

March 29, 2023

Dear XXX,

We want to thank you as one of our 40+ network partners for your continued support of the Canadian Health Leadership Network (CHLNet) and our work. It is that time of the year again when we invoice partners but also provide an update on where your contributions have gone to support this effort to build health leadership capacity and capabilities across Canada. In November, partners approved our new [2023-2025 Strategic Plan](#) that we believe better reflects the tolls that the pandemic has taken on the health workforce and its leaders and opportunities for CHLNet to support. Our purpose has evolved to be *“By working together, better incorporate evidence and systems thinking into the practice of 21st century health leadership to improve health system performance and advance transformation”*. Four value streams now ground our work: *Support Leaders through Dialogue & Engagement; Build and Apply Health Leadership Research, Evidence and Knowledge; Accelerate 21st Century Care Leadership Practices; and Champion Strategic Leadership Excellence.*

The pandemic did highlight the importance of health leadership in making change. As a result, four new network partners joined our efforts: [University of Alberta](#) , [Interior Health](#), [SWITCH BC](#), [McMaster University](#). We are very pleased to be working with them and expanding our health leadership table. Our working and steering groups are now in full swing and highlighted below are some of the network’s achievements:

- *Semi-Annual Network Partner Roundtables* were held virtually in May and November. Dr. Jane Philpott, Dean Faculty of Health Sciences Queens University and former Minister of Health kicked off our discussion on [Shaping the Health System of the Future – Evidence Informed Hope](#). It set us up nicely for a highly interactive and illuminating conversation that followed with our panelists of Doran Walker (Chair Emerging Health Leaders), Susan Brown (CEO Interior Health), Maria Judd (Healthcare Excellence Canada), and John Lavis (McMaster Global Commission). In November, partners gathered to discuss [Evidence-Informed Hope Globally](#) with our panel comprised of: Dr. Suzanna Fitzpatrick, a Senior Nurse Practitioner in the USA; Dr. Jamiu Busari, an Associate Professor of Medical Education and a consultant Pediatrician in Aruba; Dr. Oren Tavor, a Pediatric Emergency Physician in Israel; and Dr. Daljit Hothi, a consultant paediatric nephrologist in the UK.
- *National Health Leadership Huddles* continued quarterly and are aimed at 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](#) (CCHL), using [Chatham House Rule](#), on an identified leadership challenge to gain others perspectives and strategies.
- *The Leading Thru COVID Action Research Project* is a wrap that surfaced leadership challenges and practices during the COVID-19 pandemic. Phase I gathered stories from leaders across the country summarized in a two-page [Executive Summary](#), and two peer reviewed articles: [The relevance of the LEADS framework during the COVID-19 pandemic](#) and [Leading through the First Wave of COVID: a Canadian Action Research Study](#). Phase II interviews and focus groups resulted in a final [Infographic](#) that summarizes leadership matters from adaptability

and learning and shares practices to move forward. We send our gratitude to those Canadian health leaders on the front line of this pandemic who took the time to share their experiences with us but also to the dedicated Steering Group.

- [Accelerating the Healthcare Leader's Career Pathways: Determining pathways of leadership and developing and testing a mobile app prototype](#) is underway and funded through a Mitacs Grant with McMaster University and LEADS Global. Our inaugural steering group recently met and the literature review is almost complete with focus groups and interviews to begin this summer. CHLNet is also pleased to announce that it is part of McMaster's team for its recent CIHR project grant to synthesize evidence to address misinformation.
- [Workforce Wellness Project Towards Leadership Pathways for Health Workforce Wellness Insights Report](#) resulted in a worksheet for leaders on how to best address worker burnout and distress at both a network and individual organizational level. To accompany this, please read our article entitled [Leaders supporting leaders: Leaders' role in building resilience and psychologically healthy workplaces during the pandemic and beyond](#). As well, Kathy MacNeil, Brig Gen Scott Malcolm, Deanne Taylor, and Doran Walker presented at the June National Health Leadership Conference on this work and later in the year at the Canadian Health Workforce Conference.
- Our Website, Tools and Eblast have had a major makeover and we hope are more user-friendly. It includes new and updated tools such as a [Leadership Development Inventory](#), [Self Assessment](#), and [Environmental Scan](#). These are free partner benefits. As well, we just updated our [Leadership Development Impact Assessment Toolkit](#) that is a companion document to the [Wise Practices of Leadership Development Toolkit](#). Congratulations to CHLNet's former Mitacs post doctoral fellow Mehri Karimi-Dehkordi on the publication [Evaluation of a leadership development impact assessment toolkit: a comparative case study of experts' perspectives in three Canadian provinces](#).

