

March 28, 2024

Dear XXXX,

Thank you for being one of the Canadian Health Leadership Network's (CHLNet) 40+ network partners and your contributions to advance our purpose "to better incorporate evidence and systems thinking into the practice of 21st century health leadership to improve health system performance and advance transformation." After 14 years in existence, on January 1st, 2024, CHLNet officially incorporated as a not-for-profit organization. This now allows us to hold research grants, intellectual property and much more. As a current network partner, your annual fees and partner benefits remain the same. On March 5, 2024, at our first meeting of members, partners approved inaugural bylaws and Board. In the last few months, we welcomed four new partners: [Canadian Federation of Nurses Unions](#), [Canadian Coalition of Green Health Care](#), [LEADS Global](#), and the [University of Saskatchewan](#).

It is that time of the year again when we invoice network partners but also provide a brief update on our accomplishments. Our [2023-2025 Strategic Plan](#) continues to guide our work under four value streams: 1. *Support Leaders through Dialogue & Engagement*; 2. *Build and Apply Health Leadership Research, Evidence and Knowledge*; 3. *Accelerate 21st Century Care Leadership Practices*; and 4. *Champion Strategic Leadership Excellence*. 2023 highlights achieved through our working and steering groups are:

- *Two Semi-Annual Network Partner Roundtables* hosted. In May, partners Zoomed into a leadership dialogue on the question: *How can leaders accelerate the people-centred change required and do they have the health leadership capacity and capabilities to do so?* Dr. Sara Allin ([Sustainability and Resilience in the Canadian Health System](#)) and Dr. Bob Bell ([Taking Back Health Care: How to Accelerate People-Centred Reform Now](#)) were our featured speakers. Our excellent partner response panel members included Dr. Ivy Bourgeault, Dr. Alika Lafontaine and Catherine Gaulton. In October, CHLNet, with the generous support of [Healthcare Excellence Canada](#) and [Careteam Technologies](#), held an evening fireside chat in Vancouver. This marked the first time CHLNet partners had the opportunity to meet in person since the pandemic. We were pleased to have three international speakers begin the discussion on "what piece of advice would you have to build health leadership for 21st century care?" Kirsten Armit, Faculty of Medical Leadership and Management (UK); Dr. Carsten Engel, International Society for Quality in Health Care (Denmark and Ireland); and Dr. Neil Grunberg, Uniformed Services University of the Health Sciences (US) kicked us off in a lively dialogue.
- *One International Leadership Dialogue* held in Vancouver. [CHLNet](#) and [LEADS Global](#) partnered to cohost the third [Strengthening Ties Between Healthcare and Leadership](#). Many thanks to the [Mental Health Commission of Canada](#) and the [Work Wellness Institute](#) for their sponsorship. The agenda had speakers from diverse countries (Canada, Ireland, Chile, United Kingdom, and the US) presenting on the emergent challenges in health system reform and what leadership we need to address these challenges. An *Infographic* -- [Champion Strategy Leadership Excellence](#) resulted and summarizes the more recent evidence to build the case for health leadership across this country.

- *National Health Leadership Huddles* continued quarterly with executive leaders within a health or care delivery organization. Huddles are a joint endeavour with [Healthcare Excellence Canada](#), and the [Canadian College of Health Leaders](#), using [Chatham House Rule](#), on an identified leadership challenge to gain others' perspectives and strategies.
- *2023 MacNaught-Taillon Leadership Awarded* to Vivek Goel, MD, President and Vice-Chancellor of the University of Waterloo. The M&T Award is jointly administered by CHLNet, [Healthcare Excellence Canada](#), [eHealth 2023](#) ([Canadian Institute for Health Information](#), [Canada Health Infoway](#) and [Digital Health Canada](#)). Part of the award is a bursary to an emerging health leader.
- *Accelerating the Healthcare Leader's Career Pathways: Determining pathways of leadership and developing and testing a mobile app prototype* is almost complete. CHLNet, LEADS Global and McMaster University received a Mitacs Accelerate Grant to develop a wireframe on health leadership career pathways. The very skilled research team working with Dr. Teresa Chan, have completed the scoping review, interviews and focus groups. The Steering Group, co-chaired by Sharon Bishop (Saskatchewan Health Authority) and Bill Tholl (CHLNet Emeritus) have been meeting regularly to guide work. The prototype will be presented at CHLNet's May 2nd partner roundtable and funding for the App itself is being explored.
- *Academic Hub for Health Leadership Creation* established. As part of our growth, CHLNet has been working with 7 universities across the country to begin crafting a business plan for a *Canadian Academic Collaborative for Health Leadership*. It would be the first of its kind in Canada, bringing together a diverse community of academics and academic health science centers with an interest in advancing the discipline of health leadership, together with health leaders from across Canada (and potentially globally) to better understand the critical enabling role health leadership plays in improving health system performance and advancing transformation.
- *World Health Leadership Network* launched. Its' work begins with a series of sessions hosted in partnership with the UK's Institute of Leadership. The first one held Dec 7th was with Dr. Peter Lackman and his colleagues from Ireland on *Leading for the Future- Reflections from the Front*.
- *Our Website, Tools and Eblast* continue to be refreshed. Free tools for partners include [Leadership Development Inventory](#), [Self Assessment](#), [Leadership Development Impact Assessment Toolkit](#) and the [Wise Practices of Leadership Development Toolkit](#).

