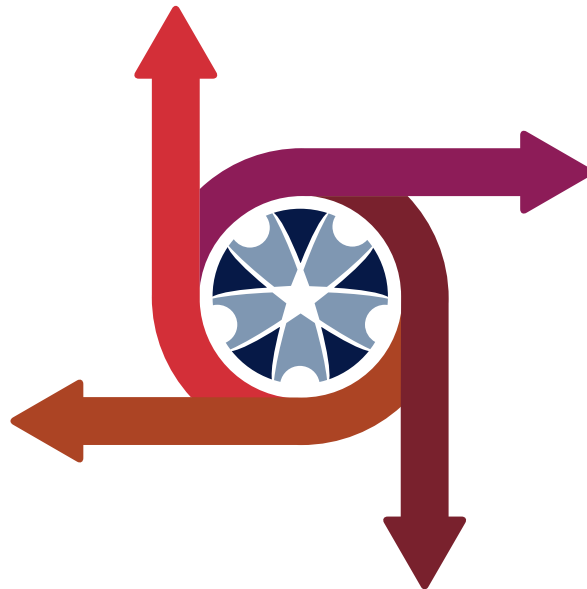# Collaborative Change Leadership™

A Certificate Program for Leaders in Health and Health Education

March - December 2025
Virtual Program

Recipient of the University of Toronto Temerty Faculty of Medicine 2021-2022 Ivan Silver Innovation Award, recognizing innovative initiatives in continuing professional development for healthcare leaders.

UNIVERSITY OF TORONTO

Centre for Advancing Collaborative Healthcare & Education (CACHE)

UHN
Toronto General
Toronto Western
Princess Margaret
Toronto Rehab
Michener Institute

Collaborative Change Leadership™

This certificate Program, grounded in leadership, change and social accountability theories, processes and practices, is designed for leaders who are accountable for meaningful and sustainable change within and across complex systems. These leaders are driven to engage multiple stakeholder and community voices, build strong relationships and partnerships, work collaboratively to co-create change, and lead by example.

Our alumni are reaching out to share that the CCL Program has enhanced their ability to be the leaders needed for these challenging and uncertain times. As alumni are engaging their teams and communities in compassionate and meaningful ways to co-create and sustain system change, they are achieving rapid, efficient and unprecedented results. CCL is specifically designed for the time in which we find ourselves. The need for emergence, adaptation, co-creation and highly effective implementation rooted in compassion has never been more critical.

Participants will apply their learning to a capstone initiative identified as a priority within their organization, system or community.

Prerequisites

- Leaders across health and health education
- Support of your organizational sponsor to participate in the program
- A capstone initiative that is identified as a priority within your organization, system or community and engages the organization, system or community
- Teams of two or more participating in the program required

The purpose of the CCL Program is to develop people to lead health system transformation and enable a more just world for all.

Program Outcomes

By the end of the program, we expect that participants will:

1. Model and exemplify collaborative change leadership in all facets of their professional work.

2. Advocate for equity within and across healthcare and education systems.

3. Explore different theoretical change approaches, and be able to apply change theory in their own contexts.

4. Use appreciative inquiry principles to engage the system in co-creating meaningful and sustainable change that builds on strengths and contributes to the achievement of system goals.

5. Design and implement an emergent change strategy by stewarding an organization, system, community, or inter-sectorial capstone initiative.

6. Integrate and align complementary initiatives within their system.

7. Foster senior leadership and collaborative community engagement within and across systems and sectors.

8. Lead meaning-making processes to generate sustainable change.

9. Design and implement an evaluation strategy informed by developmental evaluation.

10. Reflect on, assess movement and adapt direction throughout change implementation.

11. Translate knowledge to improve health and health systems.

Alumni Highlights

276 graduates
109 system change initiatives
56 organizations in Canada and beyond

"This program went well beyond any expectations I had. Having recently completed a Master's program I have been surprised that this program is hands down better than many of those programs." - Program Participant

Program Structure

Structured to be context specific, the curriculum is adapted to the individuals, teams, organizations and communities participating . Participants work on a Capstone Initiative during and between sessions to apply what they have learned in the Program.

Participants from the same organization should either be working on the same initiative or be prepared to integrate, align or link different initiatives as part of working systemically.

Your journey includes:

- A program designed, delivered and facilitated for transformative learning

- Expert faculty and guest speakers

- Five virtual sessions (two days each)

- Innovative instructional approaches, including experiential learning, reflection, theory bursts, small and large group activities, peer learning

- Coaching from faculty

- Readings pre-program and between sessions

- Application of learning to a capstone initiative

- Pre-session check-in reflections and evaluations

- Learning Community

Participants are involved in evaluating the Program, both within and between sessions and after the conclusion of the Program.

