

March 27, 2019

«AddressBlock»

«GreetingLine»

Firstly, I want to thank you so much for your ongoing support of the Canadian Health Leadership Network (CHLNet) and in building health leadership capacity across the country. We are **10 years old** in the Fall of 2019 so will have special celebrations to commemorate this achievement! We began with 12 founding network partners and our stretch is now 43 strong cutting across jurisdictions, policymakers, academics, health associations, regional health authorities, patients and health disciplines. 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](#)). You might notice we are slightly earlier this year as we have had many requests to invoice earlier to accommodate different budget cycles.

We are now almost two years into our Strategic Plan that focuses 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 new strategic priorities have maximized value for our Network Partners while using our financial and in-kind resources efficiently. We are very appreciative of having Chris Power (CEO CPSI) and Kathy MacNeil (CEO of Island Health) as our current co-chairs. As you know, CHLNet achieves its goals through working groups comprised of its Network Partners (which meet quarterly via one-hour teleconferences). Given this, here is quick update of happenings.

In 2018, a new working group entitled the [Canadian Health Leadership Exchange and Acceleration](#) began to gather provincial leaders to stimulate and grow health leadership capacity and capabilities in their respective jurisdictions in the context of current and future reform activities and challenges. It is now co chaired by Wendy Nicklin and Hugh MacLeod and a detailed workplan is in place including liaising with international bodies who have similar mandates such as ours like Australia's Health Education and Training Institute and Scotland's Project LIFT. This working group will also create opportunities to mentor and network with the next generation of leaders; oversee our new initiative to create on a *Guide for Wise Practices for Leadership Development* (Co chaired by Dr. Gillian Kernaghan and Maria Judd); and plan our webinar series. Our recent [webinars](#) are downloadable for partners on our website and include: the *Generational Gap in Health Leadership*, *Distributed Leadership Models: The Australian Experience*, and *Culture Eats Strategy for Breakfast, Effective Practices and Tools to Change Culture*. 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.

Our other major working group is around [Research and Evaluation](#) (chaired by Dr. Graham Dickson), which gathers a mixture of researchers and decision makers. This past year has been very busy building and sharing evidence on the need for health leadership in health reform and innovation. The CHLNet 2014 Benchmarking Study identified a significant skill deficit for healthcare leadership. In March 2019, a new [Steering Group](#) (Chaired by Bill Tholl) is repeating this survey in partnership with academics and in collaboration 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. It builds on two previous

CHLNet studies: one in 2007 commissioned by the Conference Board of Canada and [a 2014 Benchmarking Study](#). The information collected will allow CHLNet and its 43 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 and Indigenous Peoples. Please take the time to complete this 10-minute survey which will go out in April 2019.

After two years of extensive work by our Mitacs Fellow, the ROI Steering Group, ROI Institute Canada, and 13 partners (who contributed financial or in-kind contributions), our [Leadership Development Impact Assessment Toolkit](#) is now live this month! For all CHLNet network partners, this is a free partner benefit. We hope to create a registry of projects and measures so please let us know if you want to become involved. CHLNet continues to generate new evidence on health leadership including our [Empowering Women Leaders in Health](#) (Status of Women, 2017 to 2020) with the University of Ottawa (Dr. Ivy Bourgeault) and CCHL. Three workshops have been held across Ontario and a toolkit will result aimed at health care, health sciences and Indigenous People. Our [November Top Ten](#) focused on women and leadership so please share widely. And our November 28, 2018 Leadership Dialogue reached our highest number of attendees ever with Dr. Gigi Osler and Carolyn Pullen as our leaders who shared their thoughts on women and leadership and their own leadership journey at the Museum of Nature in Ottawa.

As you are aware, the health workforce needs to develop new capabilities to carry out the health reform initiatives 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 Structure is being co-chaired with CCHL and CHLNet to oversee our partnership and the evergreening of the LEADS Framework. Dr. Graham Dickson is overseeing the framework update and is currently in the midst of writing a new book on LEADS with his co author Bill Tholl. Look for its release, later this year.

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. Our last few speakers have included: Dr. Gigi Osler and Carolyn Pullen (as previously mentioned), Pierre-Gerlier Forest, and Dr. Alike Lafontaine. Our next Leadership Dialogue is May 1 with **Michael B. Decter at the Ottawa Art Gallery in Ottawa**. 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. The evening dialogue then continues into the next day at our [Partner Roundtable](#), where partners can share their own health leadership efforts. For example, November 2018's roundtable included presentations from the Canadian Patient Safety Institute/HealthCareCAN on patient safety leadership practices, Pallium Canada and the Canadian Nurses Association. All past presentations can be found on CHLNet.ca in the password protected side of our website for partners only.

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 groups and Secretariat), CHLNet consistently exceeds our annual goals. We are very excited to have eight new partners join us in the last two years, including: Island Health, Canadian Armed Forces, Association des collèges et universités de la francophonie canadienne, Canadian Association of Paediatric Health Centres, Health Canada, Hôtel-Dieu Grace Healthcare, Pallium Canada and Yukon Health.

We are so appreciative and thankful to have inspiring leaders who form our Secretariat. Dr. Gillian Kernaghan (CEO of St Joseph's Health Care London and Past President of CSPL) just stepped down in December after four years at the helm. Chris Power is now joined by Kathy MacNeil and comprise our co-chairs. Dr. Graham Dickson, our leadership expert, continues his pivotal role as our Senior Research Advisor and is joined this year by Bill Tholl as our Senior Policy Advisor (after he retired as CEO of HealthCareCAN). The Secretariat is also rounded out by three Network Partner liaisons (Louise Ogilvie from the Canadian Institute for Health Information – now retired, Maria Judd of Canadian Foundation for Healthcare Improvement and Emily Gruenwoltd, Canadian Association of Paediatric Health Centres), Emerging Health Leaders, Chairs of our Working Groups 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. We will be looking for a couple of additions to our Secretariat so please consider being part of our movement to building health leadership.

Well that is a quick overview of what CHLNet has been doing with your very appreciative financial support. Your 2019/2020 invoice is attached for Network Partner fee. If you or your staff have any further questions or ideas (better maximizing our impact), please let me know either via e-mail (kgrimes@chlnet.ca) or by telephone (613-235-7219 ext. 250). We hope to see you on May 2 for our next roundtable.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kelly Grimes". The signature is fluid and cursive, with the first name "Kelly" written in a larger, more prominent script than the last name "Grimes".

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

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

Appendix

**Current network partners include:*

Academy of Canadian Executive Nurses
Accreditation Canada
Alberta Health
Alberta Health Services
Association des collèges et universités de la francophonie canadienne (ACUFC)
BIOTECANADA
CADTH
Canada Health Infoway
Canadian Blood Services
Canadian College of Health Leaders (Host Secretariat)
Canadian Forces Health Services Group
Canadian Foundation for Healthcare Improvement
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
Hôtel-Dieu Grace Healthcare
Innovative Medicines Canada
Island Health
Joule Inc. (a CMA Company)
Manitoba Health
MEDEC
Mental Health Commission of Canada
Nova Scotia Health Authority
Pallium Canada
Patients Canada
Provincial Health Services Authority (BC)
Royal College of Physicians and Surgeons of Canada
Royal Roads University
Saskatchewan Health Authority
Société Santé en français
Victorian Order of Nurses
Yukon Health and Social Services

**As of March 22, 2019*