

Canadian Health Leadership Network (CHLNet)



Strategic Plan 2013-2016

CHLNet's Mission...

Advancing exemplary health leadership in Canada through the efforts of a network of organizations and leaders.

We will know we are successful when all ten strategic priorities set out in this plan have been accomplished and Canada is seen as one of the top performing health systems in the world.

CHLNet's Values...

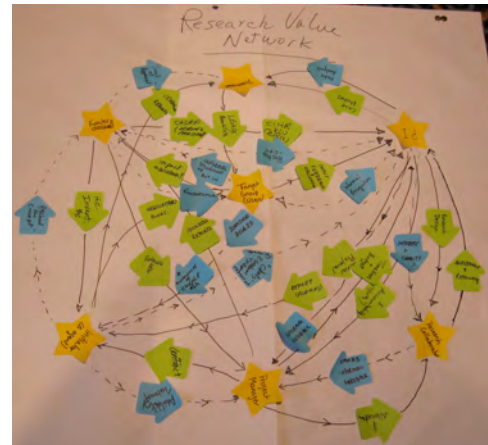
- **Trust:** Trust is demonstrated through mutual respect for the leadership expertise of our Network Partners and for the relationships between these partners and their respective individual members.
- **Reciprocity:** Reciprocity is represented through mutual sharing and interdependence among our partners; putting in as much, or more than you take out.
- **Transparency:** Transparency is exemplified through open and honest dialogues and being clear about what we are doing for our Network Partners and for growing leadership capacity throughout the health system.

Where We Have Been...

In September 2009 the Canadian Health Leadership Network (CHLNet) formed, supported by 12 founding partners. We had little infrastructure but a bold vision, *enhancing health leadership capacity across Canada.*

Since our inception, our value network has grown to over 30 health care organizations from across Canada.¹ Together, we have:

- raised awareness about the critical importance of quality leadership to health system performance;
- spawned a growing community of practice around health leadership spanning professions and generations;
- created a better bridge between the discipline and practice of leadership in health; and
- through partnerships, helped to make *LEADS in a Caring Environment*, the most dominant health leadership platform in the country.

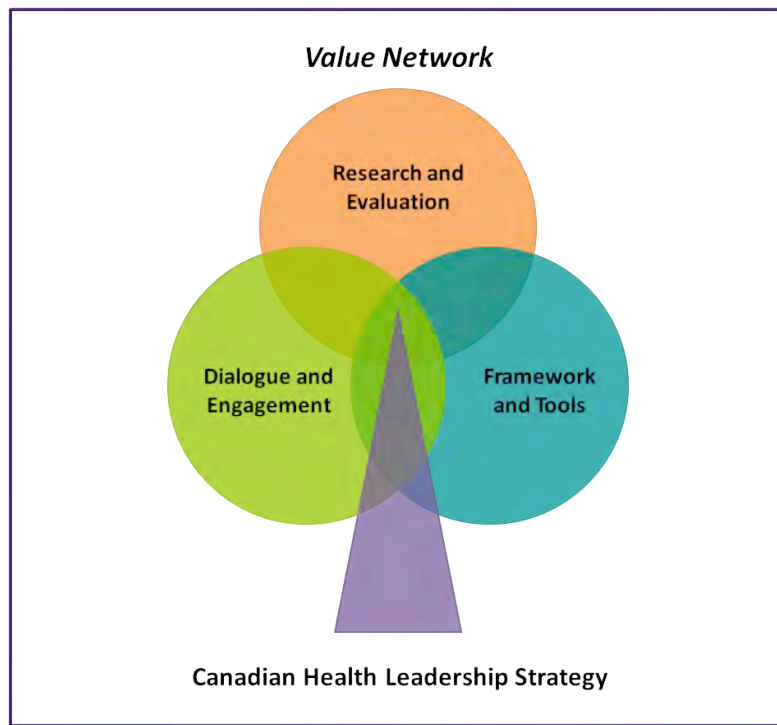


¹ Value networks form when no one organization has the capacity to address a large and growing strategic challenge and where there is a significant benefit from working together. The early history of CHLNet is set out in "From Concept to Reality" and can be found on www.chlnet.ca under "About Us: Background."

