

May 14, 2021

Dear XXX,

Welcome to the Canadian Health Leadership Network. We want to thank you for joining as one of our 40+ network partners. Everyday, the pandemic demonstrates the importance of leadership and the need to continue to build health leaders across the country especially for the 21st century care that will be required in the recovery stages for our health system. It is that time of the year again when we provide partners with an update on where contributions have gone this past year (in addition to our [Annual Report](#), monthly eblasts, and [Value Add](#)). We continue our three value streams: *Connecting People through Dialogue and Engagement*; *Advancing Health Leadership Research, Knowledge and Evaluation*; and *Accelerating Leadership Practices and Capabilities*. However, with COVID shifted our focus to be more impactful and supportive to our leaders on topics such as leading in times of uncertainty and Equity, Diversion, and Inclusion. Here are the highlights:

- In March, with the onset of COVID, CHLNet moved to biweekly and then monthly [eblasts](#) (from quarterly) to provide a medley of tools, practices, and articles for leaders in dealing with COVID-19. We profiled partner responses as amazing and responsive work was and continues to be done from coast to coast. Leaders are constantly bombarded with information, so we culled tips and tools with the top 5 picks to share with organizational teams. As well, our semi-annual Top Ten leadership articles became a [Top Three](#) in each eblast, accompanied by regular [COVID Corners](#) on topics such as polarity management and building resiliency.
- On May 7, 2020, CHLNet held its first ever virtual Network Partner Roundtable. Thirty-five individuals zoomed in representing over 25 of our partners. In the middle of a pandemic, it showed the importance of leaders to have a forum for honest dialogue and engagement on their leadership challenges. In November, a two-day, two-hour format was employed with Mike Villeneuve, CEO of the Canadian Nurses Association presenting evidence and his views on building nursing health leadership capacity and capabilities for 21st century care; as well 2020 was the year of the Nurse and Midwife and with the pandemic the importance of nursing leadership is paramount.
- Our first ever *National Health Leadership Huddle* held March 9th, 2021 on effective leadership styles during these times of uncertainty sold out quickly. This joint project with [Healthcare Excellence Canada](#) and the [Canadian College of Health Leaders](#) is the first of two pilots using Chatham House Rule, where front line leaders dialogue with their peers on an identified leadership challenge. Given the positive feedback, a second pilot will be conducted in June to determine if a quarterly program (offered in English and French) should be implemented beginning in the Fall of 2021 for additional cohorts.
- In May 2020, A *Leading Thru COVID Steering Group* (comprised of academics and decision makers) was struck to guide research to surface leadership practices that have been effective (or ineffective) during the pandemic. Phase I of this action research project is now complete where 18 interviews gathered stories from leaders across the country. This work is

summarized in a [two-page Infographic](#), and we are working on two companion articles to be published shortly. The Steering Group meet this month and we are excited to announce we were successful in receiving funding from the Social Sciences and Humanities Research Council (SSHRC) through their special call for *COVID-19 Partnership Engagement Grant* projects. This will help us fund a Phase 2 of 50 interviews and a deliberative dialogue.

- For the most part the *CHLNet Working Groups* (Research & Evaluation, Health Leadership Exchange & Acceleration) were put on hold with the pandemic and leaders being needed in front line work. However, several smaller steering groups continued their efforts. *BenchII* final reports on the health leadership gap in Canada is now finished and being shared widely. In 2014, CHLNet undertook its first benchmarking study and five years later an expert steering group comprised of decision makers and academics stewarded our second effort called *Bench II*. There are several versions depending on your learning needs. The first is a two paged [Infographic](#); the second is a [shorter report](#); and for the keener a full 75-page [technical report](#). Many thanks to our steering group and the generosity of our partners who contributed both financially and in-kind.
- CHLNet partnered with the *Empowering Women Leaders in Health* initiative led by uOttawa Chair in Gender, Diversity, and the Professions Ivy Bourgeault, PhD and her research team in the launch of three evidence-informed Equity, Diversity, and Inclusion (EDI) Toolkits. In March 2021, three webinars took place on a: LEADS-based toolkit; HeForShe Ally toolkit; and Ally for Diverse Leadership toolkit. All can be accessed at the LEADS Canada [Community for Practice](#).
- The [Wise Practices](#) Project has made significant progress and we provided at our May Network Partner Roundtable an electronic toolkit of evidence/experience-based and emerging/innovative practices and resources to help organizations create a powerfully impactful leadership development (LD) program when they are able to build the next cadre of leaders in our health system's recovery stages. This is a free partner benefit, along with the [Leadership Development Impact Assessment Toolkit](#).

We hope that letter gives you a brief but informative overview of how CHLNet continues to build health leadership capacity and capabilities across this country. Thank you again for your support and for your ongoing work in Canada's health system during the pandemic and into recovery. Your 2021/2022 invoice is attached for Network Partner fee. We hope to see you Nov 3 & 4 for our next virtual roundtable. If you did not receive an invite, please contact our Executive Director, Kelly Grimes (kgrimes@chlnet.ca)

Sincerely,

*Kathy MacNeil, President and CEO
Island Health and CHLNet Co Chair*

*Dr. Susan Moffatt-Bruce, President and CEO
Royal College of Physicians and Surgeons
Canada and CHLNet Co Chair*

c.c. Kelly Grimes, Executive Director

Appendix A

Current network partners include:

Alberta Health
Alberta Health Services
BIOTECanada
CADTH
Canada Health Infoway
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/Joule Inc.
Canadian Nurses Association
Canadian Partnership Against Cancer
Canadian Patient Safety Institute
Canadian Psychological Association
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)
Good Samaritan Society
Health Canada
HealthCareCAN
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 May 5th, 2021

Appendix B

CHLNet BALANCE SHEET SUMMARY As of December 31, 2020

	TOTAL
Assets	
Current Assets	8,659.66
Cash and cash equivalents	110,952.23
Accounts receivable (A/R)	16,130.00
Total Current Assets	135,741.89
Total Assets	\$135,741.89
Liabilities and Equity	
Current Liabilities	-4,414.19
Accounts Payable	5,650.00
Credit Cards	324.72
Total Current Liabilities	1,560.53
Equity	134,181.36
Total Liabilities and Equity	\$135,741.89

CHLNet PROFIT AND LOSS January - December 2020

	TOTAL
INCOME	
400 Partner Fees	160,000.00
420 Event Revenue	70.80
450 Benchmarking Study Contributions	5,000.00
Billable Expense Income	199.12
Total Income	\$165,269.92
GROSS PROFIT	\$165,269.92
EXPENSES	
500 Consultants - Secretariat	132,700.00
505 Contractors	9,000.00
510 Project Expenses	3,575.84
515 Conference Fees	1,823.09
520 Travel	2,329.33
525 Catering	1,222.95
530 Office/General Administrative Expenses	3,296.74
540 Communication	195.20
550 Bank Fees	5.00
565 Freight and Delivery	16.89
580 Translation	238.26
Total Expenses	\$154,403.30
PROFIT	\$10,866.62