WHLNet Broadcast Series: Steering Group Report
Monday 10 March 2025

1. Summary of broadcasts

Since the WHLNet Broadcast Series recommenced at the start of this academic year, we have successfully hosted several sessions that engaged a diverse audience. Below is a summary of the events held and feedback received:

	Event 1: Systems Leadership for Quality and Safety: From Principles to Action (October 17, 2024)	**Event 2: Implications of AI for Healthcare Leadership** (December 12, 2024)	**Event 3: Leading in the current socio-political environment** (February 20, 2025)
Summary	This Health Leadership Live broadcast built on the WHLNet session at the ISQua conference in Türkiye. It focused on systems leadership in healthcare, emphasizing collective efforts and cross-boundary collaboration to improve quality and safety. Participants discussed how systems leadership can be used to implement the WHO Global Patient Safety Action Plan 2021—2030.	This webinar explored the integration of Artificial Intelligence (AI), Machine Learning (ML), and Natural Language Processing (NLP) in healthcare, focusing on their implications for leadership, governance, and education. It built on discussions from the International Leadership Association's (ILA) Global Conference Healthcare Summit and aimed to prepare participants for an in-depth conversation on these topics.	The broadcast focused on the challenges health care leaders face when interfacing with the political environment, both at the national (large P politics) and community/organizational (small p politics) levels. It explored how these political dynamics shape effective leadership practices in health service delivery.
Format	The broadcast took a 'fishbowl' format, allowing for small group conversations within a larger group. The session included background discussions from panel members and fishbowl moderators, followed by interactive dialogue with participants.	The event included presentations from facilitators, followed by breakout group discussions on various topics related to AI in healthcare leadership.	The event included presentations from three panel members, followed by small dialogue sessions where WHLNet participants can engage with the panel members to discuss their own challenges and leadership responses.
Facilitators	• Anurag Saxena (lead facilitator) • Cameron Stockdale (facilitator) • Callie Bland (facilitator)	• Cameron Stockdale (lead facilitator) • Neil Grunberg (lead facilitator) • Anne Matlow (facilitator)	• Bill Tholl (lead facilitator) • Peter Lachman (lead facilitator) • Neil Grunberg (facilitator)

	Event 1: Systems Leadership for Quality and Safety: From Principles to Action (October 17, 2024)	**Event 2: Implications of AI for Healthcare Leadership** (December 12, 2024)	**Event 3: Leading in the current socio-political environment** (February 20, 2025)
	• Jamiu Busari (facilitator) • Vijay Agarwal (panellist) • Stewart Dickson (panellist) • Peter Lachman (panellist)	• Axel Kaehne (facilitator) • Deb Basu (facilitator) • Sandra Ramelli (facilitator)	• Anne Matlow (facilitator) • Deb Basu (panellist) • Mike Durkin (panellist) • Susan Moffatt-Bruce (panellist)
Attendance[1]	27 Attendees, including panellists Aniekan Ekpenyong, Anurag Saxena, Betty Mutwiri, Bill Tholl, Callie Bland, Cameron Stockdale, Deb Basu, Fury Maulina, Gabriela Pimentel, Graham Dickson, Hussam Albaz, Jamiu Busari, Kelly Grimes, Kirsten Armit, Leslee Thompson, Marc Bilodeau, Mathieu Louiset, Ming-Ka Chan, Neil Grunberg, Oren Tavor, Peter Angood, Peter Lachman, Phil Cady, Stephen Balogun, Stewart Dickson, Susan Moffatt-Bruce, Vijay Agarwal	26 attendees, including panellists Aniekan Ekpenyong, Anne Matlow, Arun Garg, Axel Kaehne, Betty Mutwiri, Bill Tholl, Cameron Stockdale, Carsten Engel, Deb Basu, Diane Meschino, Doran Walker, Fury Maulina, Graham Dickson, Kirsten Armit, Lanre Ogunyemi, Laura Boyes, Laura Davies, Lorena Cifuentes, Marc Bilodeau, Mark Hayward, Neil Grunberg, Peter Lachman, Phil Cady, Sandra Ramelli, Yvonne Mburu, Zakiuddin Ahmed	25 Attendees, including panellists Anne Matlow, Beatrice Marseille, Betty Mutwiri, Bill Tholl, Deanne Taylor, Deb Basu, Frank Gitonga, Graham Dickson, Kelly Grimes, Kirsten Armit, Klavdija Peternelj, Laura Davies, Michele Trask, Mike Durkin, Ming-Ka Chan, Neil Grunberg, Peter Lachman, Phil Cady, Saad Ishtiaq, Susan Moffatt-Bruce, Ivan Kostadinov, Mussawair Hussain, Luis Torres Torija, Irisa Zile, Aoife Marie Brennan
Evaluation	No Evaluation conducted for this session.	20 responses • The majority of respondents found the discussion extremely valuable in increasing their understanding of the implications of AI, ML, or NLP for healthcare leadership. • Most participants agreed or strongly agreed that they feel better equipped to identify the AI-related skills and knowledge that healthcare leaders need.	16 responses • Majority of respondents found the discussion extremely valuable in increasing their understanding of leadership in the current socio-political environment. • Most participants indicated they are very likely to apply the insights from the discussion to their roles or organizations. • Respondents were generally very satisfied with the level of interactivity and contribution opportunities.

