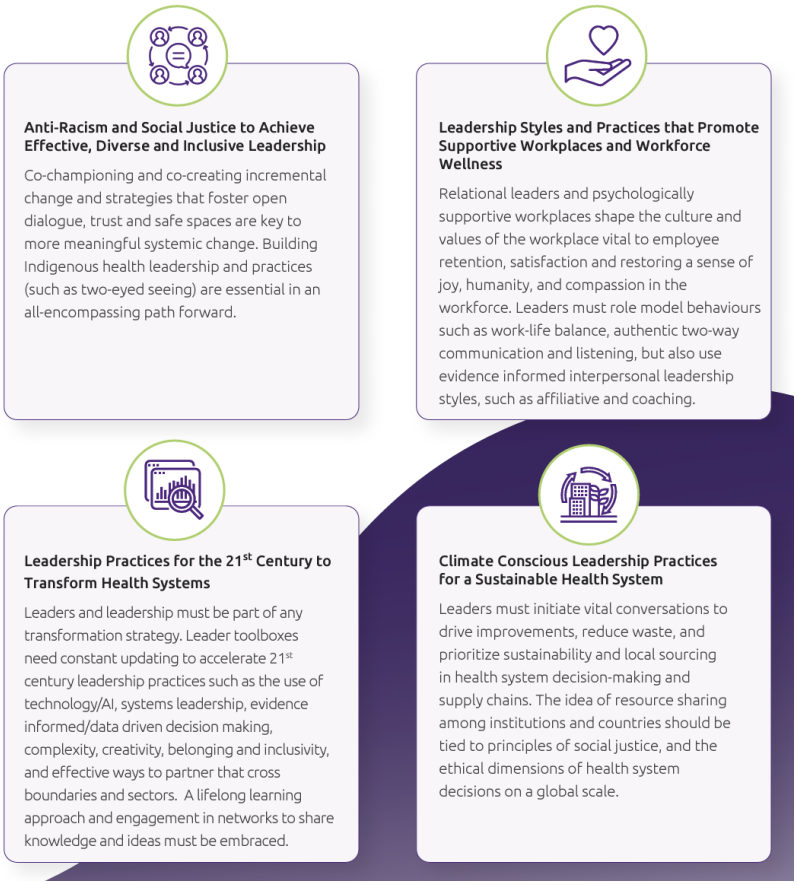
LEADerShip at a Glance

CHLNet's "Top Four" Suggested LEADS Readings

The four references contained within this month's Top Four have been chosen because they speak directly to the four Strategic Priorities of CHLNet. I have used ChatGPT to help me choose the most relevant articles!



Strategic Priority: Anti-Racism and Social Justice to Achieve Effective, Diverse and Inclusive Leadership

This reference was highlighted for two reasons. First, the principal author, Dr. Marcia Anderson, recently spoke at the CHLNet Round Table; and a representative of the Winnipeg Health Region, Lily Bale-Feldman, who attends, on WRHA's behalf the CHLNet's Health Leadership and Accelerations Working Group meetings, was on the authorship team. Second, it was a good choice because it shows the practical application and adaptation of the LEADS framework in an Indigenous cultural context.

Ongomiizwin – Indigenous Institute of Health and Healing. Giga-mino-ganawenim: Theory of change – a pathway to Indigenous health equity. Winnipeg (MB): University of Manitoba; 2025 Jan.

Summary:
The document outlines a strategy for implementing cultural safety and addressing systemic anti-Indigenous racism within the healthcare system, emphasizing the need for both technical and adaptive solutions to foster meaningful change.

The *Giga Mino Ganawenimaag Anishinaabeg* initiative aims to improve health care for Indigenous peoples by addressing systemic racism and promoting cultural safety. The title, coined by an Indigenous elder, stands for "We will take good care of the people." The monograph emphasizes the need for respectful engagement and recognizes the power imbalances within the health care system. The contents focus on helping leaders understand systemic racism in health care, and the importance of cultural safety as a leadership responsibility. The authors emphasize that understanding the difference between technical and adaptive challenges is vital for effective change management in health care organizations.

In so doing, the monograph gives further definition of the goal and role of psychological safety and provides strategies for change management that are aligned with the LEADS framework.

Strategic Priority: Leadership Styles and Practices that Promote Supportive Workplaces and Workforce Wellness

This article was chosen because it is a highly relevant and recent peer-reviewed article. published in April 2024, that offers **practical, research-based methods** for leaders to build psychologically supportive workplaces.

Amoadu, M., Ansah, E. W., & Sarfo, J. O. (2024, April 8). *Preventing workplace mistreatment and improving workers' mental health: a scoping review of the impact of psychosocial safety climate*. BMC Psychology, 12, Article 195.

Summary:
While not specific to health systems, this study aimed to examine how psychosocial safety climate (PSC) influences workplace mistreatment and employee mental health outcomes. PSC refers to an organization's policies, practices, and procedures that prioritize psychological health and safety.

The review found strong evidence linking high PSC with lower levels of workplace mistreatment, including bullying, harassment, and discrimination. It also showed that organizations with a strong PSC culture tend to report improved psychological well-being among workers, including higher levels of hope, resilience, and job satisfaction. Importantly, PSC also served as a protective buffer against psychological distress, such as stress, anxiety, and emotional exhaustion — particularly for women and other marginalized employees. These benefits were consistent across sectors, including healthcare, education, and corporate environments, suggesting that PSC is a universally applicable concept.

