

CCHL MEMBERSHIP BOOTCAMP

Alain Doucet, President & CEO

- Welcome & Strategic Plan

Jaime Cleroux, Executive Vice President

- Corporate Membership
- Health Professionals' Roundtable for Strategy (HPRS)

Christian Coulombe, Vice-President, Marketing & Membership

- Membership
- Awards Program
- New Association Membership System

Dr. Jaason Geerts, Vice President, Research & Leadership Development

- Professional Leadership Programs
- LEADS

Christine Gilmour, Manager, PLD Operations & Community for Practice

- The Circle

Amy O'Brien, Director, Governance and Member Engagement

- Aspiring Health Leaders
- National Mentorship Program
- Chapters

Francine St-Martin, Director, Conferences & Events

- Conferences & Events

Stéphane Joannette, Director, Professional Certifications & Strategic Alliances

- CHE Select
- Fellowship Select
- Strategic Alliances

Donald W.M. Juzwishin, Editor-in-Chief, Healthcare Management Forum

- Healthcare Management Forum

Camay Fortier, Chapter Liaison & E-Learning Coordinator

- E-Learning Library



CCHL 2022-2024 STRATEGIC PLAN

PURPOSE

THE COLLEGE IS THE CONNECTED COMMUNITY THAT DEVELOPS, SUPPORTS, AND INSPIRES HEALTH LEADERS ACROSS CANADA.

VALUES

COMPASSION

Committed to responsive and compassionate support

ACCOUNTABILITY

Accountable to our peers and the public we serve

INCLUSION

Promote inclusive, respectful, and ethical practices

TRUST

Be a trusted ally, convenor, and voice

COLLABORATION

Innovation through collaboration and partnership

COURAGE

Think differently and act with courage

PRIORITIES



YOUR CONNECTED COMMUNITY

- Be the hub of a member's leadership journey through chapter and community of interest engagement
- Implement a tiered community of practice membership engagement and development platform
- Create a connected health services network in context, across multiple platforms, and across the continuum of care
- Increase member, organizational, and corporate collaboration and co-creation



YOUR NATIONAL VOICE

- Identify and take a stand on relevant and pressing national health leadership issues (advocacy)
- Convene members, health leaders, industry, government, employers, and partners to facilitate national dialogue
- Curate output of position papers, thought-leadership, research publications
- Leverage existing and new channels to communicate our position and points of view on important topics



YOUR CAREER JOURNEY

- Increase recognition and acceptance of CHE and FCCHL designations
- Codify and structure career progression, personal growth, and life-long learning
- Create and deliver best-in-class and evidence-informed professional and leadership development, tools, models
- Champion the ongoing validity and application of the LEADS framework as a cornerstone of health leadership capacity in Canada

PANDEMIC RECOVERY AND RESILIENCE FOR EMERGING AND ESTABLISHED LEADERS

Welcome

Alain Doucet, President and Chief Executive Officer

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

CCHL NORTH STAR METRICS



NEW CHes

2020 : 192

2021 : 252

2022 : 272

All-time high



NEW MEMBERS

2020 : 712

2021 : 721

2022 : 738

All-time high



LEADS 360 ASSESSMENTS

2020 : 421

2021 : 602

2022 : 767

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Membership

Christian Coulombe, Vice-President, Marketing & Membership

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

CANADIAN COLLEGE OF HEALTH LEADERS

- The connected community that develops, supports, and inspires health leaders across Canada.
- Providing leadership development, tools, knowledge and networks
- Help members become high impact leaders in Canadian healthcare.



CANADIAN COLLEGE OF HEALTH LEADERS

- 4,300 Canadian health leaders from every discipline, region, career stage and sector
- 50% of members have the CHE designation
- Accessible membership: new members benefit from graduated entry fee structure (discount for first 3 years of membership)



CANADIAN COLLEGE OF HEALTH LEADERS

Membership Categories

- Active
- Student
- Associate
- Retired
- Lifelong members
- Corporate

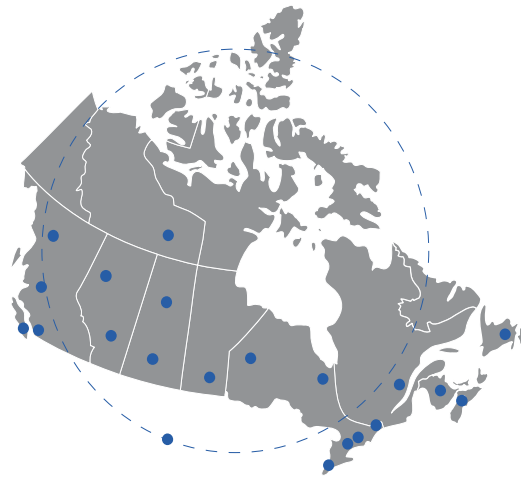


Membership Renewals:
CCHL membership is based
on the calendar year
(January 1 to December 31).