[1] Excludes organisers, facilitators and panellists.

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		• Many respondents indicated they are likely or very likely to apply the insights from the discussion to their roles or organizations. • Participants were generally very satisfied with the level of interactivity and contribution opportunities during the discussion.	• Participants heard about the broadcast through various channels, including committee involvement, email invitations, and colleagues. • Some participants appreciated the session's informativeness and requested earlier distribution of pre-reading materials.

2. Outputs from the events

A YouTube channel has been established to host the recordings - https://www.youtube.com/@WorldHealthLeadershipNetwork/. After the first recording we have decided not broadcast the breakout sessions to allow participants to discuss their observations and experiences freely. However we are asking facilitators to record so key points can be factored into subsequent blogs or articles (without attribution to a specific participant).

An article is in development for the first webinar (a rough draft has been produced for review and will be share soonest) and blogs have been prepared for the second and third events (Appendix A). These will include links to the event recording, biographies of speakers, the briefing note provided to participants and relevant resources provided prior to and during the event. The blogs and related resources will be hosted on the CHLNet website until a longer term host is agreed.

These pieces have furthered engagement beyond the events themselves, allowing for continued discussion and dissemination of key insights.

3. Improvements following feedback

Registration: We have changed the registration process for the events to allow speakers and facilitators to invite people in their networks. We used Google Forms for the last event but following lower attendance than numbers registered we will move to Zoom for future events so that participants receive the Zoom details, calendar invite and regular reminders.

If topics can be agreed in advance we can send registration for the next event at the end of the previous event.

Poll: A Zoom poll has been used at the last two events to gather feedback on the event itself and inform future planning.

4. Upcoming Events

The WHLNet Broadcast Series continues with the following confirmed dates 17 April 2025 and 19 June 2025. We ask the Steering Group to:

- Discuss whether the topic proposed for 17 April 2025 - 'Balancing the tension between being ethical and the exercise of power' – is appropriate and to suggest speakers and suitable formats.
- Advise on potential future topics and speakers to ensure continued relevance and impact. Suggestions previously discussed and provided in evaluations:
    - Leading in adversity
    - How leaders can work with opposing ideologies
    - Building trust
    - Equality, diversity, and inclusion (including ethnicity, gender, and generations)
    - Working with consultancies
    - Defining management and leadership
    - Regulating leaders and managers.
    - Advanced AI ethics and decision-making
    - Equity and access in AI applications
    - AI-driven workforce planning and development
    - Cross-sector collaborations and partnerships in AI.
    - Strategic allyship
    - Virtuous/ethical leadership
    - Economic impact of leadership in healthcare
    - Advocacy for change.

