

Research and Evaluation Working Group March 18, 2024, 1230 to 1400 hours Eastern Time

Draft Minutes

Participants: Deanne Taylor (Cochair, Interior Health), Dr. Anurag Saxena (University of Saskatchewan), Devidas Menon (University of Alberta), Doran Walker (EHL), Grace Gemin (CHLNet, notetaker), Ivy Bourgeault (University of Ottawa), Jaason Geerts (CCHL), John Sproule (IHE), Jonathan Mitchell (HealthCareCAN), Kelly Grimes (CHLNet), Dr. Ming-Ka Chan (Max Rady College of Medicine University of Manitoba, and Sanokondou), Owen Adams (CMA), and Phil Cady (Royal Roads University).

Regrets: Bill Tholl (CHLNet Emeritus), Dr. Johny Van Aerde (CSPL), Nadia Salvaterra (CSPL), and Stephen Samis (CHLNet).

1. Welcome

Deanne Taylor chaired and welcomed all the participants and led a land acknowledgement, encouraging others to reflect on where they live and work in chat. Johny will be stepping down from the group and Nadia Salvaterra will be the new CSPL representative.

2. Agenda

No additions or deletions for the agenda.

3. Draft Minutes November 2023

No additions or deletions.

4. Terms of Reference – updated with new structure

Feel that the terms of reference were general and perhaps unfocused. Will consider in the next iteration. Motion Approved.

5. R&E Workplan Updates

- *R&E 2024-2025 Workplan*
Pulled out the aspects from the CHLNet workplan that are applicable for this group. Main focuses are Mitacs Grant and creation of an Academic hub. Also working on updating the LEADS framework. Benchmarking study, do we want to do again and what would it look like?

Feedback included that:

- Define the program of research and what dimensions are that link evidence to practice. Program of research instead of project of research and looking at the overarching knowledge.
- Zoom in and zoom out, e.g. wellbeing: zoom in – individuals and teams, zoom out – community, systems, planet itself.
- Be self-critical and apply a social justice lens as we develop this program of research and as the work evolves.
- Governance and evidence are both very important themes for leadership and health care.
- An explicit objective of this group is building academic capacity; Mitacs Grants and Health Impact fellows would be good focuses for this.
- Build out 4 themes from evidence and feedback: Foster DEI and Belonging to Achieve Effective Leadership; Promote Wellness and Psychologically Supportive Workplaces; Accelerating Leadership Practices for the 21st Century to Transform Health Systems; and Addressing Climate Change for a Sustainable Health System. Across each of the 4 themes we should have clear ROI and economic impact to make the importance clear. Activities for each stream such as research projects, capacity building, knowledge mobilization (through dialogues and roundtables). This would help make the case to policy-decision makers of the investment in health leadership.
- Dee noted that Heather and Shawn Atleo created a program around compassionate leadership with leaders attending and gaining radical results from the experience. <https://rccbc.ca/about-us/truth-reconciliation-commitment/> has a blurb about the Atleo Compassionate Leadership. Also referenced Shawn and Heather Alteo's plenary: <https://healthqualitybc.ca/resources/quality-forum-2022-plenary-presentation-shawn-ah-up-wa-EEK-heather-yaak-chumat-axa-atleo/>
- Zubin Austin will be doing a presentation in June re regulation of health professions and AI - he did for an Australian group but hosting him for a Canadian audience co-sponsored between CAHSPR and CHWN. Really powerful and fundamental. Would help flush out the 3rd theme around the 21st century and governance.
- New Brunswick report called “How it all broke”. Really impactful, working in systems that are just not fit for purpose anymore. Got tos and never get to the ought tos. https://www2.gnb.ca/content/gnb/en/news/news_release.2024.03.0110.html
- Canada's CIO had some good insights about innovation and protecting its integrity back in 2019. His thoughts were being broadly applied at the Canada School of Public Service: <https://www.globalgovernmentforum.com/the-innovation-paradox-an-interview-with-canadas-digital-chief-alex-benay/>

Follow-up: Create an organization chart with our new incorporation status to help guide planning. Seek direction from the board on priorities for this group and then have a touch base for those incorporated into the agendas for this group. Begin to scope our co leads around the 4 themes to accumulate evidence to date and identify leadership gaps.

