

LEADS Business Unit

Operational Plan 2015 - 2018



Introduction

The LEADS Business Unit is part of the Canadian College of Health Leaders and serves as the business arm of the Collaborative. It supports a national team of expert facilitators, executive coaches and strategic partners who serve a growing client interest in using LEADS-related leadership development to grow health leadership capacity and improve health leadership performance. The LBU also supports the LEADS *Community for Practice* and promotes the exchange of sharing across the community of health leaders.

A Flexible Business Model

As the leadership development services centre of the LEADS Collaborative, the LEADS Business Unit recognizes that to build leadership capacity across the country we must be flexible in the delivery of services while remaining true to our principles and values. Given this, we will selectively partner and collaborate with other organizations through a variety of relationships that will include:

- Delivery of core, high quality leadership development services by certified LEADS Faculty and Coaches
- The use of licensing agreements for use of the LEADS framework, services and programs as a strategy for expanding service capacity to support use of the LEADS framework.
- Establishment of independent contracting relationships to access key expertise.

Operational Priority Areas

Work of the LBU aligns with the three strategic priorities identified in the LEADS Collaborative Strategic Plan. In addition to these priority areas, we have added an overarching operational guideline that allows us to focus on accessible and efficient solutions-focused client services.

The Priority Areas for 2015 – 2018 are outlined below.

1. Knowledge Generation and Exchange

- a. Ensure that LBU programs and services are evidence-based and integrate latest research. Ensure development of new programs and tools that are current, evidence-informed, applicable to healthcare and meet client needs

- b. Foster the online LEADS *Community for Practice* for LEADS users that promotes knowledge exchange and resource sharing between and by a diverse group of users.
- c. Support initiatives and events to enable rapid sharing of leadership development innovations, success stories, tools and research.

2. Provision of Leadership Development Services and Programs

- a. Offer customized services and programs that: integrates the LEADS framework into talent development; builds leadership culture and strategy in organizations; considers organizational context; and differentiates where individuals, teams and organizations are on their leadership journey.
- b. Ensure a cadre of highly knowledgeable LEADS-certified faculty, coaches and consultants is established who possesses the knowledge, skills and attitude to work with clients to integrate LEADS into their organizations and practice.
- c. Develop capacity to deliver key services in French

3. Tools and Assessments

- a. Facilitate the creation of leadership development tools and assessments that help organizations integrate LEADS into practice, including tools that integrate the LEADS framework into the development of an organizational leadership strategy as well as succession planning, recruitment and retention, performance evaluation, change management and risk management at the individual and team, organization and system level.
- b. Identify priorities for and facilitate measurement of outputs and outcomes of LEADS-based leadership capacity development

4. Accessible and efficient solutions-focused client services

- a. Ensure all services are solution-focused, client-centred and geared to meet clients where they are at in their leadership capacity development journey.
- b. Ensure sustainability of LBU work within a not-for-profit framework.
- c. Develop and implement an evaluation strategy that encompasses the LBU services, the coaches, faculty and consultants to ensure the highest quality, evidence-based services and contribute to the gold-standard reputation of the LBU and the LEADS framework.
- d. Create and maintain a LEADS-based internal work environment to engage and empower the LBU Team.

