

January 30, 2026

Dear CHLNet Network Partner,

Its renewal time and a chance for the Canadian Health Leadership Network (CHLNet) to reflect on our collective achievements in 2025 and there are many! But first, many thanks for your continued support as one of our 40+ network partners to “better incorporate evidence and systems thinking into the practice of 21st century health leadership to improve health system performance and advance transformation.” Our [2023-2026 Strategic Plan](#) and [Courses of Action for 2025-2026](#) continue to guide priorities to build leadership capacity and capabilities across Canada at a systems level. As a not-for-profit value network, partner fees have remained the same since our beginnings.

We are pleased that two new organizations joined CHLNet in 2025, the Canadian Nurses Association and New Brunswick’s Horizon Health. CHLNet’s ongoing work is shared through quarterly [Eblasts](#) and semi-annual network partner roundtables. Outlined below are a few highlights of the many achievements by the network partners (Appendix A) through the Board, Working and Steering Groups (Appendix B):

1. [Two Semi-Annual Network Partner Roundtables, Executive Roundtables and Leadership Dialogues Delivered](#). Our May 16th leadership dialogue entitled *Leadership Development: A Crisis in the Time of Crisis* featured four global leaders from Dr. Marica Anderson (Canada), Dr. Debashis Basu (South Africa), Dr. Neil Grunberg (United States) and Dr. Peter Lachman (United Kingdom) who spoke to the current socio-political challenges as a health leader and the 21st century leadership practices being employed/developed. Our October dialogue cohosted with KPMG discussed *Innovative and Impactful Co-Leadership Models and Partnerships* with a presentation from Murray Ross (Kaiser Permanente), and response panel of Dr. Richard Lewanczuk (Alberta Health Services), Dr. Anurag Saxena (University of Saskatchewan), Dr. Devin Harris (Interior Health), and Dr. Katherine Chubbs (Good Samaritan Society). Thank you again to all our speakers for their expertise and willingness to share. KPMG’s November [Executive Briefing](#) is now available. Two *Executive Roundtables* that focus on senior leaders' inspiration and challenges continue at our semi-annual *Network Partner Roundtable*.
2. [Canadian Institute for Health Research Best Brains Grant on Building 21st Century Leadership Practices Held](#). In partnership with the [Nova Scotia Health Leadership Academy](#), the Nova Scotia government, HealthCareCAN and CHLNet, we were successful in a CIHR grant that brought together a diverse group of 45 participants reflecting policymakers, researchers, and health system leaders. On October 20th, participants explored how evidence-based leadership practices could be integrated into development programs and leveraged to support system-wide transformation. Click [here](#) to read the full report on tips and tools shared especially around successful implementation.
3. [Indigenous Health Leadership Healthcare Excellence Canada’s EXTRA Fellowship Project Wrap Up](#). By March 2026, the team (CHLNet, Good Samaritan Society, Island Health, and the Otipemisiwak Metis Government of the Metis Nation within Alberta) will have identified leading practices that foster a workplace environment where Indigenous health leaders can thrive and begin implementation at a pilot site within a non-Indigenous health organization. Literature review and key informant interviews have uncovered 10 themes that will form the foundation of a toolkit.

4. [LEADS Refresh Research Continues](#). This joint effort between Canadian College of Health Leaders, LEADS Global and CHLNet aims to refresh the *LEADS in a Caring Environment* leadership capabilities framework. Dr. Phil Cady is our Mitacs Post-Doctoral Research Fellow at Royal Roads University and he has been busy with the establishment of a 10-member working group, guided by the project Steering Group, engagement of 15 literature review volunteers (with almost 10,000 articles reviewed for the scoping review), use of 8 data analysts with expert support from the Canadian Hub for Applied and Social Research at the University of Saskatchewan, and conducting 65 key informant interviews and 17 focus groups. A new framework will be released in June 2026.
5. [2025 Benchmarking Study Underway](#). The network's third [benchmarking study](#) of the health leadership gap in Canada has begun to track key leadership metrics and gaps over time including the 21st century care leadership practices required in the future. An expert steering group comprised of decision makers and scholars is overseeing the surveys and data aggregation through the help of a PhD candidate funded by the Mitacs Accelerate program. A final report will be shared in March 2026. Thanks to the generosity of Canadian College of Health Leaders, Canadian Medical Association, Canadian Nurses Association, Canadian Society of Physician Leaders, Emerging Health Leaders, Healthcare Excellence Canada, HealthCareCAN, Good Samaritan Society, LEADS Global, Royal Roads University, Saint Mary's University, University of Ottawa, and University of Manitoba/Shared Health Manitoba.

