

March 27, 2020

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Dear XX,

We want to thank our 42 network partners for their ongoing support of the Canadian Health Leadership Network (CHLNet) and in building health leadership capacity across the country. In the Fall of 2019, we celebrated 10 years and are now embarking on a visioning exercise to determine our next value curve. What began with 12 founding network partners now extends across jurisdictions, policymakers, academics, health associations, regional health authorities, patients and health disciplines. In 2019, we continued to broaden our value network by welcoming four new partners: St. Joseph's Health Care London, the Canadian Centre on Substance Use and Addiction, Healthcare Insurance Reciprocal of Canada (HIROC) and the Canadian Health Workforce Network.

It is that time of the year again when we invoice partners but also provide an update on where your contributions have gone this past year (in addition to our [Annual Report](#) and regular eblasts). As initiated last year, we moved our invoicing to slightly earlier to accommodate different budget cycles, especially those with year ends of March 31. We realize with the evolving state of COVID-19, some delays will be inevitable but wanted to provide partners with flexibility in budgeting. The importance of building health leadership becomes even more paramount in this unprecedented leadership challenge. Our [Strategic Plan](#) expires in 2020 and consultation has begun with a November retreat of our Secretariat and a corresponding interview matrix exercise with partners at our last partner Roundtable to evaluate and gather feedback on the current state and future of CHLNet. Recently, you should have received an online survey and as well we will be conducting additional key informant interviews and focus groups. Our current plan continues to focus us on three value streams: *Connecting People through Dialogue and Engagement*; *Advancing Health Leadership Research, Knowledge and Evaluation*; and *Accelerating Leadership Practices and Capabilities*. We believe that these strategic priorities have maximized value for our Network Partners while using our financial and in-kind resources efficiently. This past year 2019/20 has become the year of the toolkits as we began a plethora of new efforts to not only engage partners on leading practices but also to build evidence on health leadership tools and programs.

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Our newest working group, the *Canadian Health Leadership Exchange and Acceleration (HLEA)* now gathers provincial leaders to stimulate and grow health leadership capacity and capabilities in their respective jurisdiction in the context of current and future reform activities and challenges. A detailed workplan is in place including liaising with international bodies who have similar mandates. This working group has now spawned a steering group to create a toolkit for [Wise Practices for Leadership Development](#) (Co chaired by Dr. Gillian Kernaghan and Maria Judd) which will be free for all network partners and made available this year. The HLEA working group also oversees our webinar series. Our recent webinars are [downloadable](#) for partners on our website and include: *Changing Culture one Conversation at a Time* (Alberta Health Services); *Engaged Docs are Happy Docs: No Physician Engagement Without Addressing Physician Burnout* (Canadian Society of Physician Leaders); *It's Not Winning or Losing But How You Play: Our Most Impactful Lessons for Leaders in Health Reform* (Nova Scotia Health Authority, Saskatchewan Health Authority and Alberta Health Services).

Our next one, on [Empowering Women Leaders](#), was scheduled for the end of March but is postponed given current circumstances. Our quarterly e-blasts contain many more leadership pearls and events including the [Top Ten Reading Lists](#) that contain what we believe are the best leadership articles for partners to read. Please share these tools widely.

Our other major working group is around [Research and Evaluation](#), which gathers a mixture of researchers and decision makers. The CHLNet 2014 Benchmarking Study identified a significant skill deficit for healthcare leadership. In March 2019, a new Steering Group formed to repeat this survey in collaboration with academics (University of Ottawa and Queen's University) and funding from Health Canada, Canadian College of Health Leaders, Canadian Medical Association, Canadian Nurses Association, Canadian Society of Physician Leaders, George & Fay Yee Centre for Healthcare Innovation (CHI Manitoba), and HealthCareCAN. The information collected will allow CHLNet and its partners to compare and benchmark leadership efforts over time with peers and adjust as needed our action plan for building health leadership capacity across Canada. New in this Bench2 effort is a focus on gender, diversity and Indigenous Peoples. Our scope broadened and includes data from physicians, nurses and "other staff", as well as from organizations. [Key Findings](#) are now available for sharing.

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After two years of extensive work by our Mitacs Fellow, the ROI Steering Group, ROI Institute Canada, and 13 partners (who provided financial or in-kind contributions); our [Leadership Development Impact Assessment Toolkit](#) is now live and free to all partners. We want to create a registry of projects and measures so please let us know if you want to become involved; but as well hope to undertake case studies of how it is being used. CHLNet continues to generate new evidence on health leadership through partnerships and projects such as our Empowering Women Leaders in Health (Status of Women, 2017 to 2020) with the University of Ottawa (Dr. Ivy Bourgeault) and CCHL. Three workshops were held across Ontario and another [toolkit](#) is in the midst of being uploaded to LEADS Canada's [Community for Practice](#). As you are aware, the health workforce needs to develop new capabilities to carry out the health challenges required of them such as building coalitions and systems transformation. CHLNet is a founding partner of the LEADS Collaborative and now works along side with the Canadian College of Health Leaders (which houses LEADS Canada) and Dr. Graham Dickson to build capacity. Network Partners have adopted LEADS in a Caring Environment (LEADS or LEADS compatible framework) as Canada's preferred, common leadership learning platform. A new LEADS Collaborative Steering Group is in place and being co-chaired with CCHL and CHLNet to oversee our partnership, business development and the evergreening of the LEADS Framework.