For organizational leaders, this review encourages movement beyond surface-level wellness programs and instead, taking actions to foster a culture where psychological safety is embedded in

core policies and leadership practices. Practical actions include training supervisors in supportive communication, engaging employees in co-designing well-being policies, improving conflict resolution protocols, and using validated tools (i.e., tools such as those relevant to the Canadian Standards Association's standards for psychologically healthy workplaces) to assess and track climate improvements.

The authors argue that leadership commitment to PSC not only improves mental health outcomes but also enhances organizational performance and retention — offering a dual benefit for people and productivity.

Strategic Priority: Leadership Practices for the 21st Century to Transform Health Systems

This article was chosen because it showcases an online, self-directed program aimed at improving psychological health and wellness amongst members of a leadership/managerial dyad, whether the members are physicians and administrators; nurses and administrators; or in some cases all three. Dyads are increasingly being used in health leadership across Canada.

Trask M, Webb M, Dickson G, De Gagne JC. Learning together: A quality improvement project on tandem training for dyad leadership partners in healthcare. In Healthcare Management Forum 2025 Feb. Sage CA: Los Angeles, CA: SAGE Publications.

Summary:
Formal training for those in managerial roles in healthcare is often fragmented, with clinical leaders and operational leaders receiving separate training or none at all. This project aimed to gain insights into how to better prepare leaders in dyad leadership roles through education provided to them in partnership.

Understanding and strengthening dyad leader relationships can help shape positive experiences for leaders and their teams. To this end, a novel, free self-directed program, based on the Leads Self domain of the LEADS framework, was delivered.

Participants reported a high satisfaction rate with the program. Self-assessed leadership scores indicated significant improvements in leadership capabilities. This project's findings have the potential to inform future leadership development programs and contribute to improving co-leadership practices in real-world settings.

Strategic Priority: Climate Conscious Leadership Practices for a Sustainable Health System

This reference was chosen because it highlights the leadership capabilities linked to being successful in curtailing the negative effects of climate change: both from the perspective of actions taken within the health care sector to reduce climate emissions, but also how to adapt to the negative health results of climate change.

Zidulka A, Mitchell IK. Leading public sector interorganizational collaboration in healthcare: Lessons from the intersection of climate and health. In Healthcare Management Forum 2025 Feb 3. Sage CA: Los Angeles, CA: SAGE Publications.

Summary:
This article is highly relevant to leaders seeking to address climate change within healthcare systems because it explores how leadership across organizational boundaries can drive coordinated action during large-scale crises. The authors focus on the COVID-19 pandemic as a proxy for other system-wide emergencies—like the climate crisis—that demand collaborative, adaptive, and morally grounded leadership. The authors argue that the leadership approaches developed during the pandemic can provide a valuable blueprint for managing similarly complex, cross-sector challenges such as decarbonizing health systems or preparing for climate-related health impacts.

Using a qualitative case study of Ontario Health West's response to COVID-19, the researchers conducted 28 in-depth interviews with healthcare leaders from hospitals, long-term care, and public health. The analysis uncovered specific leadership behaviors and enabling conditions that supported interorganizational collaboration—while not identified as specific to a climate change context, are applicable in that context.

Key leadership practices identified are building trust across institutions, fostering shared purpose, exercising moral authority, and adapting roles dynamically. Importantly, these leaders influenced change not through top-down mandates, but through credibility, relationship-building, and shared commitment to a higher cause.

To address climate change, healthcare leaders must move beyond traditional, siloed leadership models and embrace the collaborative, morally-driven approach this study describes. Leadership development should prioritize competencies like emotional intelligence, systems thinking, and the ability to mobilize diverse actors toward long-term, preventative goals. As with pandemic response, successful climate leadership in healthcare will depend on leaders' capacity to act without full authority, galvanize collective will, and adapt in real time to emerging environmental threats.

Link to LEADS:
The link to LEADS—the acronym for the full title of the framework: *LEADS in a Caring Environment*—is as follows.

In Reference 1, the change management strategies outlined in this monograph align with the LEADS framework; and do so in an inclusive and culturally sensitive manner. This alignment supports the overarching goal of transforming organizational culture.

- The LEADS framework includes dimensions such as Lead Self, Engage Others, and Achieve Results.
- Strategies like group coaching and the Fearless Organization Scan support leaders in fostering psychological safety, as they are consistent with the focus in LEADS—i.e., Engage Others and Develop Coalitions—on building relationships.
- The overall goal is to achieve a fundamental paradigm shift in health care organizations.

Reference 2 provides an overview of the dynamics of why there is currently deep-seated ennui in today's health workforce. It suggests a leadership approach characterized by – using supportive skills, encouraging respectful behaviour, encouraging the use of resources, promoting open and bottom-up communication, and providing guidance on conflict resolution — key elements inherent in the Engage Others capabilities of the LEADS framework. It should be pointed out too that these actions are consistent with the monograph produced by the Mental Health Commission of Canada, showing the

link between the LEADS framework and the 13 psycho-social factors developed by the CSA for healthy workplaces (Transforming Healthcare Organizations - Mental Health Commission of Canada).

Reference 3 references a self-directed learning program, based on the LEADS domain of Lead Self, that will help pairs of professionals, working in co-partnerships (dyads) to develop the 21st Century leadership skills associated with maximizing their effectiveness in that role.

Reference 4 describes how powerful relationships between organizations are to facilitate coordinated action for challenges such as climate change. This emphasizes and validates the capabilities of the Develop Coalitions and Systems Transformation domains of the LEADS framework.