Coordinator, CHLNet)
Kelly Grimes (Chief Executive Officer, CHLNet)

Regrets:

Jean Louis Denis

1. Consent Agenda

The Chair opened the meeting with a land acknowledgement and welcomed participants.

The following items were received for information:

- September Balance Sheet
- September Income Statement
- Courses of Action
- Committee List

Motion: To approve the Board Minutes from July 8, 2025.

Moved and seconded.

Motion carried.

2. CHLNet Structure and Functioning

Kelly provided a brief update from the Secretariat including welcoming Zaina Asfour as the network's new coordinator. An update on Network Partner turnover was provided, along with an initial overview of considerations related to the 2026 membership fee structure. The Board agreed to hold off any fee increases until after the network completes its work on enhancing our value proposition. Further discussion and decisions will take place at a future meeting.

3. Support Leaders through Dialogue and Engagement

The Board discussed the upcoming October 31, 2025, *Executive Roundtable, Leadership Dialogue, and Network Partner Roundtable*. For the first time, the *Leadership Dialogue* is being cohosted with KPMG as a pilot and who as an in-kind contribution to our nonprofit network will provide a report with aggregate findings to be shared with our network partners and beyond for learning purposes. Our featured speaker is Murray Ross, Former Vice President Kaiser Permanente (KP), who will share for 15 minutes evidence and learnings on understanding the value and impact of KP's model of co leadership from a

strategic perspective. The response panel will present their Canadian perspective and include Dr. Richard Lewanczuk, Senior Director, Health System Integration, Alberta Health Services; Dr. Anurag Saxena, Professor, College of Medicine, University of Saskatchewan; Dr. Devin Harris, Executive Medical Director, Medical Affairs and Medical Staff Resource Planning, Interior Health Authority; and Dr. Katherine Chubbs, President and CEO Good Samaritan Society and Good Samaritan Canada. KPMG has invited additional organizations to observe to potentially join our membership. Feedback very welcomed if the pilot was successful as the network is looking for new opportunities.

MacNaught & Taillon 2026 Award cycle will begin in January 2026 when the Awards Committee is pulled together. The funding used to sit at the Hall Foundation but shifted three years ago to Healthcare Excellence Canada (HEC) as the network was unincorporated at the time and HEC had a charitable number. Established in 2008, every three years it honours the outstanding and lasting contributions of Don MacNaught and Serge Taillon to the Canadian health care system. The award is accompanied by a bursary to a student to support further training, research or education in health informatics and/or health policy that will be presented to an up-and-coming leader who will be designated at the discretion of the M&T Award recipient.

4. Build and Apply Health Leadership Research, Evidence and Knowledge

An update on the *Canadian Learning Collaborative for Health Leadership* (otherwise known as the hub) was shared where since the summer, Dee Taylor, Anurag Saxena, Graham Dickson and Kelly have been having discussions with a university on hosting and providing a project coordinator funding for three years. Scott has arranged us to meet with Alice Aiken who runs CIMVR (Canadian Institute for Military and Veteran Health Research at Queens) as a model to learn from.

The *Benchmarking Study 2025* is underway with financial and in-kind organizations from many network partners which is deeply appreciated. The Steering Group meets October 28 to review preliminary results that will be shared at the network partner roundtable. Final report is expected early in 2026.

5. Accelerate 21st Century Care Leadership Practices

Kelly provided an update on the *LEADS Refresh* work and shared highlights from the Steering Group discussions. Scoping review of almost 10,000 articles is now complete. Currently 65 key informant interviews and 17 focus groups have been done. A presentation will occur at the roundtable as well.

An overview of the *CIHR Best Brains Exchange* draft agenda (October 20th virtually) was also provided for information and input. This is partnership with the Nova Scotia government, Nova Scotia Health Leadership Academy and CHLNet. Its purpose is to better link health leadership evidence to policy and practice around 21st century leadership practices. There will be 45 attendees from across Canada plus observers and speakers.

6. Champion Strategic Leadership Excellence

Updates were provided on the *EXTRA Indigenous Health Leadership* work on recruitment and retention practices. Dawn Thomas, Steve Kovacic, and Reagan Bartel are the team with Katherine Chubbs as our

Executive sponsor. Final project is due March 2026 where hope to have a toolkit. Good Samaritan Society is acting as the case study. Again, initial findings will be presented at the roundtable.

The *World Health Leadership Network's* next broadcast is on Thursday October 23 on *Leading in Adversity and Complex Times*. All welcomed to attend. For the last year, CHLNet has been providing the in-kind support to host the broadcasts but in December it shifts to ISQua. Broadcasts are being planned for 2026 and resulting outputs are housed on CHLNet's website (links to YouTube).

7. Next Meeting Dates and Evaluation

The following upcoming dates were confirmed:

Board Meetings:

- February 12, 2026
- April 23, 2026
- July 16, 2026
- October 8, 2026

Network Partner Roundtables:

- October 31, 2025
- May 1, 2026
- November 6, 2026

Members were invited to provide any feedback on the meeting.

Adjournment

The Chair thanked members for their participation and contributions.

The meeting was adjourned at 1:01 p.m. (EST).