Where We Are Going...Our "Value Streams"

Our future is bright as we deepen and broaden our commitment to *Better Leadership, Better Health—Together*. CHLNet's success is built on the working assumption of *leadership without ownership*. Improving performance and innovation is achieved through the health community working together to meet the current and emerging leadership challenges. One of CHLNet's core strengths is bringing partners together through our value network to discuss these common leadership challenges.

Better Leadership, Better Health—Together



This strategic plan builds on the initial three key result areas or "value streams"² identified in our inaugural 2009-2012 Strategic Plan which, together, will continue to serve as the driving force for the future of CHLNet. With the addition of advancing the "Canadian Health Leadership Strategy", there are now four *value streams* to support the new three-year Strategic Plan (2013 to 2016):

- Dialogue and Engagement;
- Research, Knowledge Mobilization and Evaluation;
- LEADS Framework and Tools; and
- Canadian Health Leadership Strategy.

² Value streams are used in lean organizations as a technique to optimize the flow of products and services to create more value for customers while using resources efficiently.

CHLNet will focus on these four value streams supported by respective strategic priorities and measures of success as outlined below. In creating these new value streams, our intention is to maximize value for our Network Partners³ across Canada while using our financial and in-kind resources efficiently.

Value Stream I – Dialogue and Engagement



Leaders need more opportunities to share and learn from each other in a safe environment. We believe engaging Network Partners in meaningful dialogues around quality health leadership, especially in relation to specific issues and challenges faced by the health system, will help pave the path to exemplary health leadership across Canada. We understand that individual Network Partners are also under pressure and are looking for ways and means to add value for their individual members. CHLNet must respond to this and enhance our own value proposition.

Strategic Priorities:

1. Ensure CHLNet has a sustainable governance structure and business strategy supporting the network that includes ongoing evaluation and feedback mechanisms.
2. Continue to support communities of practice in health leadership through more interactive leadership dialogues around new or emerging leadership challenges such as the biannual *By Leaders, For Leaders* dialogue sessions.
3. Help Network Partners enhance their organizational leadership capacity through provision of more online LEADS-based and other leadership support tools (such as the current inventory of leadership education and training programs).
4. Showcase exemplary leadership and innovation practices such as through the *MacNaught-Taillon* award.
5. Enhance our online presence through the use of effective communication vehicles targeted at both current and emerging health leaders. These would build on existing mechanisms such as *LEADS Bytes*, *the Top Ten*, and *LEADerShip at a Glance*.

Measures of Success:

- Over 50 active Network Partners participating in a well-functioning, affordable, sustainable value network.
- CHLNet has a diverse range of revenue sources that leverage up and match partner contributions.



³ The full list of partners can be found on www.chlnet.ca under "Network Partners." Individuals can follow CHLNet activities by becoming for free a "Friend of CHLNet." Friends receive regular electronic communication.

- CHLNet partners rate dialogue sessions highly.
- CHLNet partners are thriving individually in developing ever-increasing numbers of exemplary leaders as measured through an annual Network Partner survey.
- CHLNet has the technology and program supports to ensure the timely deployment of innovations in leadership.
- CHLNet.ca has attracted 25,000 visitors per year to a viable, interactive, and customer-friendly website.

Value Stream II – Research, Knowledge Mobilization and Evaluation

We now better understand the discipline of leadership and how it improves health system performance. As a result, there is an ongoing need to support applied research around health leadership. Research questions to answer include: how do we know *LEADS in a Caring Environment* works (or just as "LEADS") and are we getting value for money for our investments in health leadership.

Strategic Priorities:

6. Bring together and support a health leadership and evaluation network that cuts across senior health service researchers and health decision makers from across Canada through secured grant funding, building on success of current multiyear research grants.
7. Develop a database of common leadership performance metrics against which to measure the impact of leadership investments.

Measures of Success:

- CHLNet has secured the resources necessary to maintain an internationally renowned "network of centres of excellence" in health leadership research.
- CHLNet has (co)created a database of health leadership metrics to assess performance over time.