CANADIAN COLLEGE OF HEALTH LEADERS

Membership Benefits



20 CHAPTERS



CONTRIBUTE TO A NATIONAL HEALTH LEADERSHIP VOICE			
 CODE OF ETHICS Maintain a national standard of ethical leadership.	 CCHL CIRCLE Communicate virtually with health leaders across Canada.	 ADVOCACY Join a collective voice that influences public policy.	 AWARDS PROGRAM Celebrate outstanding leadership in healthcare.
COMMIT TO PROFESSIONAL DEVELOPMENT			
 CERTIFICATION Demonstrate expertise with a CHÉ or Fellow designation.	 LEADS FRAMEWORK Develop your individual and organizational leadership.	 MENTORSHIP Build relationships and share knowledge with peers.	 EVENTS AND WEBINARS Attend national and local in-person events and webinars.
NETWORK WITH HEALTH LEADERS			
 NATIONAL NETWORK Access health leaders and organizations.	 LOCAL CHAPTERS Develop relationships with members from 20 chapters.	 CORPORATE SERVICES Increase visibility and access decision makers.	 VOLUNTEERING Participate in national and local volunteer opportunities.
ACCESS LEADERSHIP RESOURCES			
 E-LEARNING Relevant resources created by healthcare leaders.	 FORUM Access to CCHLs on-line peer-reviewed journal.	 HPRS PROGRAM* Focus groups that connect leaders and corporations.	 JOB BOARD Leadership opportunities from across Canada.
SAVE WITH MEMBER DISCOUNTS			
 INSURANCE BENEFITS Group rates for personal and business needs.	 TRAVEL BENEFITS Group rates for VIA Rail Canada and hotels across Canada.	 GOODLIFE FITNESS Member rates for you and your family.	 INDUSTRY EVENTS Discount on many of our partners health and leadership events.



CANADIAN COLLEGE OF HEALTH LEADERS

Membership Benefits

- Exclusive events for CCHL members
- Discounts on CCHL events and conferences
- Discounts with affinity partners (travel, hotels, insurance, etc)
- Careers Board
- Access to Healthcare Management Forum

The screenshot displays the website's navigation menu with options like Career Board, News, Contact, My Account, Logout, and Français. Below the navigation, there are dropdown menus for Membership, Professional & Leadership Development, Chapters, Events, Resources, Awards, and About. The main content area is titled 'Member Benefits' and includes social sharing icons for Facebook, Twitter, LinkedIn, and Email. Below this is a section titled 'Our Partners' featuring three partner offers:

- VIA Rail Canada: Travel**
VIA Rail extends a discount of 5% to CCHL members (and up to 3 passengers travelling with you) on the best available fare with the exception of Escape, and the Prestige Class on The Canadian.
- GoodLife Fitness (Energie cardio in Quebec): Membership**
A GoodLife Fitness membership gives CCHL members access to programs and amenities that will help you achieve your fitness goals. In addition to a \$0 enrollment fee, CCHL
- The Personal: Auto Insurance**
As a CCHL member enjoy access to exclusive insurance rates. The Personal offers a variety of auto insurance discounts and savings including multi-vehicle, loyalty and student rates.



Corporate Membership

Jaime Cleroux, Executive Vice-President

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Corporate Membership Value Statement

The Canadian College of Health Leaders, creating extraordinary industry opportunities for connections and networking that lead to new business opportunities and partnerships, thereby driving solutions to help shape the health system.

Corporate Membership

Corporate membership, created in 1987, is defined as corporations and organizations that supply products and services to the healthcare industry who need access to the right people to reach the right market.

The College strives to provide corporate members countless opportunities to connect with impactful leaders, develop business opportunities, and create long lasting partnerships.

Corporate Membership Benefits/Fees

Similar to individual membership and includes the following additional benefits:

- Hosting a Health Professionals' Roundtable for Strategy (HPRS) Session
- Delivering a corporate member webinar
- Sponsoring a College National Award

\$2,400/year

This includes one primary representative and three supplemental representatives. Additional supplemental representatives can be added at a rate of \$265/year.

Membership fees are prorated for NEW members, based on the month of application.

Corporate Members

80 Corporate Members representing:

- Medical Device Companies
- Food Services
- Pharmaceutical Companies
- Information Technologies
- Legal
- Procurement Services/ Group Purchasing
- Healthcare Insurance
- Energy & Environmental
- Executive Search Firms
- Consulting
- Peer Associations

Corporate Engagement

Strong commitment and support from corporate members and partners.