We hope this letter gives you a brief but informative overview of our value add. Early in 2026, the network will launch the call for nominations for the [MacNaught-Taillon Award](#), a triennial recognition in partnership with Healthcare Excellence Canada, Canada Health Infoway, and CIHI. The award honours contributions to health policy, health information, and health informatics. Don't forget to access all of our free and regularly refreshed toolkits available to network partners ([Leadership Development Inventory](#), [Wise Practices of Leadership Development](#), [Leadership Development Impact Assessment Toolkit](#), [Self Assessment](#), and much more). If you have misplaced your password, please contact [Zaina](#).

And as always immense gratitude to CHLNet's Board of Directors for their support, advice and insights: Dr. Scott Malcolm (Chair, Canadian Armed Forces), Maria Judd (Past Chair, Healthcare Excellence Canada), Dr. Carolyn Pullen (Canadian Cardiovascular Society), Dr. Jean-Louis Denis (University of Toronto), Dr. Katherine Chubbs (Good Samaritan Society), Tiffany Boyd (Yukon Hospital Corporation), Dr. Valerie Grdisa (Canadian Nurses Association), Yvonne Mburu (Emerging Health Leaders), Dr. Deanne Taylor, CHLNet Senior Research Advisor, Stephen Samis, CHLNet Senior Policy Advisor and Kelly Grimes (CEO).

Your 2026 Network Partner fee invoice is attached. CHLNet depends on partner fees to support its work (Appendix C) employing a two-part time Secretariat team. Again, thank you for all your support and reciprocity in making the network such a success for over 15 years. We hope to see you at the May 1st *Executive Roundtable, Leadership Dialogue, Network Partner Roundtable* and AGM.

Sincerely,

Dr. Scott Malcolm
CHLNet Chair
Canadian Armed Forces

Kelly Grimes
CHLNet CEO

Appendix A: Network Partner List

1. *Alberta Health Services*
2. *Canada Health Infoway*
3. *Canada's Drug Agency*
4. *Canadian Coalition of Green Health Care*
5. *Canadian College of Health Leaders*
6. *Canadian Federation of Nurses Unions*
7. *Canadian Forces Health Services Group*
8. *Canadian Health Workforce Network*
9. *Canadian Institute for Health Information*
10. *Canadian Medical Association*
11. *Canadian Nurses Association*
12. *Canadian Psychological Association*
13. *Canadian Society of Physician Leaders*
14. *College of Family Physicians of Canada*
15. *Emerging Health Leaders*
16. *Good Samaritan Society*
17. *Health Canada*
18. *Health PEI*
19. *HealthCareCAN*
20. *Healthcare Excellence Canada*
21. *Healthcare Insurance Reciprocal of Canada*
22. *Horizon Health, New Brunswick*
23. *Innovative Medicines Canada*
24. *Interior Health*
25. *Island Health*
26. *LEADS Global*
27. *Mental Health Commission of Canada*
28. *Nova Scotia Health*
29. *Pallium Canada*
30. *Royal College of Physicians and Surgeons of Canada*
31. *Royal Roads University*
32. *Saskatchewan Health Authority*
33. *Shared Health Manitoba*
34. *Switch BC*
35. *University of Alberta*
36. *University of Saskatchewan*
37. *Yukon Health and Social Services*

Note: As of January 30th, 2026

Appendix B: Committee Membership

CHLNet Board of Directors

Chair: Scott Malcolm, Canadian Armed Forces

Past Chair: Maria Judd, Healthcare Excellence Canada

Vice Chair: Vacant

Carolyn Pullen, Canadian Cardiovascular Society

Jean-Louis Denis, University of Toronto

Katherine Chubbs, Good Samaritan Society

Tiffany Boyd, Yukon Hospital Corporation

Valerie Grdisa, Canadian Nurses Association

Yvonne Mburu, Emerging Health Leaders

Kelly Grimes, CHLNet Chief Executive Officer (non-voting)

