

The **LEADS in a Caring Environment** capabilities framework represents the key skills, behaviours, abilities, and knowledge required to lead in all sectors and levels of the health system. It presents a common understanding of what good leadership looks, feels, and sounds like across all levels of service provision in healthcare.

The dimensions of the framework represent the collective wisdom of the current literature on health leadership and leadership development. It describes the capabilities required by leaders dedicated to making meaningful health system change, integrating actions dedicated to patient, family, and community care, and building healthy workplaces. The framework is informed by, and extends, the work done in the creation of major, progressive leadership frameworks in the public and private health sectors around the world.

A key foundation for the LEADS framework is **caring**. The ethos of caring is what sets it apart from other leadership frameworks and is the common thread that unites all health leaders. The LEADS capabilities bring high quality leadership and care to patients, families, and citizens; and to building caring teams. LEADS reflects the leadership required to make the health system serve society.

Caring leaders maximize the potential for universal, efficient, and effective service delivery to all Canadians.

The LEADS Framework Steering Group, a partnership between the Canadian College of Health Leaders, the Canadian Health Leadership Network (CHLNet), and LEADS Global, share the mission to develop, support, and sustain LEADS-based leadership capacity for health system transformation. The LEADS Framework Steering Group endorses the following principles:

- Quality leadership is fundamental to improving health system performance.
- The LEADS framework provides a common leadership language that unites leaders and organizations in building the leadership capacity needed in Canada.
- Maintaining the research and integrity of the LEADS framework is fundamental to its use, and for ensuring that appropriate standards and quality of leadership are created through its use.
- Sustained effort across the health system is required to build the leadership capacity needed in Canada.

DO YOU NEED SUPPORT TO DEVELOP SUCCESSFUL LEADERS?

The **Canadian College of Health Leaders (CCHL)** partners with Canadian organizations, networks, and health authorities to co-design and contextualize leadership development strategies with a foundation in LEADS. CCHL also offers the Certified Health Executive (CHE) designation, the only health leadership credential available to all health leaders and professions.

INQUIRIES WITHIN CANADA:

cchl-ccls.ca
leads@cchl-ccls.ca

LEADS Global partners with internationally based individuals and organizations to introduce and develop health leadership capacity through the culturally sensitive application of LEADS.

INTERNATIONAL INQUIRIES:

leadsglobal.ca
info@leadsglobal.ca

The **Canadian Health Leadership Network (CHLNet)** is a not-for-profit coalition of 40+ organizations. CHLNet builds health leadership across Canada via three value streams: *Connecting People through Dialogue and Engagement; Advancing Health Leadership Research, Knowledge and Evaluation; and Accelerating Leadership Practices and Capabilities.*

CHLNET INQUIRIES:

chlnet.ca

LEADS IN A CARING ENVIRONMENT CAPABILITIES FRAMEWORK

The **LEADS in a Caring Environment** capabilities framework is a foundational element for health leadership development in Canada

“Leadership is the collective capacity of an individual or group to influence people to work together to achieve a common constructive purpose: the health and wellness of the population we serve.” - Dickson & Tholl, 2020





LEAD SELF

Self-motivated leaders...

Are self aware

They are aware of their own assumptions, values, principles, strengths, and limitations.

Manage themselves

They take responsibility for their own performance and health.

Develop themselves

They actively seek opportunities and challenges for personal learning, character building, and growth.

Demonstrate character

They model qualities such as honesty, integrity, resilience, and confidence.



ENGAGE OTHERS

Engaging leaders...

Foster the development of others

They support and challenge others to achieve professional and personal goals.

Contribute to the creation of healthy organizations

They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities.

Communicate effectively

They listen well and encourage open exchange of information and ideas using appropriate communication media.

Build teams

They facilitate environments of collaboration and cooperation to achieve results.



ACHIEVE RESULTS

Goal-oriented leaders...

Set direction

They inspire vision by identifying, establishing, and communicating clear and meaningful expectations and outcomes.

Strategically align decisions with vision, values, and evidence

They integrate organizational missions and values with reliable, valid evidence to make decisions.

Take action to implement decisions

They act in a manner consistent with the organizational values to yield effective and efficient public-centred service.

Assess and evaluate

They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate.



DEVELOP COALITIONS

Collaborative leaders...

Purposefully build partnerships and networks to create results

They create connections, trust, and shared meaning with individuals and groups.

Demonstrate a commitment to customers and service

They facilitate collaboration, cooperation, and coalitions among diverse groups and perspectives aimed at learning to improve service.

Mobilize knowledge

They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system.

Navigate socio-political environments

They are politically astute, and can negotiate through conflict and mobilize support.



SYSTEMS TRANSFORMATION

Successful leaders...

Demonstrate systems / critical thinking

They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design and implement effective processes across systems and stakeholders.

Encourage and support innovation

They create a climate of continuous improvement and creativity aimed at systemic change.

Orient themselves strategically to the future

They scan the environment for ideas, best practices, and emerging trends that will shape the system.

Champion and orchestrate change

They actively contribute to change processes that improve health service delivery.

LEADS LEADERS

LEADS capabilities apply to all individuals regardless of role or formal position in the health system.

All leaders – regardless of their role, or position in the health system – must be able to lead themselves, engage others, achieve results, develop coalitions, and lead systems transformation to create the Canadian health system of the future.

For each of the five LEADS domains, ‘leader effectiveness’ differs, depending on the unique attributes of each individual and the context in which the leader exerts influence. In different contexts, capabilities differ in expression.

LEADS creates a culture of distributed leadership, where each person in the system, regardless of position or title, has the necessary leadership skills and feels empowered to exercise leadership when it is required.