We look forward to discussing these developments further during the Steering Group meeting on 10 March 2025.

5. Appendices - Blogs

Leading in the current socio-political environment: Insights from the WHLNet Broadcast

On February 20, the World Health Leadership Network (WHLNet) hosted its first broadcast of 2025, exploring the theme of "Leading in the Current Socio-Political Environment." Supported by the Canadian Health Leadership Network (CHLNet), the event brought together experts to discuss how health leaders navigate both large P politics—decisions made by national and regional governments—and small p politics, which encompass workplace and community dynamics. Moderated by Bill Tholl, the session featured insights from Dr Mike Durkin (UK), Dr Susan Moffatt-Bruce (USA), and Dr Debashis Basu (South Africa), followed by interactive breakout discussions with global health leaders.

The Intersection of Politics and Health Leadership
Health care leadership does not exist in a vacuum, it is deeply intertwined with political systems, cultural expectations, and economic realities. National policy shifts—such as the United States' decision to withdraw from WHO—can have ripple effects across the globe, while local workplace politics dictate the daily challenges faced by leaders within their organizations.

Dr Mike Durkin: The Need for Ethical Leadership and Systemic Change
Dr Mike Durkin emphasized the importance of value, values and ethics when engaging with political forces. Reflecting on frameworks from quality improvement initiatives, he noted that transparency, honesty, and respect are essential in maintaining trust within health systems. Reflecting on the 2022 paper by Justin Waring et al 'Understanding the Political Skills and Behaviours for Leading the Implementation of Health Services Change: A Qualitative Interview Study', Dr Durkin warned against the dangers of organizational ego, advocating instead for collective leadership where collaboration, convening power, and networking to drive meaningful change.

Dr Durkin also pointed to the need for data-driven advocacy, recalling a successful UK initiative to reduce deaths from venous thromboembolism (VTE). By leveraging patient and political advocacy, this initiative overcame medical resistance, demonstrating how health leaders can use evidence and public pressure to create systemic improvements.

Dr Susan Moffatt-Bruce: Recognizing, Responding, and Rejoicing in Leadership
Dr Susan Moffatt-Bruce outlined a three-pronged approach to leadership in uncertain times: Recognize, Respond, and Rejoice. She stressed that leaders must first recognize the forces of change, including immigration policies, diversity and inclusion efforts, and shifts in health care financing. Responding effectively requires investment in tools (such as electronic medical records), training, time, and, most crucially, transparency.

Beyond managing change, Dr Moffatt-Bruce underscored the importance of celebrating small victories. With health care professionals often facing burnout and discouragement, she argued that finding moments of joy and purpose is essential for sustaining leadership and team morale.

Dr Debashis Basu: Balancing Patients, Public Health, and Politics
Dr Debashis Basu brought a public health perspective, discussing how health professionals must navigate the complex intersection of patient needs, community health priorities, and governmental policies. He cited South Africa's history of HIV/AIDS denialism as an example of how political leadership can either obstruct or facilitate health progress. The COVID-19 pandemic further illustrated how politics influences public health decisions, sometimes at the expense of evidence-based approaches.

Dr Basu also stressed the importance of ethical leadership, transparency and effective communication. Whether advocating for national health insurance or combatting misinformation, health leaders must engage with politicians, regulators, the public, and their own organizations to ensure that policy decisions align with public health needs.

Key Takeaways from the breakout discussions

Following the panel presentations, participants engaged in smaller discussions to reflect on their own experiences. Several key themes emerged:

1. Collective courage and collective leadership – Leaders must have the courage to challenge and to advocate for patient-centered care, even when facing political resistance.
2. The patient as the focal point – Amidst political dynamics, health leaders must keep patient well-being at the core of decision-making.
3. Building networks and partnerships – Collaboration across disciplines and regions strengthens leadership capacity and resilience.
4. Addressing misinformation – Transparency and effective communication are essential in counteracting misleading narratives that can influence health policies and public perceptions.
5. The importance of humility – Leaders must recognize that they do not have all the answers and must be willing to learn from others.

