

CHLNet Newsletter – Fall 2011

Overview

The Canadian Health Leadership Network’s mission is to enhance health leadership capacity across Canada by better understanding the discipline of leadership in health through research; by supporting the development and promotion of “*By Health, For Health*” leadership tools; and by convening “*By Leaders, For Leaders*” dialogue sessions. Central to the work of CHLNet has been our collaboration with the Canadian College of Health Leaders (CCHL), **leadersforlife** and Royal Roads University in advancing the *LEADS in a Caring Environment* leadership capabilities framework.

We are pleased to welcome the following new Network Partners who have recently joined CHLNet:

- [Canadian Health Services Research Foundation](#)
- [Health Association Nova Scotia](#)
- [Ontario Hospital Association](#)
- [Saskatchewan Health](#)

Awareness-Raising

One of the most important roles CHLNet plays is to raise the level of awareness and understanding around *LEADS in a Caring Environment*. The Executive Director and members of the CHLNet Secretariat are frequently invited to present to any number of local, regional, national and international organizations. Activities include:

- co-sponsoring (with Royal Roads University) a week-long Advancing Health Leadership graduate certificate program (May 29-June 3, 2011);
- hosting a breakfast session at the National Healthcare Leadership Conference (Whistler, June 6, 2011);
- presenting (by invitation) to the Federal-Provincial-Territorial (FPT) Advisory Committee on Healthcare Delivery and Human Resources (June 14, 2011);
- facilitating sessions with provincial regional authorities (Regina Qu’Appelle Health Region, September 7, 2011);
- presenting to the 2011 National Network of Medical Affairs Professionals (NNMAP) Conference, *Excellent Care for All* (September 14, 2011);
- presenting, along with Dr. Graham Dickson, a reviewed paper “*BRINGING LEADS TO LIFE: A “By Health, For Health Leadership Development Framework for Canada”*” at the International Leadership Association’s Annual Conference in London, UK in late October 2011.

Research Activities

The Partnerships for Health System Improvement (PHSI) program is now into its second year. It is the only health specific research project of its kind being funded in Canada.

The project brings together some 18 senior decision-makers, health service researchers/ collaborators and knowledge mobilizers from across Canada. Case studies have been selected for each of the five regional nodes (covering leadership challenges such as shared services, physician/employee engagement and integrated community health practices). An overarching, national node case study focused on “Quality, Access and Appropriateness of Care” was approved at the June meetings. The research method employed in this series of case studies is “Participatory Action Research” (PAR).

Collectively these projects will serve as a framework for the development of an “Issue Brief” for an Action Research Roundtable that will occur sometime in the fall of 2013. A workshop to review the early empirical findings will be held in February 2012, hosted by the McMaster Health Forum. Dr. Graham Dickson and Bill Tholl have been invited to lead a concurrent session at the National Health Leadership Conference in Halifax (June 2012).

Finally, following initial conversations with Industry Canada, the PHSI group is beginning to pull together the key components for applying under the “Knowledge Mobilization Initiative” grants program, likely in the fall of 2012.

More detailed information on each of the case studies can be found on the partners-only portion of CHLNet.ca.

“For Health, By Health” Leadership Tools

The portfolio of LEADS-based products and services continues to grow, with work continuing in terms of rounding our day-long “train-the-trainer” sessions, a LEADS-based culture assessment tool, and working with partners to develop a front-line LEADS-based curriculum. Other LEADS-based leadership development tools that are at an earlier stage in the production pipeline include: development of LEADS-based interview and performance appraisal tools; and LEADS-based change management tools. Please stay tuned!

We are also pleased to inform you that, after many months of hard work, Accreditation Canada has just released its updated standards on governance and accountability. CHLNet, CCHL and Dr. Graham Dickson were invited to participate in the ad hoc expert group responsible for developing the new standards and we are just delighted to report that they are built around the LEADS leadership platform.

Likewise, other partners are looking at ways and means of taking advantage of the LEADS framework. For example, the Canadian Medical Association (CMA) has decided to reframe its Physician Managers Institute program around the LEADS framework. Indeed, a new LEADS-based leadership credential has been jointly created by the CMA and the Canadian Society of Physician Executives (CSPE)...another founding CHLNet partner.