Program Overview

Session	Dates & Times (Eastern Time)	Session Focus
SESSION 1 DISCOVERING THE BEST OF WHAT IS	March 27-28, 2025 09:00-17:00	Exploring an integrated model of collaborative change leadership; developing understanding of diversity, equity and inclusion in the context of setting up the capstone initiative and inquiry; initiating learning community.
SESSION 2 IMAGINING THE POSSIBILITIES	April 24-25, 2025 09:00-17:00	Identifying engagement processes; conducting the inquiry with the voices in the system; beginning to design the change strategies and evaluation; and exploring what it means to be a collaborative change leader in this context.
SESSION 3 DESIGNING & IMPLEMENTING	June 12-13, 2025 09:00-17:00	Interpreting the inquiry results; deepening knowledge of emergent change and meaning-making; integrating system perspectives to begin to co-create the design of the intended change; navigating the tension within traditional systems between implementing a change strategy and sensing system needs and adapting accordingly; leading meaning-making processes and generative feedback; continuing to develop the integrated change and evaluation strategy.
SESSION 4 SENSING, EVALUATING AND ADAPTING	September 25-26, 2025 09:00-17:00	Assessing movement, reflection and adapting strategies based on what is emerging as meaningful in the organization and/or community; deepening the evaluation.
SESSION 5 ACCOMPLISHMENTS, REFLECTION AND ADAPTATION	December 4-5, 2025 09:00-17:00	Presenting work accomplished and coaching each other; continuing to assess movement & adapting strategies; deepening participants' capacity for reflecting, meaning making and adapting; enhancing participants' ability to articulate the purpose, value and impact of their professional work at its essence; viewing progress through the lens of generative change; and leading through effective storytelling.
CAPSTONE INITIATIVE	Session 1 - Session 5	Developing, implementing and evaluating a capstone initiative.

Program Application Process

Step 1: Program Abstract Submission

Candidates must submit a team application package to **belinda.vilhena@uhn.ca** with the following:

- Names, email contacts and roles of colleagues expecting to attend the program.*A minimum of 2 applicants perorganization required*.

- A current curriculum vitae (experience & education)for each applicant.

- Individual candidate's motivation letter: a brief description of his/her/their leadership journey to date and how the CCL Program will help to enhance his/her/their leadership development.

- A team one-page outline that describes the: underlying rationale and scope for change in the proposed capstone initiative, the target population and/or community; and the organizational sponsor and partners that are willing to support this initiative.

- A team letter of support from an organizational and/or community sponsor indicating support for the capstone initiative and the time needed to participate in and complete the program.

- *Application Deadline: November 27, 2024.*

Step 2: Acceptance

- Applicants will be notified of acceptance into the program as the applications are reviewed.

- Written notification of acceptance will be issued along with registration information.

Program Registration Fees

Fee: $5,295 CAD per person plus 13% HST.
**Early Bird Rate: Apply by October 30, 2024-
Save $150 per person!**
(*5% discount for organizations with teams of three or more registrants*)

"I was somewhat apprehensive about the virtual program; however, the reality of both days was above what I expected. The flow with education bursts, breakout activities, breaks and group discussion was varied and timed so well. The days flew by and were impressive in terms of the content and facilitation." - Program Participant

CCL Program Faculty

Sacha Agrawal, MD, MSc, FRCPC, Staff Psychiatrist & Clinical Educator, Centre for Addiction & Mental Health; Assistant Professor, Dept of Psychiatry, University of Toronto

Brian D. Hodges MD, PhD, FRCPC, Executive Vice President Education and Chief Medical Officer, University Health Network; Senior Fellow, Massey College (CCL Program Executive Sponsor)

Mandy Lowe, MSc, BscOT, OT Reg. (Ont.), Senior Director, Clinical Education, University Health Network; Strategic Advisor, Centre for Advancing Collaborative Healthcare & Education (CACHE), University of Toronto

Kathryn Parker, MA, PhD, Associate Director, Transformative Change, CACHE, University of Toronto

Jill Shaver, MBA; MSOD, Consultant, B.J. Shaver Consulting; Adjunct Faculty, Master of Science in Organization Development Program, Pepperdine University (CCL Program Co-Director)

Maria Tassone, MSc, BSc. PT, Executive Director, Education, University Health Network; Advisor, CACHE, University of Toronto (CCL Program Co-Director)

Belinda Vilhena, MEd, BSc, Director, Operations & Business Development , CACHE, University of Toronto and University Health Network (CCL Program Manager)

More Information

Contact Program Manager, Belinda Vilhena e-mail: belinda.vilhena@uhn.ca; website: https://collaborativechangeleadership.ca/