Moving Forward

As the session concluded, it was clear that to navigate the political landscape—both large P and small p—a health care leader requires a balance of systems and strategic thinking, ethical leadership, and resilience, as adapted to his or her unique national and local context. Health leaders must 'keep their eye on the ball'; i.e., continue to adapt, collaborate, and advocate for policies that support high quality and safe service to both patients and providers. The WHLNet broadcast served as a powerful reminder that leadership in health care is not just about managing resources but about shaping systems that serve the public good.

As WHLNet continues to foster dialogue among global health leaders, one message remains clear: in the face of political complexity, strong leadership is more essential than ever.

The event recording, biographies of speakers, the briefing note provided to participants and relevant pre-readings will be shared on CHLNet's website.

Implications of (AI) for Healthcare Leadership: Insights from the WHLNet Broadcast

On December 12, 2024, the World Health Leadership Network, the Canadian Health Leaders Network and LEADS Global hosted a broadcast titled "Implications of AI for Healthcare Leadership." Facilitated by Dr Neil Grunberg from the USA and Dr Cameron Stockdale from Canada, this broadcast built on discussions from the International Leadership Association's (ILA) Global Conference Healthcare Summit held in Chicago on November 7, 2024. The session delved into the integration of Artificial Intelligence (AI), Machine Learning (ML), and Natural Language Processing (NLP) in healthcare, focusing on their implications for health care leadership, governance, and education. Breakout discussions were structured around four key areas: leadership in AI integration, governance of AI in healthcare, education and training, and practical applications of AI.

Leadership in AI Integration

Leadership in adopting AI technologies in healthcare extends beyond technical implementation to encompass creating a srategic vision, facilitating organizational and system change, and fostering a culture of innovation. Dr Cameron Stockdale emphasized the importance of strategic alignment, where leaders must align AI initiatives with organizational goals to solve key issues such as reducing diagnostic errors and improving operational efficiency. He highlighted the need for healthcare leaders to understand AI capabilities and make informed decisions about its deployment.

Dr Stockdale also discussed the challenges of implementing change, noting that introducing AI technologies often disrupts existing workflows and necessitates significant organizational adjustments. Influential leaders must manage this transition by employing change management/leadership frameworks that include stakeholder engagement, transparent communication, and the gradual phasing-in of new processes to minimize resistance and ensure staff buy-in. He also emphasized nterdisciplinary collaboration as another critical need, with successful AI integration demanding collaboration between clinicians, technologists, ethicists, and data scientists to create technically robust and clinically relevant solutions.

Governance of AI in healthcare

Governance frameworks are critical to guide AI's ethical and practical use in healthcare. Dr Neil Grunberg stressed the importance of ethical oversight, data privacy, and security, and regulatory compliance. He pointed out that healthcare organizations must develop comprehensive ethical guidelines that govern the use of AI technologies, addressing concerns such as algorithmic bias and ensuring that AI does not inadvertently perpetuate disparities in healthcare delivery. Dr Grunberg also highlighted the need for robust data encryption and access controls to protect patient information and ensure compliance with evolving regulatory standards.

AI in Education and training

Education is pivotal to successfully adopting and integrating AI technologies in healthcare. Both current and future healthcare professionals need to be adequately prepared to engage with these tools effectively. Dr Grunberg and Dr Stockdale discussed the importance of curriculum integration, where healthcare education programs must incorporate AI, ML, and NLP topics. This includes teaching the fundamental principles of these technologies, their applications in healthcare, and the ethical considerations surrounding their use. AI can also be used to create new and relevant educational methods, such as simulations, personalized programming, and robust self-directed learning approaches.

