

## Canadian Health Leadership Exchange and Acceleration Working Group March 18th, 2024, 1100 to 1230 hours Eastern Time

---

### Draft Minutes

**Participants:** Stevie Colvin (Cochair, Alberta Health Services), Andrew Davidson (St. Joseph's Healthcare London), Bill Callery (Healthcare Excellence Canada), Dale Schierbeck (HealthCareCAN), Grace Gemin (CHLNet), Kelly Grimes (CHLNet), Kent Flint (Island Health), Lily Bale-Feldman (Winnipeg Regional Health Authority), Sharon Bishop (Saskatchewan Health Authority), Sheila Betker (Winnipeg Regional Health Authority), Stephanie Choquette (CMA), and Stephen Samis (CHLNet).

**Regrets:** Andrea Johnson (Cochair, NS Health), Brenda Lammi (CCHL), Diane Kaiser-Trottier (Health Canada), Graham Dickson (LEADS Global), Michelle Penney (BC PHSA), Tracy Wolbaum (PEI Health), Victoria Schmid (SWITCH BC), and Zoe MacLeod (RRU).

#### 1. Welcome

Stevie led the welcome and land acknowledgement, inviting everyone to share their land acknowledgment in the chat as well as what they love about where they live. Welcome to our observer Stephanie Choquette (CMA).

#### 2. Agenda

No additions or deletions to the agenda.

#### 3. Minutes November 2023

No additions or deletions to the minutes from November 2023, minutes accepted.

#### 4. Terms of Reference 2024

Updating “provincially” in language. Not becoming a group of the board but remaining a working group. Approved with corrections.

#### 5. HLEA WG 2024 Workplan Updates

- *Mitacs Project on Accelerating the Healthcare Leader's Career Pathways: Determining pathways of leadership and developing and testing a mobile app prototype* – Knowledge mobilization strategies and funding sources. Had a steering group meeting last week, winding up work. Creating wireframe and going to be looking for funding to turn that into an app. Academic literature done, updating grey literature, did additional interviews with emerging health leaders early 2024, going to present at May 2<sup>nd</sup> CHLNet Network Partner Roundtable for feedback. Have made applications to conferences and other KT tools but will be looking for feedback from this group. Have a few leads for funding but would love suggestions.
- [Final Infographic Champion Strategic Leadership Excellence](#) – threads brief and evidence brief turned into the infographic with the help of HEC. Final version shared.

- *Web Statistics (attachment)* – Most visited pages were Accelerating Health Leadership Practices, Leadership Development Impact Toolkit and Self-Assessment. Most of the users are from Canada with Alberta, Ontario and Quebec being highest. Noted that there was a hack in June which seemed to have impacted our international numbers, specifically a spike in users from Asia. Questions asked if there is a way to know how many individual users are accessing and how they are getting to our site (Google, other website), and how many individual IPs are accessing. Will investigate. Also highlights the data from our Mailchimp newsletters.
- *Leadership Development Inventory Update* – Demo of inventory use on site. Now has 88 entries, up from around 60. Let Grace know if we missed any programs that are ongoing. Updated to include more Indigenous learning programs. Asked if we could include whether programs are free or for a fee as well as in person versus asynchronous in the next update and/or as a filter. CHLNet will do an eblast in April on the inventory soon to remind partners of its existence.
- *Workplan 2024-2025:* Asked what new Leadership development tools and resources that should be considered as projects? Question around LEADS refresh and Kelly confirmed that a steering group is being put together and looking for an academic to partner with. Question around organizational health diagnostics, how do we get a sense of what the needs are? Wise Practices Toolkit has some information on this. Noted that our Wellness project had done some of this but then Ivy Bourgeault created a [mental health toolkit](#) that lists these. Suggestion at next meeting to look at this toolkit through a leadership lens.

## 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; or Health leadership project/endeavour they would like to see developed.

*High level takeaways:*

- WHLNet broadcast—Health Leadership Live—is April 4 and the topic, is Zooming out and zooming in; a fundamental leadership capability. Anurag Saxena is moderator, and Dee Taylor and Carsten Engel are panellists.
- HEC – Next EDI learning exchange is focusing on [anti-oppression and peace making practices, appropriate virtual care](#)
- Nursing retention toolkit <https://www.canada.ca/en/health-canada/services/health-care-system/health-human-resources/nursing-retention-toolkit-improving-working-lives-nurses.html>, appendix has a list of examples of what is happening across the country
- WRHA – Using safety huddles to thread leadership related topics. Shared list of questions to managers to bring to daily huddles as well as providing clear guidance, and communication with the quality and safety department. Province service delivery organization are now standing up portfolios around leadership development with new directors for each wellbeing, retention and recruitment, and leadership development.

- CMA's Physician Leadership Institute – pilot program for governance. Developing a 2 day course, on inclusive leadership, anticipating some feedback from group in May to then share. Free [foundations of advocacy course](#).
- HealthCareCAN – working with province of NS in the development of their leadership academy, working with all 3 health organizations in the province for this development, LEADS inspired leadership programs are core to that. Building on that is also 360s, coaching and other resources, working to develop a culture of belonging and how can we measure the impact. National survey of workforce for turnover and retention, preliminary results this week and then hoping to refine those for June release
- Stephen – University of Calgary appointment at O'Brien institute for health, going to be working by June on the areas we'll be focusing on in the centre, going to be a partner for convening and dialogue, wanting to talk about implications of this work, the themes that come out
- AHS – employees do Self Assessments for development, but they don't share their results. How do you capture the data in a way that people are willing to share?
- Island Health – Looking at Harvard Adaptive leadership framework which has been very helpful as have many newer managers without formal leadership training. Using a modified Ottawa hospital tool for helping to create more connections between front-line leaders, coaching sessions, focusing on recognition and design points.

Thanks everyone for sharing so freely. CHLNet's next quarterly Eblast is Wed. Our next one is in June. If you are willing to share any of your work in that, email Kelly with 100 words or less.

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

Research & Evaluation Working Group meets right after this meeting. Created a [leadership theme](#) with CHWN which is co-lead by Dee Taylor and Ming-Ka Chan. CIHR grant has not been heard back yet on talent management. Moving forward on Academic hub for leadership, 7 universities are meeting regularly to look at health leadership evidence. No host yet so looking at stretch assignments in each university. Benchmarking study refresh. New board in place, Scott Malcolm is our Board Chair.

#### **8. Confirmation of Next Steps - None to note.**

Look at Ivy Bourgeault's [mental health toolkit](#) through a leadership lens.  
Discuss new tools that would be helpful to partners.

#### **9. Next Meeting – June 2024**

#### **10. Adjournment at 1230 EST**