



CANADIAN COLLEGE OF  
HEALTH LEADERS  
COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ

The LEADS in a Caring Environment Framework represents the key skills, abilities and knowledge required to lead in all sectors and at all levels of the health system. It presents a common understanding of what good health leadership looks like in Canada.

The major and minor dimensions of the framework represent the collective wisdom of the current literature on leadership and leadership development and the competency requirements of leaders dedicated to meaningful health system change.

This Framework is informed by, and extends the work done in the creation of major, progressive leadership competency frameworks in the private, public and health sectors around the world.



## HealthCare **leaders**

*leadersforlife* is an initiative of the  
Health Care Leaders' Association of BC



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Are you interested  
in becoming a  
successful health  
leader?

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## Health Leadership Capabilities Framework

### LEADS in a Caring Environment

The LEADS in a Caring Environment Capabilities Framework is a foundational element for health leadership development in Canada.

The LEADS in a Caring Environment Framework defines the knowledge, skills, and attitudes a leader needs to exhibit in order to successfully contribute to an effective and efficient Canadian health system.



The College, CHLNet and **leadersforlife** aim to support a culture of Caring Leadership across Canada. We can help develop leaders and maximize the leadership capacity of individuals, communities, organizations and regions.

### A Focus on CARING...

The foundation for the LEADS Framework is CARING—for patients, for staff, for the health of citizens. CARING is the common thread that unites all health leaders. For a health provider, caring means delivering the best service with compassion and support. For the leader, caring means ensuring that compassion and support infuse our collective efforts to build a health system.

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

## 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

### ■ Develops 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

The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.

— Kouzes & Posner

## Engage Others

Engaging Leaders...

### ■ Foster 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, values and reliable, valid evidence to make decisions

### ■ Take Action to Implement Decisions

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

### ■ Assess and Evaluate

They measure and evaluate outcomes  
They hold themselves and others accountable for results achieved against benchmarks and correct the course as appropriate

The shift to a streamlined results-oriented government has required a considerable amount of transformation, presented a number of challenges, and fostered innovations.

— Holtzer & Kloby

## 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  
They 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

Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging health care paradigms.

— Briscoe

## Distributed Leadership

Do These Capabilities apply to all leaders, Regardless of Role or Formal Position?

### Yes...

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 conduct systems transformation in order to create the Canadian health system of the future.

Detailed behavioral descriptors for leaders in various parts of the health system will be available soon on-line.

### ...And No...

For each of the five LEADS domains, 'leader effectiveness' differs, depending on the context in which an individual exerts influence. In different contexts, capabilities differ in expression.

To create a leadership culture, each person in the system, regardless of position or title, must exercise leadership when it is required. This is distributed leadership.

Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging health care paradigms.

— Briscoe