Continuous professional development programs are essential, targeting clinicians, administrators, and support staff to equip them with the skills to adapt to new tools and methodologies. Interdisciplinary learning

initiatives should also be promoted, enabling healthcare professionals to collaborate effectively with data scientists and technologists.

Practical applications of AI

The practical implementation of AI, ML, and NLP in healthcare has already demonstrated significant potential, with applications spanning diagnostics, patient management, and predictive analytics. Dr Grunberg provided examples of AI-powered tools improving diagnostic accuracy and reducing time-to-diagnosis, such as ML algorithms analyzing medical imaging in radiology departments. He also discussed how NLP is revolutionizing patient record management and communications, with AI-driven chatbots and automated systems interpreting and responding to patient queries.

Predictive analytics for proactive care was another area of focus, with ML algorithms enabling healthcare providers to predict patient outcomes and identify at-risk populations. Dr Grunberg highlighted the potential of AI in supporting admission processes, curriculum development, learner assessments, performance tracking, and research activities.

Key Insights from the facilitators

Broadcast and breakout facilitators shared the diverse insights and perspectives that came from their discussions. They reinforced the relevance of our panelists' comments, and on occasion embellishing them.

Education and capacity building

- Meeting the need for comprehensive education and training programs for healthcare leaders and governing bodies.
- Integrating AI, ML, and NLP topics into the curricula.
- Delivering continuous professional development programs targeting clinicians, administrators, and support staff.
- Promoting interdisciplinary learning to enable effective collaboration with data scientists and technologists.

Ethical oversight and governance

- Developing comprehensive ethical guidelines to govern the use of AI technologies.
- Addressing concerns such as algorithmic bias and ensuring AI does not perpetuate disparities in healthcare delivery.
- Ensuring robust data encryption and access controls to protect patient information.
- Navigating complex regulatory compliance requirements and evolving standards.

Strategic alignment and change management

- Aligning AI initiatives with organizational goals to solve key issues like reducing diagnostic errors and improving operational efficiency.
- Managing the transition to AI technologies through change management frameworks, stakeholder engagement, and transparent communication.
- Fostering a culture of innovation and interdisciplinary collaboration among clinicians, technologists, ethicists, and data scientists.

Practical applications and patient safety

- Enhancing diagnostic accuracy and reducing time-to-diagnosis with AI-powered tools.

- Revolutionizing patient record management and communications with NLP and AI-driven systems.
- Utilizing predictive analytics for proactive care and identifying at-risk populations.
- Addressing the psychological impact of AI and understanding its limitations and potential biases.

Research and development

- Leveraging AI for literature collection, reviews, summarizing findings, and drafting reports.
- Enhancing both quantitative and qualitative research through AI capabilities.
- Exploring the role of AI in social science research and its potential to improve research methodologies.

Leadership and team dynamics

- Viewing AI as a member of the healthcare team rather than just a tool.
- Managing AI effectively and integrating it into various aspects of healthcare leadership.
- Assessing communication and performance within teams using AI tools.
- Understanding the role of AI in quality control and safety in healthcare settings.

Moving forward

The sense we are left with is that the impact of AI on health care leadership has been underestimated. TIntegrating AI, ML, and NLP in healthcare represents a paradigm shift with profound implications for leadership, governance, and education. Leaders must guide their organizations through this technological transformation and address the ethical and regulatory complexities associated with these advancements. Concurrently, education and professional development must evolve to ensure healthcare professionals can leverage these tools responsibly and effectively. By fostering collaboration across disciplines and prioritizing patient-centered innovation, the healthcare sector can harness the full potential of these technologies to improve outcomes and efficiency.

This dialogue provided an opportunity for healthcare practitioners and academics around the world to explore the implications of AI and consider strategies for its effective, ethical, and equitable implementation.

The event recording, biographies of speakers, the briefing note provided to participants and relevant pre-readings will be shared on CHLNet's website.