

April 30, 2018

Company Name

Address

City, Province

PC

Dear X:

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. 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. Created in the fall of 2009 with 12 founding network partners, the Canadian Health Leadership Network (CHLNet) now comprises 42 organizations that cut across jurisdictions, policymakers, academics, health associations, regional health authorities, patients and health disciplines. (See attached.) It is especially noteworthy that a majority of provinces and territories or their agencies are now partners. In May 2017, CHLNet partners approved a new [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 will maximize value for our Network Partners while using our financial and in-kind resources efficiently.

CHLNet achieves its goals through working groups comprised of its Network Partners (which meet quarterly via one-hour teleconferences). A new group, *Canadian Health Leadership Exchange and Acceleration*, gathers 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. Our inaugural meeting (chaired by Hugh MacLeod) was held in February 2018 with Australia's Health Education and Training Institute sharing their approach to leadership country wide. **We thank XX for being part of this new effort.** This working group will also create opportunities to mentor and network with the next generation of leaders.

Our other major working group is the *Research and Evaluation Working Group* (chaired by Graham Dickson), which gathers a mixture of researchers and decision makers. Change and innovation in a systems context (macro to micro) requires sophisticated leadership capability and we are helping to build evidence to show this. **XXX from your organization has been instrumental in driving this work and we thank you for their involvement.** Funded by 15 partners including the ROI Institute Canada, our current efforts have been in measuring the impact of leadership development through the creation of a toolkit. A separate ROI Steering Group has guided this effort (**PUT NAME HERE**). To begin this effort, the Manitoba Centre for Healthcare Innovation funded a scoping review on Return on Investment that was finally published in November 2017 [ADD HYPERLINK TO JOURNAL ARTICLE](#) that showed important health care outcomes/ROI indicators and metrics linked to leadership quality and leadership development programs that could be used to assess the impact of health leadership in health care organizations. CHLNet, in collaboration with the University of Ottawa secured an 8 month (full time) \$30,000 MITACS Accelerate Internship for a Postdoctoral Fellow. Our Mitacs fellow has now begun work with our three pilot sites (British Columbia's Provincial Health Authority, Saskatchewan Health Authority and Jule with Doctors Nova Scotia) to evaluate the LDI toolkit. Data will be gathered at two points: April and then

again early Fall. Our target is to have the toolkit ready for free partner access later this year. CHLNet is also a key partner with the University of Ottawa on an *Empowering Women Leaders in Health* (Status of Women, 2017 to 2019). Gillian Kernaghan, CHLNet co chair is one of the three women leaders for this project, heading up the health care stream. The first three day workshop will be held in June in Ottawa and we would welcome more women to participate this ([LINK TO FLYER](#)).

The Knowledge Mobilization Working Group is our third working group. The group is led by Wendy Nicklin and oversees our webinar series where three times per year CHLNet and the LEADS Collaborative offer free webinars. All webinars are recorded and made available on our website including any background material. Our recent [webinars](#) include: *Culture Eats Strategy for Breakfast: Effective Practices and Tools to Change Culture*; *How to Measure Impact of Health Leadership Development*; and *LEADS Impact: CADTH's Case Study*. 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. On June 4, 2018 we are hosting a breakfast session at the National Health Leadership Conference on *It's not winning or losing but how you play: our most impactful lessons for leaders in health reform* in Newfoundland. If you're attending NHLC, please join us!

The health workforce needs to develop new skills and knowledge to carry out the health reform initiatives required of them. CHLNet is a founding partner of the LEADS Collaborative along with the Canadian College of Health Leaders (which houses LEADS Canada), Royal Roads University, and Dr. Graham Dickson. CHLNet Network Partners believe there is a need for a common leadership language. LEADS in a Caring Environment (LEADS) has become Canada's preferred, common leadership learning platform and adoption has been widespread (Updated Client List – [HYPERLINK](#)). We are in the midst of a refresh/evergreen of the LEADS Framework. Focus groups have been held across the country and an annotated bibliography that updated the literature that surrounds the LEADS Framework has just been completed in partnership with Royal Roads University and LEADS Canada. As well, CHLNet contributes to a newly created Community for Practice forum by LEADS Canada to share tools and resources. The annual LEADS Community Practice Exchange Day will be Integrating LEADS into Practice: Orient, Develop, Integrate, Sustain will be held on June 6, 2018 in tandem with NHLC to continue the sharing ([HYPERLINK FOR MORE INFO](#)).

Main partner involvement comes at CHLNet's semi-annual evening dialogue sessions where senior leaders come to chat openly on their leadership journey and health leadership issues of the day under Chatham House Rule. Last year, we welcomed the Public Policy Forum as our new co-host. Our last three speakers have been: Alika Lafontaine, Danielle Martin, and Bonnie Brossart. Our May 23rd evening meeting will feature.....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. Our next one is May 24th in Ottawa, where partner sharing continues on their own health leadership efforts. For example, November 2017's roundtable included presentations from the Joule/Canadian Medical Association, Canadian Medical Protective Association, and St. Joseph's Health Care London. Last May 2017, partner presentations were from the newly formed Health Standards Organization, Alberta Health Services and the Alberta College of Family Physicians. All past presentations can be found on [CHLNet.ca](#).

We are so appreciative and thankful to have Gillian Kernaghan (CEO of St Joseph's Health Care London and Past President of CSPL) and Chris Power (CEO of Canadian Patient Safety Institute) as our co-chairs. Dr. Graham Dickson, our leadership expert, continues his pivotal role as our Senior Policy Advisor. The Secretariat is also rounded out by three Network Partner liaisons (Louise Ogilvie from the Canadian Institute for Health Information, Maria Judd of Canadian Foundation for Healthcare Improvement and Emily Gruenwoldt, Canadian Association of Paediatric Health Centres), Emerging Health Leaders,

Founding Co-Chairs (Elma Heidemann and Don Philippon), Founding Executive Director (Bill Tholl), Chairs of our Working Groups (Hugh MacLeod and Wendy Nicklin) and host Secretariat (CCHL). These individuals give so much of their time, wisdom and advice and it is so appreciated.

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 has been able to exceed what we have said we would do in our strategic plan. We are very excited to have seven new partners join us in the last year, including: Canadian Armed Forces, Canadian Association of Paediatric Health Centres, Hôtel-Dieu Grace Healthcare, Saskatchewan Health Authority, and Pallium Canada. We believe our value add is immense and growing; however, CHLNet is only as strong as the network of partners that it brings together. For our network to succeed, we must continuously reinvent our value proposition around the twin founding principles of "trust and reciprocity".

As discussed, we ask Network Partners to commit to **\$5,000 per year** (typically invoiced in April/May) to support what we do on behalf of the network and commit, on a "best efforts" basis, over three years. Hence, please find attached an invoice for the 2018/2019 Network Partner fee.

If you or your staff have any further questions or ideas, please let me know either via e-mail (kgrimes@chl.net.ca) or by telephone (613-235-7219 ext. 250). We hope to see you on May 24 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. Gillian Kernaghan and Chris Power (CHLNet Co-Chairs)