Canadian Health Leadership Exchange and Acceleration Working Group
April 1st, 2025, 1330 to 1500 hours Eastern Time

Draft Minutes

Participants: Andrea Johnson (Cochair, NS Health), Andrea D'Addario (Northwest Territories Health and Social Services Authority), Arni Ahronson (CDA), Barrett Blue (Saskatchewan Health Authority), Bill Callery (Healthcare Excellence Canada), Dale Schierbeck (HealthCareCAN), Diana Verrier (Island Health), Grace Gemin (CHLNet), Graham Dickson (LEADS Global), Kelly Grimes (CHLNet), Kent Flint (Island Health), Lily Bale-Feldman (Winnipeg Regional Health Authority), Phil Cady (RRU), Sheila Betker (Winnipeg Regional Health Authority), Stephanie Choquette (CMA), and Victoria Schmid (SWITCH BC).

Regrets: Stevie Colvin (Cochair, Alberta Health Services), Brenda Lammi (CCHL), Doran Walker (Emerging Health Leaders), Kate Mercer (NS Health), and Stephen Samis (CHLNet).

1. **Welcome, Land Acknowledgements and Roundtable**

   Andrea was having technical difficulties, so Kelly started a roundtable introduction. Welcome to Arni Ahronson and Andrea D'Addario, as observers. Andrea shared a land acknowledgement.

2. **Agenda**

   No additions or deletions to the agenda.

3. **Minutes October 2024**

   No additions or deletions to the minutes from October 2024, minutes accepted.

4. **Communities of Practice**

   - AI, Chatbots and more: Implications for Health Leadership Development – Presentation from Yvonne Mburu, The Centre for Advanced Analytics, Data Science and Innovation (CAADSI), Fraser Health
   - Next topic suggestions?

   High-level takeaways:

   - How can health organizations implement and encourage AI in leadership development?
   - Responsible use of AI; mitigating negative impacts on marginalized/vulnerable groups.
   - Information needs to be translated from teams to ensure proper implementation and adaption of AI into the workplace. Common leadership language can help reduce miscommunications.
   - Must remember that AI is here to augment the roles in healthcare and alleviate administrative burdens/unlock cogs in day-to-day tasks.
   - AI strategy and leadership can align through use of vision and purpose, collaboration across teams, and governance and oversight.

- Leadership development pathways within AI learning; AI literacy training, data driven decision making, how can our data be used and accessed by AI, digital and change leadership transformation, adaptive and agile decision making, ethical AI and data governance training, bias mitigation strategies for AI, etc.
- Clear policies for AI governance and regulatory frameworks are very important with intentional details paid to AIs imbedded biases.

Comments and Questions:

- Have difficulties knowing how, when and where to use AI.
- Discussions that coaching may be a dying industry due to AI, though feel it is personal and plays on subjectivity in a way that AI cannot replicate.
    - Monica Tsai (Vancouver-based) has work on the use of AI in coaching as well as exploring augmented intelligence and coaching framework for an AI App requirements doc.
- Students are using AI in their studies; how is this different compared to professionals using AI in their work.
- AI is a new and unknown resource so will need to assess how it impacts our decisions and implementations.
- Canadian based AI thought leader is InfoTech Research Group as well as a few group that are tied to McGill Healthcare Management Programs.
- Data literacy is very important in this work as well.
- Could CHLNet spearhead a thinktank on AI and exploring a national set of principles instead of being done organization by organization? Would this be an HSO role/function?
    - There is a Digital Standards Institute https://dgc-cgn.org/standards/ though unaware as to if this is on their plate. Have worked with them on developing a Cyber Resiliency Standard for healthcare: https://dgc-cgn.org/standards/find-a-standard/standards-in-cybersecurity/cyber-resiliency-healthcare/
- AI scribe in the clinical setting but where is the data going and should it be in the system.

5. **HLEA WG 2024-2025 Workplan Updates**

- LEADS Refresh Update
    a) Currently in cycle 1 of 3 phases with the teams involved continuously growing.
    b) Using four methods; interviews, focus groups, group methods, and survey. Also discussed a written submission for those who cannot attend in real time though this will need to be approved by the ethics committee
    c) Focus groups and interviews are currently being scheduled.
    d) Will be running a focus group specifically on AI in healthcare.
- Benchmarking 2025 Study
    a) 3rd iteration of this work which looks at the supply demand and capabilities gap.
    b) A Mitacs funded PhD student we hope will help with the qualitative part of this work and intending to get the steering group together during the summer. There is one or two more openings for OD/HR/LD experts on the steering group.
    c) Need to think how the community and missing groups can be engaged.
- Canadian Learning Collaborative for Health Leadership

a) Have CoLeads assigned and workplans started for each of the focuses which will then come back to the R&E Working Group.
b) Joint Working Group meeting to discuss better linkage of evidence to practice in early Fall.

- CIHR Best Brains Grant
  a) Nova Scotia Health with IWK Health, CHLNet, CHA Learning have been approved for funding for a BBE event in the Fall (tentative October 20th). Hoping to bring policy makers, academics, and practitioners together to better understand the 21st century leadership practices to inform healthcare.
- LDI Toolkit Update
  a) Grace looking for replacement links. Graham noted he had suggestions.

6. **Roundtable Sharing**

To better learn from each other on where innovation around health leadership is happening. Each person is asked to share either: Leadership projects or initiative they are involved with or would like insight/advice on; A specific article/paper they would like to share; Health leadership project/endeavour they would like to see developed; or Key conferences and abstract submission dates to be aware of for knowledge sharing.

High level takeaways:

- InfoTech Research Group – looking at agentive AI that acts on your behalf, and will write a report on this.
- Graham and Anurag Saxena – at the end of April meeting with American Association for Physician Leadership to discuss involvement of AI in coaching.
- CMA Health Summit – spirit of politics of change, focused on Canada and USA relationship as well as advocacy, going to see about sharing recordings.
- Canadian conference for physician health – looking for abstracts by April 7th
  - 2025 Canadian Conference on Physician Health | CMA

7. **Update on CHLNet's strategic plan and Research & Evaluation Working Group**

- Looking for sub 150 word sharing blurbs for the E-blast, send to Kelly/Grace.
- Received a HEC EXTRA Fellowship Award and are looking at creating culturally safe spaces for retention and recruitment of Indigenous leaders. Will bring results to Fall roundtable.

8. **Confirmation of Next Steps**

Andrea to share resources on Emerging Leaders. Communities of Practice topic ideas and a volunteer for bringing information forward for discussion. Kelly looking for members for the Benchmarking Steering Group.

9. **Next Meeting – September 2025**

Hoping for a joint meeting with the Research & Evaluation Working Group.

10. **Adjournment at 1500 EST**