



LEADS 2025 Framework Refresh

Working Group Terms of Reference

Purpose

The LEADS Framework Steering Group (CCHL, LEADS Global and CHLNet), as the steward of the Framework, will undertake a meaningful and compelling refresh of the LEADS in a Caring Environment capabilities framework for 2025 (i.e., define the qualities of outstanding health leadership needed for the 21st century in Canada).

Principles

- Believe high quality leadership is vital to enhance the equality of health care, the efficiency of health care delivery and the health and wellness of Canadians.
- Articulate, clearly and unambiguously, the quality of leadership needed to improve health system performance and advance transformation.
- Commit to protecting the acronym of LEADS while considering the domains and capabilities to refresh.
- Embrace evidence informed data to ensure the framework continues to be valid and reliable.
- Use rigorous and proven research and evaluation methods.
- Believe in inclusivity and the use of a EDIR (equity, diversity, inclusion, and reconciliation).
- Leverage the collective strengths of partners and stakeholders for broad and inclusive engagement.
- Approval by the three members (CCHL, LEADS Global and CHLNet) of the LEADS Framework Steering Group is required for any final changes made to the LEADS framework.
- Ensure knowledge transfer of outputs and outcomes.

Duties and Responsibilities

- Oversee and guide the refresh of the LEADS capabilities framework with the best and most current knowledge of leadership's leading practices world-wide, and in the literature, where consonant with Canadian values, beliefs and structure based on a logic model (see appendix A).
- Determine the breadth of consultation (i.e., who to engage and how) and advise if supplemental updates such as bulletins should be produced before the final refresh.
- Investigate grants and other funding sources (i.e., Mitacs, CIHR, foundations, etc.).
- Develop a budget based on the defined resources (both financial and in-kind).
- Define the scope of data collection and analysis (i.e., how much data, how gathered most efficiently and effectively through technology)
- Use a series of Action Research cycles over a two-year period (2024-2025) to ensure validity and reliability of the final products.

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Terms of Operation

- As a standing working group, meet three times a year virtually for 1.5 hours or as required and convened by the LEADS Framework Steering Group. Regular attendance is required. Any member missing three consecutive meetings without cause will be required to resign.
- Maintain quality records of meetings.
- Create a workplan that outlines deliverables, accountability and that is monitored annually.
- Distribute agenda and materials one week ahead of the meeting (responsibility of LEADS Framework Steering Group, with CCHL Senior Vice President, Professional and Leadership Development providing secretariat support).
- Assign work to volunteer sub-groups when appropriate to inform and fulfill goals and objectives of this working group.
- Review the terms of reference as needed.
- Establish quorum of at least 50% of the members at each meeting.
- Provide reports on the working group activities to the LEADS Framework Steering Group.
- Ensure approval of major deliverables and budget by the LEADS Framework Steering Group.

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Membership

- Maximum of 12 with target of 9 members will comprise this working group distributed as follows:
 - Representatives of the three founding member partners: CCHL (2 members), Graham Dickson and CHLNet
 - 3 high volume, licensed users of the LEADS framework
 - 2 knowledge experts or academics
- Nominees for appointment of the cochairs will be solicited from this working group and/or the LEADS Framework Steering Group.
- Ensure the composition of members reflects:
 - Equity, diversity, inclusivity, and Indigeneity
 - Provincial/territorial
 - Health professionals
 - The continuum of health leader journeys from emerging to senior.
- Vacancies will be filled by the LEADS Framework Steering Group as required.

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Draft January 18 2024

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Appendix A

LOGIC MODEL FOR THE IMPORTANCE OF LEADERSHIP DEVELOPMENT