We also send our thanks to our dedicated and inspiring 2023 Secretariat who have guided us to this new and exciting time as an incorporated structure. Its members include Kathy MacNeil (Island Health & Cochair), Maria Judd (Healthcare Excellence Canada & Cochair), our Senior Policy Advisors (Bill Tholl and Stephen Samis), Senior Research Advisors (Dr. Graham Dickson and Dr. Deanne Taylor), Andrea Johnson (Nova Scotia Health), Dr. Katherine Chubbs (Good Samaritan Society) and Yvonne Mburu (Emerging Health Leaders). Thanks to Alain Doucet and CCHL staff for their 2023 secretariat support (Finance and IT) and help in transitioning us to be self-sufficient. Network partners also approved Bill Tholl and Dr. Graham Dickson as [CHLNet Emeritus](#) bringing our total to 11.

We hope this letter gives you a brief but informative overview. Please share our [Value Add](#) so we can broaden our work together. Your 2024 Network Partner fee invoice is attached. We hope to see you at the May 2nd virtual roundtable.

Sincerely,

Dr. Scott Malcolm
Surgeon General
Canadian Forces Health Services Group
CHLNet Chair

Kelly Grimes
CEO
CHLNet

Appendix A: Network Partners

1. Alberta Health Services
2. CADTH
3. Canada Health Infoway
4. Canadian Centre on Substance Use and Addiction
5. Canadian Coalition of Green Health Care
6. Canadian College of Health Leaders
7. Canadian Federation of Nurses Unions
8. Canadian Forces Health Services Group
9. Canadian Health Workforce Network
10. Canadian Institute for Health Information
11. Canadian Medical Association/Joule Inc.
12. Canadian Partnership Against Cancer
13. Canadian Psychological Association
14. Canadian Society of Physician Leaders
15. Children's Healthcare Canada
16. College of Family Physicians of Canada
17. Emerging Health Leaders
18. Good Samaritan Society
19. Health Canada
20. Health PEI
21. HealthCareCAN
22. Healthcare Excellence Canada
23. Healthcare Insurance Reciprocal of Canada
24. Hôtel-Dieu Grace Healthcare
25. Innovative Medicines Canada
26. Interior Health
27. Island Health
28. LEADS Global
29. McMaster University
30. Mental Health Commission of Canada
31. Nova Scotia Health
32. Pallium Canada
33. Provincial Health Services Authority (BC)
34. Royal College of Physicians and Surgeons of Canada
35. Royal Roads University
36. Saskatchewan Health Authority
37. Shared Health Manitoba
38. St. Joseph's Health Care London
39. Switch BC
40. University of Alberta
41. University of Saskatchewan
42. Yukon Health and Social Services

Note: As of March 25th, 2024

Appendix B

CHLNet Balance Sheet Summary As of December 31, 2023

	TOTAL
Assets	
Current Assets	0.00
Cash and cash equivalents	106,186.82
Accounts receivable (A/R)	10,000.00
Total Current Assets	116,186.82
Total Assets	\$116,186.82
Liabilities and Equity	
Current Liabilities	-7,596.82
Accounts Payable	4,642.03
Credit Cards	2,136.23
Total Current Liabilities	-818.56
Equity	117,005.38
Total Liabilities and Equity	\$116,186.82

CHLNet Profit and Loss January - December 2023

	TOTAL
INCOME	
400 Partner Fees	177,000.00
420 Event Revenue	5,000.00
490 Interest Income	82.91
Total Income	\$182,082.91
GROSS PROFIT	\$182,082.91
EXPENSES	
500 Consultants - Secretariat	155,025.00
505 Contractors	18,852.38
515 Conference Fees	1,756.31
520 Travel	8,138.50
525 Catering	1,250.44
530 Office/General Administrative Expenses	6,386.07
535 Strategic Initiatives/Consultants	9,384.71
560 Legal	3,631.00
565 Freight and Delivery	4.60
Total Expenses	\$204,429.01
PROFIT	\$ -22,346.10