



# LEADS Collaborative Founding Partner Roles

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## WHO WE ARE

The LEADS Collaborative is not a legal entity but rather a partnership between the Canadian College of Health Leaders (“CCHL” or “College”), the Canadian Health Leadership Network (“CHLNet”), Royal Roads University (“RRU”) and Dr. Graham Dickson. Far beyond its founding collaborative partners, we bring together those interested in building health leadership capacity for health system transformation and performance. The intention of this document is to clarify roles for the LEADS Collaborative values. Roles are based on the values outlined in the strategic plan of:

- A LEADS-Based Leadership Framework
- A Health Care Leadership Focus
- Not-for-Profit Stewardship
- Trust and Reciprocity
- Significant and Meaningful Impact
- A Focus on Quality
- Partnership Approach

To enhance clarity, transparency and accountability in the ongoing work of the LEADS Collaborative Partnership, the LEADS Collaborative Partners will ensure the following structures and roles are adhered based on the vision and mission of:

## Mission

*To develop, support and sustain LEADS-based leadership capacity for health system transformation.*

## Vision

*Growing Our Health Leaders for Tomorrow – Together*

## How We Do Our Work

We have established supportive structures, founding partner roles and a model for executing core work and enabling partners to contribute to the collective effort. By virtue of their involvement, each partner will ensure appropriate communication back to its members or organization occurs.

## LEADS Framework Governance Group

The LEADS Framework Governance Group (GG) provides partner and broad organizational input into strategies to grow health leadership capacity across the country. It oversees the process to protect and enhance the integrity of the LEADS framework, and the process for evergreening the LEADS framework. The founding partners must be in full agreement on evergreening decisions before refreshment to the framework can take place. LEADS GG also oversees LEADS licensing frameworks to safeguard the integrity of LEADS as used in those organizations that are building health leadership capacity across Canada. Any new partners must be approved by this group.

## LEADS Operations Council

The LEADS Operations Council is an advisory committee to the CCHL Board of Directors and oversees the promotion of innovation and high-quality services provided through the LEADS Business Unit. It sets direction and provides strategic oversight to the LEADS Business Unit, while ensuring the LEADS Business Unit executes its strategic plan successfully.

## LEADS Business Unit (LBU)

The LEADS Business Unit is part of the Canadian College of Health Leaders and serves as the business arm of the Collaborative. It supports a national team of expert facilitators, executive coaches and strategic partners who serve a growing client interest in using LEADS-related leadership development to grow health leadership capacity and improve health leadership performance. The LBU also supports the LEADS *Community for Practice* and promotes the exchange of sharing across the community of health leaders.

## Joint Meetings

As outlined in their terms of reference, the LEADS Framework Governance Committee and the LEADS Operations Council will meet together at least twice a year to promote collaboration, communication and dialogue on joint issues.

## Our Roles

Each of the founding LEADS Collaborative partners has committed to executing specific roles that are that are within their respective mandates. These roles are broken down further in the strategic and implementation plans for the Collaborative. Specifics on the licensing model and evergreening process can be found in separate documents.

### 1. Canadian College of Health Leaders

The College has governance and operational authority for the LBU, and the legal and financial risk associated with that accountability. CCHL is an intellectual property (IP) holder, having acquired IP in the LEADS framework in transfers from the Health Care Leaders' Association of British Columbia (HCLABC) in 2012 and Royal Roads University in 2014. The College also acquired from HCLABC the IP and assets related to the *LeadersforLife* Program, the LEADS-based leadership development program, in 2012. These transfers enabled the College to form the LBU, and through it, to licence use of LEADS to others. The College has committed to transparency by generating distinct financial statements for LEADS that are segregated from

College operations for reporting purposes. It has also committed to keeping net revenue from LEADS Operations with the LEADS Business Unit to promote the sustainability of the LBU and the investments required to achieve the strategic directions of the LEADS Collaborative.

The College has aligned its certification programs with the LEADS framework as well as its professional development programs. It actively promotes the use of the LEADS framework to its extensive membership, publishes on the use of the LEADS framework in its peer-reviewed leadership journal Health Care Management Forum and through the LEADS Business Unit, is developing the portal hub to host the LEADS website and the Community for Practice. The College has also negotiated a three-year agreement with Dr. Graham Dickson for exclusivity to promote the use of the LEADS framework internationally. In doing so, this enables the LBU to focus on the Canadian market.

## 2. Canadian Health Leadership Network (CHLNet)

CHLNet actively supports the rollout of LEADS across the country by validating the framework, advocating for LEADS with health leadership audiences at all levels, and endorsing LEADS as a preferred health leadership learning platform. CHLNet, through its network partners and friends of CHLNet, serves as a broker in identifying LEADS-based health leadership development program needs. CHLNet works with senior decision-makers and researchers across the country to stimulate evidence on leadership in practice in Canada and its role and impact on health system performance. CHLNet advocates for increasing health leadership capacity and capabilities throughout the country by sharing innovative practices and research.

## 3. Royal Roads University

Royal Roads University expects to use the LEADS framework for purposes within its mandate. Through a designated representative, RRU will contribute to the ongoing role of the Collaborative in support of the LEADS framework in order to advance health leadership to improve the performance of the Canadian health system. This includes participation on the LEADS Framework Governance Group.

## 4. Dr. Graham Dickson

Dr. Dickson led the research team at Royal Roads University that developed the LEADS framework. Through his extensive work across Canada and internationally, Dr. Dickson is instrumental in spreading interest in the LEADS framework and thought leadership on how to apply the framework as a tool for change and developing health leadership capacity. Through Dr. Dickson's work with CHLNet, he also spearheads research on health leadership, specifically in health systems redesign that includes effective health leadership practices including LEADS. Dr. Dickson is an author of the LEADS framework, although his IP in LEADS has not yet been specifically defined, a strategic advisor to CHLNet and the LEADS Business Unit, serves on the LEADS Governance Group and Operations Council, and through a contract with CCHL, is the lead on international LEADS-related work.