LEADS Business Unit Operational Plan 2015 – 2018

R – responsible A – Accountable C – Consulted I – informed

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
1. Knowledge Generation and Exchange				
<i>a. Ensure that LBU programs and services are evidence-based and integrate latest research. Ensure development of new programs and tools that are current, evidence-informed, applicable to healthcare and meet client needs</i>				
i. Incorporate any updates to the LEADS framework into program development and design and incorporate a two-year document and workshop refreshment schedule.	Up to date materials for delivery of services	Tbd funding required	Material update: May 2016 Follows evergreening schedule	Staff (A) Faculty (R)
i. Ensure findings of MITACS fellowship research results are communicated and any information of needs integrated into program development		Tbd funding might be required	June – November 2016	Staff (AR) Sylvia Vilches (C) Shauna Fenwick (C)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
<i>b. Foster the online LEADS Community for Practice for LEADS users that promotes knowledge exchange and resource sharing between and by a diverse group of users.</i>				
i. Develop a LEADS <i>Community for Practice</i> strategy that will build, support, foster and guide the community for practice, have clear goals and measures of success.	tbd	Operations budget	Ongoing LEADS Exchange Day material posted by July 15, 2015	Staff (A R) Clients (C) LEADS consultants (C R)
<i>c. Support initiatives and events to enable rapid sharing of leadership development innovations, success stories, tools and research.</i>				
i. Organize LEADS Exchange day on a yearly basis, in conjunction with the CCHL leadership conference.	LEADS Exchange Day that was judged as useful and helpful to the development of leadership capacity by participants	\$10,000	June 2015, PEI Ottawa June 2016	Staff (AR) LEAD exchange committee (C)
ii. Contribute to the generation of ideas and speakers for the joint LEADS/CHLNet quarterly webinar series	Meaningful participation in planning of joint LEADS/CHLNet quarterly webinar series	n/a	Quarterly 2015/2016	Staff, coaches, faculty or clients can generate ideas
iii. Track organizational projects and identify interesting initiatives for	tbd	n/a	quarterly	Staff (AR) Clients (C) Coaches, Faculty (C)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
evaluation purposes and/ or sharing of tools and learnings.				
iv. Breakfast panel session at NHLC	Breakfast session that informs the CCHL community of LEADS applications that is judged as being useful to them	operational	June 2015	Staff (AR) Betty Mutwiri (R) Sandra Ramelli (R)
4. Develop a communications strategy that incorporates knowledge translation on the evidence-base and uptake of the LEADS framework and the services of the LBU.				
Develop a LBU Communications Plan	2015 – 2018 Communications Plan	operational	October 2015	Staff (R, A) Operations Council (C) CCHL Staff (C)
2. Provision of Leadership Development Services and Programs				
a. Offer customized services and programs that: integrates the LEADS framework into talent development; builds leadership culture and strategy in organizations; considers organizational context; and differentiates where individuals, teams and organizations are on their leadership journey.				
i. Provide framework for decision-making for priority development of services and programs including time and resource	<ul style="list-style-type: none"> Operations Council approved priority investment framework that integrates the LEADS framework into 	Operations budget	<ul style="list-style-type: none"> Decision-making framework April 2015 May 2015 for priorities in 	<ul style="list-style-type: none"> Staff (RA) Operations Council (C) Governance Group (I)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
requirements for approval by Operations Council on a yearly basis	talent development; builds leadership culture and strategy in organizations; considers organizational context; and differentiates where individuals, teams and organizations are on their leadership journey.		2015/2016 <ul style="list-style-type: none"> • November 2015 for priorities in 2016/2017 • November 2016 for priorities in 2017/2018 • Yearly adjustments are planned for June 	
ii. Coordinate development of new programs and services as prioritized by the LEADS operations Council	<ul style="list-style-type: none"> • High quality new programs meet needs of LEADS clients • Specifics to be determined as they relate to identified priorities • Translation of LEADS 360 • Tool Development in collaboration with partners • Return on Investment work in collaboration with CHLnet • White paper on 	Varies by identified priority (see priority list) \$20,000 \$13,500 \$ 7,500 \$3,000	Tbd by OPS Council 2016/2017 2017/2018 2015 / 2016: by December 2015 By December 2015 By March 2016 By March 2016	Staff (AR) CHLnet (R C) Consultants (C) OC and GG (I)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
	Diagnostic work and Leadership Development Strategies			
<i>b. Ensure a cadre of highly knowledgeable LEADS-certified faculty, coaches and consultants who possesses the knowledge, skills and attitude to work with clients to integrate LEADS into their organizations and practice.</i>				
i. Maintain the LEADS Coach certification process and develop coach evaluation process.	<ul style="list-style-type: none"> CADRE of LEADS certified coaches Coach evaluation framework for LEADS 360 debriefings (individual and group) 	Operations budget	<p>X number of LEADS certified coaches in 2015/2016</p> <p>Coached evaluation framework: November 2015</p>	Staff (AR) LEADS Coaches (C) Clients (C) Operations Council (ratifies new certified coaches)
ii. Develop and implement a LEADS facilitator certification process which is integrated with LEADS licensing framework	<ul style="list-style-type: none"> LEADS facilitator certification program in place 	Operations budget	<p>Program Approved: October 2015</p> <p>First Cohort: January 2016</p>	Staff (AR) Operations Council (Ratifies) LEADS Consultants (CI) Potential faculty Governance Group (I) Clients (C)
iii. Develop a tracking system for certification renewal notifications	<ul style="list-style-type: none"> Tracking Process in place 	Operations budget	December 2015	Staff (A R)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
iv. Refine LEADS Internal Facilitator certification program and develop evaluation framework	<ul style="list-style-type: none"> LEADS Internal Facilitator process complete 	Operations Budget	December 31, 2015	Staff (RA) LEADS Consultants (C) Clients (I)
v. Identify consulting service opportunities for the development of leadership capacity strategies and programs and match LEADS certified faculty and coaches to the opportunity.	tbd	Operations budget – not currently in budget – will need to add a budget line		Staff Consultants
vi. Develop evaluation framework of LEADS consulting program	tbd	tbd	May 2016	
vii. Contribute to the development of a LEADS licensing framework (by the LEADS Governance Group) and implement framework once framework is designed.	<ul style="list-style-type: none"> Contracts for LEADS licenses processed by LBU within 30 days of receipt. 	Operations budget	December 2015 for process completion. Ongoing after that	Staff (R) CCHL (C) Margot Paterson (C) Governance Group (A)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
<i>c. Develop capacity to deliver key services in French</i>				
i. Train at least 4 French-language LEADS faculty for delivery of LEADS Learning Series and Diagnostic Review	4 French language LEADS faculty capable of delivering LEADS Learning Series and Diagnostic Review	\$ 33,000 (funding not available at present time Budget includes train the trainer documents and LEADS Learning series	Tbd (after review of LEADS learning series standard materials	Staff (A R) External translation services (R) LEADS Consultants (C) Clients ©
ii. Actively recruit French – speaking LEADS coaches into certification process	4 LEADS Certified coaches able to carry out LEADS 360 individual and group debriefings in French	Operations budget	November 2015	Staff (RA) Translator (R) Coaches (C)
iii. Assist the LEADS Operations Council in the identification of translation priorities for LEADS service and coordinate translation process		Varies by identified priority (see priority list)	Tbd by OPS Council	LEADS OPS Council (AC) Translations Services & Staff (R) Faculty and Clients (C) Governance Committee, CCHL Board, CHLNet (I)