- Corporate Advisory Council
- Health Professionals' Roundtable for Strategy Program (HPRS)
- Sponsorships:
 - College National Conference
 - Honouring Health Leadership Event
 - Canada West Health Leaders Conference
 - Ontario Health Leaders Summit
 - Colloque francophone des leaders en santé
 - Healthcare Management Forum
 - 13 National Awards
 - Chapter Events
 - National Conversation
 - Corporate Partner represented on College Board of Directors



HPRSTM

Health Professionals' Roundtable for Strategy



HPRS Program

What is HPRS?

Created in 1989 ~ Exclusive "think-tank" style sessions of health care leaders and industry partners that come together for focused, yet informal advice to improve the healthcare system.

- The service provides a panel of active health care leaders representing the spectrum of health care delivery for discussions centered on the corporate member's own agenda.
- The HPRS Program consists of a panel of 10 or more dedicated health leaders.



HPRS Program

HPRS Formats (in-person OR virtual)

- Exclusive (2, 3, 4, 6, 8 hours sessions)
 - Special panel arranged Exclusively for one corporate member
- National (2 hours virtual or 4 hours in-person sessions)
 - 2 – 6 companies over a 2 – 3 day period share a panel

HPRS Program

Examples of HPRS Sessions

- Marketing Strategies
- Market Dynamics
- Environments
- Business Models
- Approach to Market
- Existing and/or Proposed Products and/or Services



Chapters

Amy O'Brien, Director, Governance and Member Engagement

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HEALTH LEADERS



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LEADERS EN SANTÉ

Chapter Engagement



50 Chapter
events in 2022



More than 2500
registrants in
2022



Chapter Engagement

- Type of Events
 - Panels
 - Guest speakers
 - Mentoring
 - Workshops
- 15 Distinguished Service Award recipients
- More than 180 chapter volunteers





CHE Select

Stéphane Joannette, Director, Professional Certifications & Strategic Alliances

CANADIAN COLLEGE OF
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COLLÈGE CANADIEN DES
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CERTIFIED HEALTH EXECUTIVE (CHE)



**ONLY LEADERSHIP
DESIGNATION IN
CANADA FOR ALL
HEALTH LEADERS**



**RECOGNIZED BRAND
FOR YOUR CAREER**



NATIONALLY RECOGNIZED



LEADS ALIGNED



**COMMON LEADERSHIP
LANGUAGE**



**SUPPORTS SELF-
DIRECTED AND LIFE-LONG
LEARNING**



**GROWTH AND SELF-
REFLECTION**



**DEDICATION TO
LEADERSHIP IN
HEALTHCARE**



**INCREASES YOUR
NETWORK**



CHE AT-A-GLANCE

**2,400+ Canadians
with CHE**



CHE SELECT PROGRAM DETAILS

APPLYING FOR CHE

ELIGIBILITY CRITERIA

CCHL Membership



University degree

2

years of experience
in a health
organisation



5

years of progressive
experience in a
health organization

PLAR

Prior Learning
Assessment Review

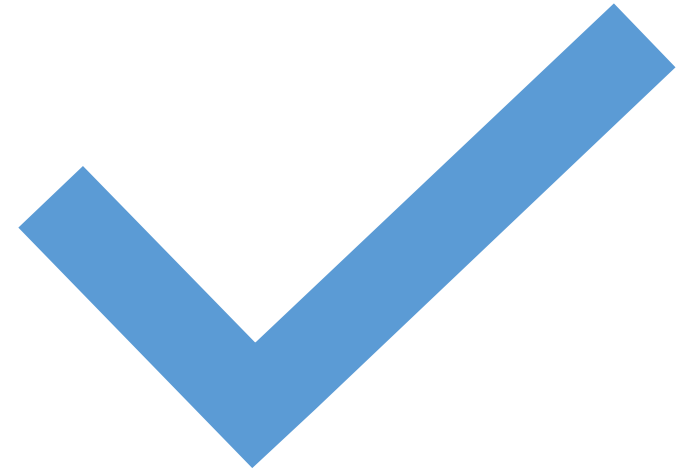


CHE PROGRAM: CATEGORIES

- Organizational Partner
- Organizational Certificate Program Partner
- LEADS 360 Assessment Pre-Qualified
- Academic Partner (Students)
- EXTRA Program (Enrolled with HEC (CFHI))
- Forces
- Regular
- CHE/LEADS Inspired Leadership Bundle



CHE SELECT Completion Requirements



CHE Select

LEADS 360
Assessment &
coached debrief



CHE Select

LEADS 360
Assessment &
coached debrief

Leadership
Development
Plan



CHE Select

LEADS 360
Assessment &
coached debrief

Leadership
Development
Plan

LEADS Learning

There may be an
additional cost.

