



CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ

Learning, Leading, Inspiring Apprendre, mener, inspirer

## Strategic Directions and Plan, 2015–2020

### Strategic Direction 1

#### Revolutionize the Canadian College of Health Leaders Experience

We will create an unparalleled experience with members and be seen as critical to the enablement of exciting and fulfilling career trajectories in health.

Objectives	Metrics	Benchmarks (Goals)	Year
Fundamentally transform our on-boarding program for new members to effectively engage them in the national and chapter level activities and services.	<ul style="list-style-type: none"> <li>- Retention rate for new members</li> <li>- Satisfaction rate for members</li> <li>- # new members participating in on-boarding program</li> </ul>		2015 2016
Establish the new norm in leadership talent management programs through employer partnerships which incent employers that recognize the importance of College membership and the CHE™ designation.	<ul style="list-style-type: none"> <li>- # of new partnerships aimed at incenting employers</li> <li>- % of eligible members who have their CHE; 5 year trend of over year growth or decline in this number</li> <li>- % of positions posted publicly that state CHE as preference or requirement; 5 year trend of over year growth or decline in this number</li> </ul>	<ul style="list-style-type: none"> <li>- 5% increase/decline in CHEs within one year</li> <li>- 10% increase/decline in CHE's within 2 years</li> </ul>	2015
Professionalize leadership through use of the LEADS framework as the common language for leadership behaviour and the LEADS-aligned CHE as the certification of choice for health leaders.	<ul style="list-style-type: none"> <li>- Number of provinces and territories recognizing LEADS as their leadership framework</li> <li>- Increase or decline in number of provinces/territories recognizing LEADS as their leadership framework</li> <li>- Number of CHE's by chapter/sector/province or territory</li> <li>- % increase or decline by chapter</li> </ul>		2015
Execute a membership campaign co-delivered with the chapters to increase the number of active members in the College.	<ul style="list-style-type: none"> <li>- % increase or decline in membership in each chapter</li> <li>- # of chapters participating in membership campaign; % increase or decline in this number</li> <li>- # of strategic partnerships focused on promoting College awareness and membership growth</li> </ul>	<ul style="list-style-type: none"> <li>- 4,000 College members by 2020 (3% year over year increases for next 5 years)</li> </ul>	2016

Objectives	Metrics	Benchmarks (Goals)	Year
Offer dynamic personalized leadership development programs for members to build capacity and guide them on their healthcare leadership journey.	<ul style="list-style-type: none"> <li>- % of College members who are registered as mentors or mentees</li> <li>- % of College members using the LEADS self-assessment as part of their leadership reflection</li> <li>- year over year increases in the % of positive scores in member satisfaction (based on # of strongly agree and # of agree responses as an aggregate of the total)</li> </ul>		2017
Developing a career passport for life-long learning. Action step #1 conduct an environmental scan and feasibility assessment of the career passport.	<ul style="list-style-type: none"> <li>- Documentation of learning credits</li> <li>- Portability across employers % completion of action steps related to the feasibility of a career passport</li> </ul>		2018
<p><b>Strategic Direction 2</b></p> <p><b>Stimulate Transformative Thought</b></p> <p>We will challenge and disrupt traditional notions of leadership through ground-breaking research, passionate debate and innovative, tailored programs for members. Our thought leadership will contribute to advancing meaningful system reform.</p>			
<p>Become a thought leader for disruptive change in the healthcare system, focusing initially on personalized medicine.</p> <p>Execute a broad engagement strategy with our members, chapters, and key partners while deploying College assets, such as <i>Healthcare Management Forum</i>, HPRS™, leadership events and social media, to explore the multiple dimensions of personalized medicine, its potential benefits/uses, improvements in patient pathways and obstacles to overcome in implementation.</p>	<ul style="list-style-type: none"> <li>- # of chapter events to engage leaders on the challenges and opportunities of implementing disruptive change</li> <li>- # of articles published on personalized medicine and analytics on number of hits and downloads of these articles</li> </ul>		2015
Serve as a hub for industry and health system collaboration by utilizing the success factors from the College's highly successful HPRS Program to create local learning platforms that engage private and public sector leaders on service transformation ideas.	<ul style="list-style-type: none"> <li>- # of local health system learning platforms held</li> <li>- # of leaders engaged</li> <li>- year over year increases in the % positive scores in leadership satisfaction with these events (based on # of strongly agree and # of agree responses as an aggregate of the total)</li> </ul>		2016

Objectives	Metrics	Benchmarks (Goals)	Year
Implement LEADS as a central component of an integrated leadership development program.	<ul style="list-style-type: none"> <li>- # of LEADS training programs delivered in each province / territory by type of offering</li> <li>- % change year over year</li> <li>- # of partnerships with corporate/academics/national organizations/CHLNet on health leadership research</li> <li>- % change year over year</li> </ul>	- LEADS 360 assessment translated in 2015	2015
Raise profile of the College in advancing policy reform by collaborating with HealthCareCAN to deliver a public policy forum called The Great Canadian Healthcare Debate at the 2015 NHLC event in PEI, and engage members in the submission of policy options that are of importance to leadership in the transformation of our health systems.	<ul style="list-style-type: none"> <li>- # of social media references to the NHLC Great Canadian Healthcare Debate (Facebook, Linked in and Twitter)</li> <li>- College awareness in the general population</li> <li>- # of individuals signing onto our web site/chat/library per year</li> <li>- # of policy submissions received for review</li> <li>- # of media articles/hits arising from the health policy forum</li> </ul>		2015
<b>Strategic Direction 3</b> <b>Networks of Influence</b> We will connect local and global leaders by creating access to provocative, inspired and collaborative environments.			
Use the College's assets—its diverse membership base, unique partnerships, chapters, <i>Healthcare Management Forum</i> , social media and e-learning platform—to serve as a knowledge broker for advancing dialogue and knowledge exchange and conducting leadership rounds.	<ul style="list-style-type: none"> <li>- # of agreements</li> <li>- # of chapters with active relationships with academic partners</li> <li>- # of leadership rounds/year</li> <li>- year over year increases in the % of positive scores in leadership satisfaction with leadership rounds (based on # of strongly agree and # of agree responses as an aggregate of the total)</li> </ul>	- Five leadership rounds per year (e.g., chapters, corporate, global)	2017
Become an essential broker in leveraging partnerships which drive policy—done by priority policy issues (at the local and national level).	- # of partnerships (academic, national and corporate)		2017
Use study tours as a strategic tool to connect Canadian and International leaders on tour and in their home environment to collaborate and exchange ideas that can improve how we address complex service and system issues.	<ul style="list-style-type: none"> <li>- # of participants on tours</li> <li>- year over year increases in the % positive scores in leadership satisfaction with study tours (based on # of strongly agree and # of agree responses as an aggregate of the total)</li> <li>- # of tour-related education sessions and publications</li> </ul>		2016

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Become the matchmaker of choice—employment and mentorship, for health leaders.	<ul style="list-style-type: none"> <li>- # of mentees and mentors; citation in academia</li> <li>- # of joint education sessions</li> <li>- # of attendees at national and other College events (total attendance; CHE attendance)</li> </ul>		2015

CHE™ is a trademarked program of the Canadian College of Health Leaders.

HPRS™ is a trademarked program of the Canadian College of Health Leaders.