Thank you so much to our fabulous Secretariat who act as our board in between roundtables. Dr. Susan Moffatt-Bruce, former CEO Royal College of Physicians and Surgeons completed her term as CHLNet Cochair as she took on a new challenge in the U.S. We welcomed Maria Judd, VP at Healthcare Excellence Canada, along side Kathy MacNeil, CEO of Island Health as a dynamic cochair duo. As well, network partners approved Chris Power, Dr. Gillian Kernaghan, and Dr. Brian O'Rourke as [CHLNet Emeritus](#) bringing our total to 9! We are grateful to all the inspiring leaders who help CHLNet on its journey forward including our Senior Policy Advisors (Bill Tholl and Stephen Samis), Senior Research Advisors (Dr. Graham Dickson and Dr. Deanne Taylor), Network Partner Liaisons (BGen Scott Malcolm and Emily Gruenwoldt), and Wendy Nicklin and Andrea Johnson (HLEA Working Group cochairs). Thanks to Alain Doucet and CCHL staff for their ongoing secretariat support (Finance and IT).

We hope this letter gives you a brief but informative overview. Please share our [Value Add](#) so we can broaden our work together. Your 2023/2024 Network Partner fee invoice is attached. We hope to see you at the May 3rd virtual roundtable. If you did not receive an invite, please contact our Executive Director, Kelly Grimes (kgrimes@chl.net.ca).

Sincerely,

Kathy MacNeil, President and CEO
Island Health
CHLNet Co Chair

Maria Judd, VP
Healthcare Excellence Canada
CHLNet Co Chair

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 Health Workforce Network
Canadian Institute for Health Information
Canadian Medical Association/Joule Inc.
Canadian Partnership Against Cancer
Canadian Psychological Association
Canadian Society of Physician Leaders
Children's Healthcare Canada
College of Family Physicians of Canada
Emerging Health Leaders
Good Samaritan Society
Health Canada
Health PEI
HealthCareCAN
Healthcare Excellence Canada
Healthcare Insurance Reciprocal of Canada
Hôtel-Dieu Grace Healthcare
Innovative Medicines Canada
Interior Health
Island Health
McMaster University
Mental Health Commission of Canada
Nova Scotia Health
Pallium Canada
Provincial Health Services Authority (BC)
Royal College of Physicians and Surgeons of Canada
Royal Roads University
Saskatchewan Health Authority
Shared Health Manitoba
St. Joseph's Health Care London
Switch BC
University of Alberta
Yukon Health and Social Services

Note: As of March 1st, 2023

Appendix B

CHLNet

Balance Sheet Summary

As of December 31, 2022

	TOTAL
Assets	
Current Assets	6,001.47
Cash and cash equivalents	128,959.71
Accounts receivable (A/R)	5,000.00
Total Current Assets	139,961.18
Total Assets	\$139,961.18
Liabilities and Equity	
Current Liabilities	-260.00
Accounts Payable	46.07
Credit Cards	823.63
Total Current Liabilities	609.70
Equity	139,351.48
Total Liabilities and Equity	\$139,961.18

Profit and Loss

January - December 2022

	TOTAL
INCOME	
400 Partner Fees	167,500.00
490 Interest Income	26.67
Total Income	\$167,526.67
GROSS PROFIT	\$167,526.67
EXPENSES	
500 Consultants - Secretariat	138,700.00
505 Contractors	10,336.00
510 Project Expenses	20,074.42
515 Conference Fees	1,644.08
520 Travel	9.73
525 Catering	427.36
530 Office/General Administrative Expenses	2,065.94
535 Strategic Initiatives/Consultants	4,430.00
550 Bank Fees	0.75
565 Freight and Delivery	11.96
Total Expenses	\$177,700.24
PROFIT	\$ -10,173.57