Deanne Taylor, CHLNet Senior Research Advisor (non-voting)

Stephen Samis, CHLNet Senior Policy Advisor (non-voting)

Health Leadership Exchange and Acceleration Working Group

Andrea Johnson, Cochair, Nova Scotia Health

Barrett Blue, Saskatchewan Health Authority

Bill Callery/Colleen Ferris, Healthcare Excellence Canada

Sandy Pagotto/Jessica Schierbeck, HealthCareCAN

Doran Walker, Emerging Health Leaders

Jessica Cox, Alberta Health Services

Graham Dickson, LEADS Global

Kate Mercer, Nova Scotia Health Authority

Kelly Grimes, CHLNet

Kent Flint/Diana Verrier, Island Health

Phil Cady/Zoe McLeod, Royal Roads University

Sheila Betker/Lily Bale-Feldman, Winnipeg Regional Health Authority

Stephanie Choquette, Canadian Medical Association

Stephen Samis, CHLNet

Victoria Schmid, SWITCH BC

Stephan Plourde, Canadian College of Health Leaders (CCHL)

Research and Evaluation Working Group

Deanne Taylor, Chair, Interior Health

Anurag Saxena, University of Saskatchewan, College of Medicine

Bill Tholl, CHLNet Emeritus

Devidas Menon, University of Alberta

Ivy Bourgeault, Canadian Health Workforce Network

Jaason Geerts, CCHL

John Sproule, Institute of Health Economics

Kelly Grimes, CHLNet

Ming-Ka Chan, University of Manitoba

Myles Sergeant, Canadian Coalition of Green Health Care

Nadia Salvaterra, Canadian Society for Physician Leaders (CSPL)

Phil Cady, Royal Roads University

Stephanie Coquette, Canadian Medical Association

LEADS Framework Steering Group (Feb 2021 – ongoing)

Graham Dickson, LEADS Global (Chair)
Kelly Grimes, CHLNet
Phil Cady, RRU
Sue Owen, CCHL
Stephan Plourde, CCHL

LEADS Refresh Working Group (June 2024 – May 2026)

Andrea D'Addario, Cochair, NWT
Ed Mantler, Cochair, ON
Andrea Johnson, NS
Anurag Saxena, SK
Brad Dorohoy, AB
Deanne Taylor, BC
Graham Dickson, BC
Jaason Geerts, ON
Jo Louise Huq, AB
Kelly Grimes, ON
Lily Bale-Feldman, MB
Michelle Gilchrist, SK
Ming-Ka Chan, MB
Phil Cady, BC
Sarrah Lal, ON
Sue Owen, CCHL

CHLNet Emeritus Advisory Group

Bill Tholl
Brian O'Rourke
Chris Eagle
Chris Power
Don Philippon
Elma Heidemann
Gillian Kernaghan
Graham Dickson
Hugh MacLeod
Rachel Maillet (Bard)
Wendy Nicklin

EXTRA Team – Indigenous Health Leadership (August 2024 – March 2026)

Dawn Thomas, Island Health
Katherine Chubbs, The Good Samaritan Society
Kelly Grimes, CHLNet
Reagan Bartel, Otipemisiwak Métis Government of the Métis Nation Within Alberta (MNA)
Steve Kovacic, The Good Samaritan Society

Canadian Learning Collaborative for Health Leadership (April 2023 – Ongoing)

Deanne Taylor, Cochair, JP Centre for Health Systems Learning and Innovation
Anurag Saxena, Cochair, University of Saskatchewan
Bill Tholl, CHLNet
Bob Woollard, University of British Columbia

Dev Menon, University of Alberta
Graham Dickson, LEADS Global
Ivy Bourgeault, University of Ottawa
Kelly Grimes, CHLNet
Mark Matthew, Health Quality BC
Ming-Ka Chan, University of Manitoba
Nadia Salvaterra, CSPL
Phil Cady, Royal Roads University
Stephen Samis, CHLNet
Diane Meschino, Women's College Hospital

Membership and Partnership Ad Hoc Subcommittee of the Board (July 2024 – Hold TBD)