- CAHSPR *abstract results* – submitted an abstract but not accepted.
- *Mitacs/McMaster Project Accelerating the Healthcare Leader's Career Pathways: Determining pathways of leadership and developing and testing a mobile app prototype:*– steering committee is meeting this week, lit review is done for both grey and peer reviewed, interviews are done, all being added into a wireframe which is being presented to partners

on May 2nd, if we can get funding for the app, then we can hopefully have one stop shopping for leadership development.

- [Infographic Championing Strategic Leadership Excellence](#) – 4 themes resulted, HEC gave funding for converting briefs into this which is the final version.
- Letters of Support –
 - [CIHR Synthesizing evidence and sparking citizen and decisionmaker action to address misinformation](#) – no updates
 - *CIHR Technology Enabled Care for Hospital at Home (TEC4H@H) Learning Health System* – did not receive support but resubmitting
 - *And; CIHR Repairing the nursing workforce: Creating compassionate communities and enabling environments to enhance retention and return to work* – policy dialogue on April 17th, some of the work is based on qualitative and quantitative data looking at the importance of leadership, 60% response rate for follow-up.

6. Roundtable Sharing

High level takeaways included:

- CCHL – article on nurse leadership work with CNA, coming out in May. CIHR grant with Trillium Health Partners, more publications to come when available.
<https://journals.sagepub.com/doi/abs/10.1177/08404704241236908?journalCode=hmf>
- RRU - working with Island Health authority to work on collecting in mini vignettes in 2–3-month periods versus 2-3 years on systemic demoralization.
- EHL - compassionate leadership to improve patient experience and workforce engagement, interesting data from this, did different interventions for positive impact that didn't have as much impact as the negative
- University of Saskatchewan - article talking about national initiatives not working and gives examples of how to create cohesive work focusing on the gap between governance and political leadership, equity and excellence are not mutually exclusive.
- Leader developmental readiness with a Royal College grant focusing on how to “prepare the seed pre soil” in leadership development, conceptual confusions of complexity signs, start with complexity and then gets down to the simple solutions, no one addresses how to tackle the complexities
- Co leadership model article <https://www.bmj.com/content/381/bmj-2022-071330>
- Excellent [HEC session](#) on caring for the carers
- Integrated Care Calgary conference is in October, bring the CAHSPR abstract to this if feasible - <https://integratedcarefoundation.org/events/nacic24-north-america-conference-on-integrated-care-calgary-canada>
- International Health Economics in Congress, in Calgary - <https://healtheconomics.org/>
- Health education conferences may be other venues to find partners/present given one of our goals is around investment in leadership education/development. Conference partner could be CSPL.
- <https://cchl-ccls.ca/event/cwhlc2024/> Canada West Health Leaders Conference coming up

- CHLNet should consider more Op Eds and use of videos - see Mike Evans and 23 and 1/2 hours around exercise: <https://www.youtube.com/watch?v=aUalnS6HIGo> . Ivy will share contact on Hill Times.

7. **Building Research Capacity for Health Leadership Together**

- [CHWN Leadership Theme](#) - Dee and Ming-Ka are co-leads for the Leadership theme. What is the state of literature on Canadian health workforce, what are the areas that are missing literature, review of health leadership as both health leaders as the focus and health leadership being the emphasis. Inspired this theme and wanted to make more connections between CHWN and CHLNet. Looking to host a conference this year. Would love feedback from the group on the site and are developing more materials.
- *CIHR Health Workforce Grant Status* – grants reviewed 3 weeks ago and find out in May
- *Academic Hub for Health Leadership (see business plan)* – draft 5 of business plan is in the meeting materials, stretch assignments and looking within our partners, going to do a pitch at CHLNet NPRT May 2nd, looking for any comments on business plan.
- [Benchmarking Study 2025](#) – should we do this again and is there data around this, going to talk further when have more time.
- *Effective and novel methods for knowledge sharing around health leadership* – wanting to get input on thoughts past papers and conferences that we can provide the health system as an audience with information, how else can we grab people’s attention and share important information. Short videos seem to be very helpful. We should know when the health supplement for the Health Times is happening, add these deadlines in your workplan, next one is in the Fall. Opt eds should be a part of the KM plan.

8. **Update on CHLNet’s Strategic Plan and Health Leadership Exchange and Acceleration Working Group**

Ran out of time to address.

9. **Confirmation of Next Steps**

Develop Organizational Chart

Outline what do we want to focus on.

Update the workplan.

Benchmarking study proposition for next meeting.

10. **Next Meeting** – June 2024. Grace will send a doodle.

11. **Adjournment at 1400 EST**