Value Stream III – LEADS Framework and Tools



Canada has and will continue to have a decentralized system of health care financing, management and delivery. Leadership tools and the application of those tools will need to be adapted and applied to local or regional circumstances. We believe the LEADS framework as a "social enterprise"⁴ must be sustained and refreshed. As a co-founder of the *LEADS Collaborative*,⁵ CHLNet will work with this new delivery arm to support the ever-greening of the framework and an ever-expanding range of LEADS-based products and services, and training capabilities.

Strategic Priorities:

8. Work with the Canadian College of Health Leaders to develop and implement a *LEADS Collaborative* delivery model in support of *By Health, For Health* leadership tools.
9. Work with the *LEADS Collaborative*, to enhance the LEADS framework and related support tools, services, and training to ensure a vital and innovative approach to leadership development.

Measures of Success:

- LEADS framework and support tools are broadly disseminated and adopted across Canada on a not-for-profit basis but also as an open source for Network Partners.
- A vibrant, sustainable *LEADS Collaborative* is in place and in keeping with the philosophy of "leadership without ownership".
- CHLNet annual network member survey shows steady growth in both awareness of the importance of leadership and the use of the LEADS framework as a model of change.
- Over 500 individual healthcare organizations from across Canada are actively working from a LEADS-based leadership framework, across a full spectrum of health professions.

⁴ Social enterprise is a collaboration or business whose primary purpose is to achieve a common good. In this instance, the social good is health leadership. In an application of Hardin's (1968) theory of the "Tragedy of the Commons", the proposition is that we are observing the depletion of a shared resource (quality health leadership) by organizations, acting independently and rationally according to each one's self-interest, despite their understanding that depleting the common resource (quality health leadership) is contrary to their long-term best interests.

⁵ The *LEADS Collaborative* is an initiative spearheaded by the Canadian College of Health Leaders, its *LEADS* intellectual property partners and CHLNet to ensure that the supports—in terms of programs, models, tools and instruments—are in place to support health organizations in Canada who wish to implement *LEADS*.

Value Stream IV – Canadian Health Leadership Strategy

Leadership is a social good. Everyone benefits from increasing our collective leadership capacity. If we are to realize the goal of better health through better leadership, we can and must do a better job of mentoring and coaching the next generation of health leaders in Canada to enhance this shared resource.

There continues to be a growing leadership gap because of the increasing complexity of the health system but also due to the aging profile of current senior leaders. CHLNet believes we must work together to build a consensus around a "better business case" for strategic investments in leadership development across Canada and work towards a wider talent management strategy that includes succession planning.



A more comprehensive strategy and support structures are needed to enhance this social good of health leadership but developed in collaboration with our partners and other stakeholders. CHLNet can act as a champion or catalyst for change and for the development of a pan-Canadian consensus around a health leadership strategy.

Strategic Priorities:

10. Develop a broad-based consensus around need for and elements of a *Canadian Health Leadership Strategy* that will serve all jurisdictions and all health professions.

Measures of Success:

- CHLNet has championed a broad-based consensus around a long term, sustainable pan-Canadian health leadership strategy.
- CHLNet has increased its category of "Friends of CHLNet."

How Will We Get There? The Power of Partnering...

Value networks are facilitated, not managed or administered. CHLNet is only as strong as the network of partners that it brings together. In order for our network to succeed, we must continuously reinvent the value proposition around the twin founding principles of "trust and reciprocity" while working in the spirit of "leadership without ownership". By working together we are greater than the sum of our parts.



Our network will continue to evolve as circumstances change, with the goal of continuous improvement. We will continue to operate on the premise of health leadership as a shared, social enterprise. We look forward to working with all our partners to translate this plan into concrete action, specifically through a more detailed multi-year business plan. This companion plan (see www.chlnet.ca) sets out specific program objectives and possible funding and/or in-kind sources of support.

In Conclusion...

Our vision, *Better Leadership, Better Health—Together*, will demand a renewed commitment on by the CHLNet Secretariat, and more importantly, it's Network Partners. We will need to work in new and more innovative ways to realize this vision and achieve our four value streams of: research, knowledge mobilization and evaluation; dialogue and engagement; LEADS framework and tools; and a Canadian health leadership strategy.

We invite you along on our journey, as only together can we make our Canadian health system, a world leader once again!

***"If you want to go fast, travel alone, but if you
want to go far, travel together."***

African Proverb