



# Leadership and the Canadian Health Leadership Network (CHLNet)

**Ray Racette, MHA, CHE**  
**President & CEO, Canadian College of Health Service Executives**  
**CHLNet Host Secretariat**

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# Leadership and the Health Policy Context

- Canadian Health System still seen as a defining feature of the Canadian identity
- Strong social support for a universal publicly funded system
- Expensive system relative to other universal publicly funded systems
- Increasing conviction about the need for system renewal and change



# Need for Change Views of Leaders in Canadian Academic Health Science Centres

- Major Reforms Necessary 86%
- Minor Reforms Necessary 7%
- Complete System Overall 7%

Source: Gruenwoldt & Brimacombe, 2006

# Areas Requiring Major Change for System Renewal

- Waiting List Management
- Patient Safety
- Inter-Professional Teams
- Electronic Health Records
- **Healthy Workplaces**
- **Human Resource Development**
- Primary Care
- Chronic Disease Management
- Pharmaceutical Policy



# Renewal Requires Leadership

- Reports on the need for system change highlight the importance of leadership
- But references to leadership are often very obscure
- Very little focussed attention on leadership

# What is Leadership?

- *Leadership* is the capacity to influence others to work together to achieve a constructive purpose. (Dickson, 2007)
- *Leadership* is the quality we look for to guide us through change in complex environments – vision, relationships, risk taking, enabling others (Dickson, Kouzes & Posner, Kotter)



# Why Leadership Has Been Neglected

- Health human resource planning is dominated by concerns over issues of professional groups
- Leadership and management accorded lower priority compared to patient care
- Resources devoted to leadership and management development are often seen as taking resources from patient care

# Leadership Profile

- Leaders and managers often only appear on the centre stage when problems arise – a negative lens
- Credit for positive improvements rarely goes to leaders and managers
- Leadership and managerial positions often perceived as “jobs without a life”

# History of CHLNet

- ***Leadership Committee formed in 2004-05***
  - Canadian College of Health Service Executives (CCHSE)
  - Academy of Canadian Executive Nurses (ACEN)
  - Canadian Society of Physician Executives (CSPE)
  
- ***National Organization CEOs***
  - National health associations and professional associations
  - Meetings/discussions started 2004
  - Concept of CHLNet emerged
  
- ***Merging of the two initiatives – early 2006***
  - Formation of Founding Steering Committee
  - Shared funding – Associations, Health Canada, Canadian Health Research Foundation, Associated Medical Services.
  - Canadian Medical Association serving as interim Secretariat.



# Canadian Health Leadership Network (CHLNet)

- A new initiative to create a health leadership collaborative in Canada
- The Network Concept:
  - Represents a community with common interests
  - Creates potential to share experience
  - Identifies pan-Canadian leadership priorities
  - Focuses on leadership development

# CHLNet Pillars and Goals

- To make available applied leadership development **tools**
- To create opportunities for **dialogue**
- To develop a **research** agenda focused on leadership development

# Leadership Capabilities Project Foundational Research

- Research project initiated by CHLNet to identify capabilities/ competencies of effective leaders
- Funding provided by CHSRF
- Project undertaken by Dr. Graham Dickson, Royal Roads University

# Key Considerations

- Review Leadership work done in Canada
- Examine frameworks from other countries
- Identify traditional and emerging requirements for effective leaders in Canada
- Create a robust framework that can be applied to many unique contexts within the health care system including, differing provincial structures, different sectors, and remote and aboriginal needs

# Pan-Canadian Health Capabilities Framework Findings

Three components of exceptional leadership:

1. **Being** - leader's values, beliefs
2. **Caring** - leader's dedication to caring
3. **Doing** - leader behaviors

# Five Domains of Exceptional Leadership

- Champions caring
- Cultivates self and others
- Connects with others
- Creates results
- Changes systems

# CULTIVATES Self and Others

- Demonstrates self-awareness and self-management
- Exhibits character: honesty, integrity, optimism, confidence and resiliency
- Enables others to grow
- Creates engaging environments where people have meaningful opportunities to contribute



# CHLNet Leadership Summit 2007: Direction for Roles for CHLNet

(% Leaders who said “very/important”)

1. Develop and maintain Competency Framework **(91%)**
2. Maintain inventory of leadership programs **(94%)**
3. Sponsor forums to share best practice **(78%)**
4. Create clearinghouse for case studies **(70%)**
5. Identify key research questions on leadership **(82%)**

# CHLNet Fall Summit –September 2008

- Objectives:
  - Interactive learning-centered forum
  - Showcase “leadership in motion”
  - Develop practical leadership tools
  - Build the CHLNet community

**Briefing note and presentations now online**

[www.CHLNet.ca](http://www.CHLNet.ca)

# Who Currently Steers CHLNet?

- Academy of Canadian Executive Nurses (ACEN)
- Association of Canadian Academic Healthcare Organizations (ACAHO)
- Canadian College of Health Service Executives (CCHSE)
- Canadian Health Care Association (CHA)
- Canadian Medical Association (CMA)
- Canadian Nurses Association (CNA)
- Canadian Society of Physician Executives (CSPE)
- Emerging Health Leaders (EHL)
- Health Care Leaders Association of BC (HCLABC)



# CHLNet Next Steps: 2009

Transition CHLNet Host Secretariat from CMA to CCHSE and establish a virtual secretariat

Develop Inventory of Canadian Health Leadership Programs

Implement Action Research/Pilot Projects for testing the Pan-Canadian Capabilities Framework

Create e-CHLNet (web-based portal)

# How CHLNet Links to QWQHC

**Critical link established between leadership and quality of work life**

**Healthcare leaders need to support health care providers at work**

**Strong leadership is required to develop and sustain healthy healthcare workplaces**

# How CHLNet Links to QWQHC (continued)

Healthcare leaders must commit to improve quality of work life

Leaders need skills and development to identify and support priority actions that are known to improve the health of healthcare workplaces

Integration of leadership in the pan-Canadian HHR plan

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Canadian Health Leadership Network  
Le Réseau canadien pour le leadership en santé