

Canadian Health Leadership Network Benchmark3 Steering Group January 15th, 2026, 1200 to 1330 hours Eastern Time

Draft Minutes

Participants: Stephanie Choquette (CMA), Cher Manley (CMA), Graham Dickson (LEADS Global), Kelly Grimes (CHLNet), Ming-Ka Chan (University of Manitoba/Shared Health Manitoba), Jaason Geerts (CCHL), Jérôme Ouellet (Healthcare Excellence Canada), Katherine Chubbs (Good Samaritan Society), Ivy Bourgeault (University of Ottawa), Sandy Pagotto (HealthCareCAN), Colleen Galasso (Canadian Society of Physician Leaders), and Valerie Grdisa (Canadian Nurses Association)

Regrets: Kevin Kelloway (Saint Mary's University), Deanne Taylor (CHLNet), Yvonne Mburu (Emerging Health Leaders), Phil Cady (Royal Roads University), and Stephen Samis (CHLNet Policy Advisor)

1. Welcome and Land Acknowledgements

- Meeting opened with recognition of the Anishinaabe Algonquin Nation territory.
- Stephanie welcomed participants and confirmed agenda priorities.

2. Agenda Review

- Agenda reviewed; no additions or deletions proposed.

3. Minutes Review

- Minutes from the previous meeting were attached; no comments or revisions noted.

4. Draft Bench 3 Report

Discussion Topics:

- **Credibility of Findings:** Participants discussed the survey report assessing health leadership gaps across Canada. Concerns raised included small sample size, comparability with previous surveys, and the need for clearer context and methodology.
- **Key Findings and Opportunities:**
 - Survey included 152 respondents across nurses, physicians, and organizations; 25% were from long-term care.
 - Highlighted opportunities: strengthening leadership pipelines, embedding EDI into leadership accountability, and focusing investments on mid-level/emerging leaders.
 - Limitations more clearly identified: impact of leadership programs not consistently measured, variability across organizations, and representation concerns in certain sectors/regions.
- **Data Accuracy and Presentation:**

- Agreed to clarify executive summary and add one pager with headline findings.
- Include commentary on sample size, organization type comparability, and methodology.
- Visual aids such as charts recommended to show trends across data waves.
- Refinement of language to avoid colonial terms and ensure accurate French translation.
- **Policy Implications and Action:**
 - Suggestions made to organize a policy dialogue or white paper with selected leaders to discuss key takeaways and develop recommended actions.
 - Emphasis on actionable recommendations for CHLNet and partners while noting report limitations.

5. Translation and Infographic

- Infographic content to reflect key report findings and feedback from dialogue.
- Discussion included prioritization of translated materials and knowledge mobilization strategies.

6. Confirmation of Next Steps

Assigned Actions:

- **Kelly/Stephanie/Cher:** Schedule time with Kevin to review feedback and discuss report modifications.
- **Kelly:** Update report based on group feedback (clarify limitations, comparability, sample size commentary, leadership definitions, wording, and translation issues).
- **Kelly:** Share updated report in approximately one month for review of key headlines and limitations.
- **Kelly:** Send short blurb to Ivy for student distribution regarding potential policy briefs.
- **Kelly/Team:** Consider a policy dialogue, white paper or article on findings.
- **Kelly/Team:** Delay finalizing infographic until after report is updated.
- **All Participants:** Submit specific edits or comments on wording, report clarity, or colonial language to Kelly via email.
- **Kelly/Stephanie/Cher:** Reconvene group to approve key headlines and limitations post-modifications in mid March.
- **Kelly/Team:** Consider communications support to frame and disseminate messages; explore adding comparable external statistical data for future report iterations.

7. Next Meeting

- March 2026.

8. Adjournment

- Meeting concluded at 13:10 ET.