Main partner involvement comes at CHLNet's semi-annual evening Dialogue Sessions which are kicked off with an evening session where senior leaders come to chat openly on their leadership journey and health leadership issues of the day under Chatham House Rule. Senior leaders are encouraged to bring at least one emerging health leader with them to network and organizations can bring as many leaders as they desire. To help kick off our strategic planning efforts, our November speaker was Lisa Purdy, Partner at Deloitte, leader of the Canadian National Life Sciences and Healthcare Practice, and member of the Deloitte Global Health Leadership Team who spoke on future trends. The evening dialogue then continues into the next day at our Partner Roundtable, where partners can share their own health leadership efforts. Last week, we announced a shift to virtual for our [May 7 partner roundtable](#) and more details to come as the situation unfolds. Mike Villeneuve, CEO of the Canadian Nurses Association was to have been our featured speaker for our evening leadership reception for the *International Year of the Nurse and Midwife 2020*. He has graciously agreed to be part of our November 4 Ottawa gathering instead (with the roundtable on November 5). As always, we want to hear your thoughts on how to best maximize our impact, so please contact us at any time to chat about best to develop Canada's health leaders for the future.

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CHLNet's core team remains small (two part-time positions) but with partner financial support along with the many volunteer hours of Network Partners (especially our working and steering groups and Secretariat), CHLNet consistently exceeds our annual goals. We are so appreciative and thankful to have inspiring leaders who form our Secretariat. Chris Power and Kathy MacNeil comprise our thoughtful co-chairs. Graham Dickson, our leadership expert, continues as our Senior Research Advisor and is joined by Bill Tholl as our Senior Policy Advisor. The Secretariat is also rounded out by three Network Partner liaisons (Maria Judd of Canadian Foundation for Healthcare Improvement, Emily Gruenwoldt of Children's Healthcare Canada and Col. Scott Malcolm, Canadian Forces Health Services Group), Emerging Health Leaders, Chairs of our Working Groups (Wendy Nicklin and Graham Dickson) and host Secretariat (CCHL – Alain Doucet). Many thanks to CCHL for their long-standing generosity of space, IT and financial support to CHLNet. These individuals give so much of their time, wisdom and advice and it is so appreciated.

Hope that was an informative yet brief overview view of what CHLNet has been doing with your very appreciative financial support. Your 2020/2021 invoice is attached for Network Partner fee. If you or your staff have any further questions, want more details or have ideas on how better to maximize our impact, please let me know either via e-mail ([kgrimes@chl.net.ca](mailto:kgrimes@chl.net.ca)) or by telephone (613-235-7219 ext. 250). We hope to see you online May 7 for our virtual roundtable.

Sincerely,



Kelly Grimes, Executive Director  
Canadian Health Leadership Network (CHLNet)

c.c. Chris Power and Kathy MacNeil (CHLNet Co-Chairs)

## Appendix

### *Current network partners include:*

Alberta Health  
Alberta Health Services  
BIOTECanada  
CADTH  
Canada Health Infoway  
Canadian Blood Services  
Canadian Centre on Substance Use and Addiction  
Canadian College of Health Leaders (Host Secretariat)  
Canadian Forces Health Services Group  
Canadian Foundation for Healthcare Improvement  
Canadian Health Workforce Network  
Canadian Institute for Health Information  
Canadian Medical Association  
Canadian Medical Protective Association  
Canadian Nurses Association  
Canadian Partnership Against Cancer  
Canadian Patient Safety Institute  
Canadian Society of Physician Leaders  
Children's Healthcare Canada  
College of Family Physicians of Canada  
Emerging Health Leaders  
George and Fay Yee Centre for Healthcare Innovation (Manitoba)  
Health Canada  
HealthCareCAN  
Health PEI  
Healthcare Insurance Reciprocal of Canada  
Hôtel-Dieu Grace Healthcare  
Innovative Medicines Canada  
Island Health  
Mental Health Commission of Canada  
Nova Scotia Health Authority  
Pallium Canada  
Patients Canada  
Provincial Health Services Authority (British Columbia)  
Royal College of Physicians and Surgeons of Canada  
Royal Roads University  
Saskatchewan Health Authority  
Shared Health (Manitoba)  
Société Santé en français  
St. Joseph's Health Care London  
Victorian Order of Nurses  
Yukon Health and Social Services

Note: As of March 16, 2020