On a less positive note, we have recently been informed that Health Canada is not able at this time to assist CHLNet in accelerating its plans in support of Emerging Health Leaders and in support of bilingual services. We had been asked to apply for a Contribution Agreement that would have provided very timely, one-time only support for our mission. Notwithstanding this disappointing news, a basic toolkit in both official languages is currently available. CCHL and CHLNet are looking at how best to partner to extend our bilingual repertoire of LEADS materials and LEADS consultants. We are also looking for other ways to assist Emerging Health Leaders in terms of expanded mentoring opportunities. In this connection, we have had some early discussions with CHSRF and are in the early stages of exploring foundation funding and a possible grant/loan from the Canadian Business Development Bank. Again, please stay tuned!

“By Leaders, For Leaders” Dialogue Sessions

In mid-June, CHLNet released the first section of the “LEADS *Bytes*” series, which are now posted on CHLNet.ca. Starting in late September, the installments will be released every two weeks, first to the Network Partners and then posted on the website.

Our second *Network Partners’ Roundtable* was held here in Ottawa on June 14th with the “Simpson Supper”, featuring *Globe and Mail* columnist Jeffrey Simpson. This event, co-hosted with the Health Action Lobby (HEAL), was very well attended and received. It clearly demonstrated CHLNet’s ability to bring over 50 senior decision-makers from federal and provincial governments and non-governmental organizations together to engage in an “authentic dialogue” around some of the major health leadership challenges for Canada. A synopsis of the major takeaways is available on www.chlnet.ca under “What’s New”. The Network Partners then met the following day (June 15), hosted by the Canadian Nurses Association. It featured a “response panel” to the Simpson Supper, followed by a facilitated plenary discussion on the evolving federal role in health and health care.

Another special guest is being lined up for our December “By Leaders, For Leaders” dialogue session. Please stay tuned for an announcement shortly.

Governance

CHLNet operates as an unincorporated, not-for-profit (not-for-loss) *value network*. Value networks work on the premise of adding value for organizations with shared interests and values. Value networks are enabled, not administered. They work from the twin pillars of trust and reciprocity...putting in more than what you take out.

After much research and discussion, CHLNet moved away from its “traditional” governance structure with a board of directors to a hybrid “value network” model of governance, combining the attributes of a small oversight committee of partners with the concept of all Network Partners sharing in the benefits and setting strategic directions.

After serving as the founding co-chairs, Don Philippon and Elam Heidemann decided to step down. The new co-chairs are Brian O’Rourke (Canadian Agency for Drugs and Technologies in Health) and Lea Bryden (Capital Health – NS), with Lynn Kirkland (Alberta Health) and Pamela Fralick (Canadian Healthcare Association) as liaisons. Elma and Don have agreed to serve as senior advisors to the Secretariat. The new Secretariat, which meets by teleconference approximately every six weeks, includes the co-chairs, liaisons, Ray Racette (CCHL, Host

Secretariat), the past co-chairs and Bill Tholl (CHLNet Executive Director). Summary notes of their meetings are regularly posted on the partners-only portion of CHLNet.ca.

After a wonderful working relationship that began in January 2009, it is with great pleasure that we announce that the Canadian College of Health Leaders (CCHL) has offered to continue to host CHLNet for the next three years. The new hosting agreement has been approved in principle by the CHLNet Secretariat and will be presented at the CCHL October Board meeting for ratification.

Upcoming Events

We have expanded the CHLNet website to include upcoming events (under Links on the purple banner). If you have an upcoming conference or major event, please let us know.

HealthCare Leaders' Association of British Columbia's Annual Fall Leadership Conference

[*Leading Towards Certainty in Healthcare*](#)

October 12 and 13, 2011, Vancouver, British Columbia

Royal Roads University Centre for Health Leadership and Research and Collaborative Networks of North America present "Networks Leadership Symposium 2011"

[*Inter-organizational Networks: Learning, Leading, and Lasting from a Life Cycle Perspective*](#)

November 14 and 15, 2011, Victoria, British Columbia

Royal Roads University

[*Advancing Health Leadership*](#)

- Online: (pre-course work) November 7-19, 2011
- On-Campus: November 20-25, 2011
- Online (post-course work): November 26 - December 4, 2011

In closing, in the words of one senior health leader in this country, LEADS seems to have gone "viral" and CHLNet and its partners seem to have found the right issue, at the right time with the right formula ("leadership without ownership") to effectively enhance leadership capacity across Canada. It operates on the basis of a very limited budget with extraordinary in-kind support from the Canadian College of Health Leaders. Thank you to all our partners for their early, ongoing support!

If you have any comments or suggestions, please do not hesitate to contact us at Secretariat@CHLNet.ca.



Bill Tholl
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