Stephen Samis, CHLNet and Cochair
Andrea Johnson, NS Health, CHLNet Board Member
Brian O'Rourke, CHLNet Emeritus
Catherine Gaulton, HIROC
Denise McCuaig, Healthcare Excellence Canada
Graham Dickson, LEADS Global
Kelly Grimes, CHLNet
Yvonne Mburu, Emerging Health Leaders, CHLNet Board Member

Benchmarking 2025 Steering Group (May 2025 – April 2026)

Stephanie Choquette, Canadian Medical Association (CMA) and Chair
Cher Manley, Canadian Medical Association (Project Manager)
Colleen Galasso, Canadian Society for Physician Leaders
Deanne Taylor, CHLNet Research Advisor
Graham Dickson/Anurag Saxena, LEADS Global
Isaiah Hipel, Saint Mary's University (Mitacs funded Project Support)
Ivy Bourgeault, University of Ottawa
Jaason Geerts, CCHL
Jerome Ouellet, Healthcare Excellence Canada
Katherine Chubbs, Good Samaritan Society
Kelly Grimes, CHLNet
Kevin Kelloway, Saint Mary's University
Ming-Ka Chan, University of Manitoba/Shared Health Manitoba
Phil Cady, Royal Roads University
Sandy Pagotto, HealthCareCAN
Stephen Samis, CHLNet Policy Advisor
Valerie Grdisa, Canadian Nurses Association

MacNaught-Taillon Awards Committee (January 2026 to June 2026)

Bill Tholl, Representing MacNaught Family
Caroline Heick, CIHI
Chris Ackie, Canada Health Infoway
Dianne Parker-Taillon, Representing Taillon Family
Jennifer Zelmer, Healthcare Excellence Canada
Kelly Grimes, CHLNet

Note: CHLNet Steering Groups gather for a specific time period and project. Recent groups with completed mandates are Wise Practices of Leadership Development, Leadership Development Impact Assessment Toolkit, Wellness of the Health Workforce, Leading Through COVID, National Health Leadership Huddles, and MITACS Health Leadership Career Pathways.

Appendix C: Financial Statements

Statement of Financial Position Summary

Canadian Health Leadership Network
As of December 31, 2025

| Account | ↕ Total |
|---|---------------------|
| Assets | |
| Current Assets | \$50,000.00 |
| Cash and Cash Equivalent | \$30,049.55 |
| Accounts Receivable (A/R) | \$16,649.99 |
| Total for Current Assets | \$96,699.54 |
| Non-current Assets | - |
| Total for Assets | \$96,699.54 |
| Liabilities and Equity | |
| Current Liabilities | -\$21,981.28 |
| Accounts Payable (A/P) | \$10,450.00 |
| Credit Card | \$448.23 |
| Total for Current Liabilities | -\$11,083.05 |
| Equity | \$107,782.59 |
| Total for Liabilities and Equity | \$96,699.54 |

Statement of Activity

Canadian Health Leadership Network
January-December, 2025

| Account | ↕ Total |
|--|---------------------|
| Income | |
| 400 Partner Fees | ↕ \$166,500.00 |
| 450 Benchmarking Study Contributions | \$5,000.00 |
| 490 Interest Income | \$547.29 |
| Secretariat Support | \$10,000.00 |
| Uncategorized Income-1 | \$0.00 |
| Total for Income | \$182,047.29 |
| Gross Profit | \$182,047.29 |
| Expenses | |
| 500 Consultants - Secretariat | ↕ \$150,760.00 |
| 505 Contractors | ↕ \$10,000.00 |
| 510 Project Expenses | \$7,500.00 |
| 515 Conference Fees | \$50.00 |
| 520 Travel | \$1,250.73 |
| 525 Catering | \$92.66 |
| 530 Office/General Administrative Expenses | \$278.86 |
| 545 Marketing | \$100.00 |
| 550 Bank Fees | \$298.50 |
| 560 Legal/Insurance | \$2,675.10 |
| 585 Membership Fees | \$830.22 |
| Total for Expenses | \$173,836.07 |
| Profit | \$8,211.22 |

Note: These financial statements are draft year end. Notice to Readers will be presented at the May 2026 AGM.