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
3. Tools and Assessments				
<i>a. Facilitate the creation of leadership development tools and assessments that help organizations integrate LEADS into practice, including tools that integrate the LEADS framework into the development of an organizational leadership strategy as well as succession planning, recruitment and retention, performance evaluation, change management and risk management at the individual and team, organization and system level.</i>				
i. Provide framework for decision-making for priority development of tools that integrate the LEADS framework into succession planning, recruitment and retention, performance evaluation, change management (include time and resource requirements).	Decision-making framework	Operations	May 2015	Staff (RA)
ii. Coordinate development of prioritized new tools; funded through LBU net revenue	Evidence-based tools that meet the needs of clients	Depending on priorities determined by OPS council	tbd	OC [C] Staff (RA) Consultants (C)
iii. Determine best way to provide small-size online learning opportunities for	tbd	tbd	tbd	

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
large audience (may involve strategic partnerships) and tbdfacilitate access to these opportunities				
<i>b. Identify priorities for and facilitate measurement of outputs and outcomes of LEADS-based leadership capacity development</i>				
i. Provide recommendations that contribute to the development of quality standards for both internal and external LEADS-based leadership capacity development tools and assessments as developed by the governance committee.	tbd	tbd	tbd	tbd
ii. Contribute to the identification of priorities for and facilitate measurement of outputs and outcomes of leadership capacity development carried out by CHLNet.	tbd	tbd	tbd	tbd

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
4. Accessible and efficient solutions-faced client services				
<i>a. Ensure all services are solution-focused client-centered and geared to meet clients where they are at in their leadership capacity development journey.</i>				
i. Develop and implement the LBU strategic and operation plans and business model	Approved LBU strategic plan 2015 – 2018 Approved LBU operational plan 2015- 2016	n/a	May 2015	Staff (RA) Operations Council Ratifies
ii. Develop an evaluation framework for LBU programs and services				
iii. Develop a LBU Communications Plan	2015 – 2018 Communications Plan	operational	October 2015	Staff (R, A) Operations Council (C) CCHL Staff (C)
<i>b. Ensure sustainability of LBU work within a not-for-profit framework.</i>				
i. Refine processes for efficiency, tracking and evaluation purposes.	tbd	tbd	tbd	tbd
ii. Develop LBU Marketing Plan	tbd	tbd	tbd	tbd

Priority Area and Actions	Key Performance Indicators	Budget	Timeline	Resources
<i>c. Develop and implement an evaluation strategy that encompasses the LBU services, the coaches, faculty and consultants to ensure the highest quality, evidence-based services and contribute to the gold-standard reputation of the LBU and the LEADS framework.</i>				
i. Provide recommendations to develop and evaluation framework for current tools and assessments such as 360s and organizational diagnostics to ensure they meet the changing needs of the levels of the health system: individual and team, organization and system.	tbd	tbd	tbd	tbd
<i>d. Create and maintain a LEADS-based internal work environment to engage and empower the LBU Team.</i>				
i. Conduct Team effectiveness Survey and develop team values	Statement of LBU Team Values coupled with behavioural statements	Operational	September 1, 2015	Staff (R A)
ii. Develop individual goals that support LBU operational plan on a yearly basis	LBU Staff individual goals	Operational	July 15, 2015 Tbd for subsequent years	Staff (R A)