CHE Select

LEADS 360
Assessment &
coached debrief

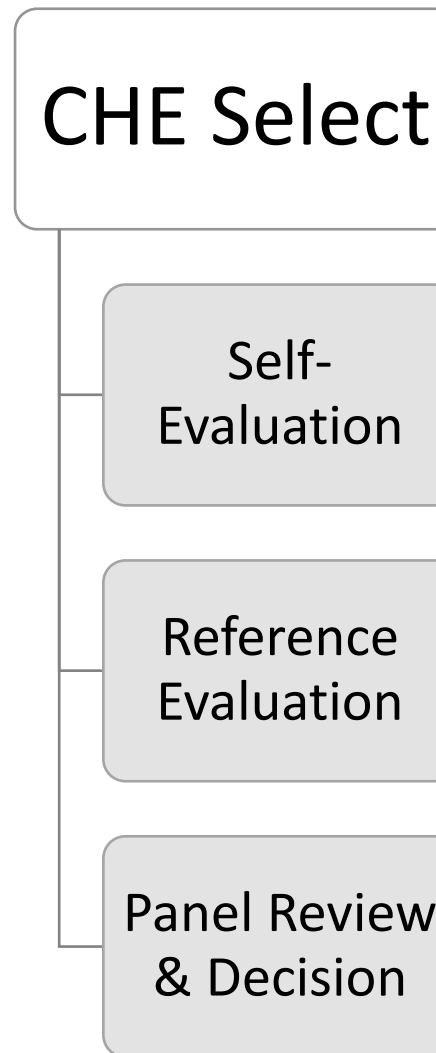
Leadership
Development
Plan

LEADS Learning

LEADS in Action
Project



CHE Final Evaluation



CHE PROGRAM TIMELINE



LIFE-LONG LEARNING & THE CHE

Maintenance of Certification (MOC)

Ongoing membership in the College	Annual Dues	
Maintenance of Certification (over 5 year period)	MOC CATEGORY I CREDITS (7)	MOC CATEGORY II CREDITS (33)
Mentoring	Minimum of 2 years of Participation in Mentorship Program	





Fellowship Select

Stéphane Joannette, Director, Professional Certifications & Strategic Alliances

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BASIC ELIGIBILITY CRITERIA

CCHL member in good standing

- CHE Track members will meet this criterion as maintenance of the CHE credential requires CCHL membership.
- Academic and Career Track applicants must have been a member of one-year immediately prior to Fellowship application.

10+ years' experience in the Canadian health system

- International experience may be included if applicant is currently working at a senior level within the Canadian health system.
- Academic Track applicants may include research and/or knowledge translation roles as part of the 10 years.

Senior level and/or high impact role, including physician roles, in a Canadian health system.

- Formal title

3 TRACKS TO CHOOSE FROM



Health Leadership Specialties (HLS)

Mental Health Commission of Canada

HLS in Psychological Health & Safety in the Workplace

Pallium Canada

HLS in Palliative Care

Healthcare Excellence Canada

HLS in Long Term Care

University of Ottawa, Faculty of Social Sciences – Health Workforce Studies

HLS in Health Workforce Planning

Cascades: Climate Action Healthcare

HLS in Sustainable Health Systems

Société Santé en français

HLS in terms of equity of access to health services in French in a minority context



CCHL Contributions

To meet the eligibility criteria for two CCHL contributions, CHE Track applicants are required to have completed a minimum of two of the following:

- Board of Directors member (one term)
- Board Committee member (one term)
- Chapter Executive member (Member at Large or Executive Member)
- CHE Evaluator (minimum of five years)
- Volunteer on a committee for NHLC, or other conference or chapter events (three events)
- Participate in CHE presentations such as strategic alliance annual presentations, CHE Bootcamps, CHE Lounge events (six events)
- Participate as a speaker, moderator or panelist in CCHL webinars, workshops, conferences, and/or chapter events (six events)



Fellows Mentor

One of the **Fellowship Evaluators** who reviews the candidate's application will be identified to be the candidate's Mentor for the duration of the program.



LEADS 360 Assessment

- ✓ 90-minute debriefing (Fellows certified LEADS Executive Coach)
- ✓ Leadership Development Plan (same as CHE Program)
- ✓ Must be completed within 6 months of acceptance into program



Final Project Paper

Different expectations for each Track

Reviewed by three **Fellowship Evaluators**

Pass/Fail with qualitative comments

Within 12 months of acceptance into the Fellows Select Program

Knowledge Translation Webinar

Within 18 months of acceptance into Program

Career and Academic Tracks only

CHE Tracks may be flagged for webinar by Fellowship Evaluator upon review of Leadership Impact Paper. However not mandatory for completion of Fellows Select Program

Three Fellowship Evaluators evaluate webinar (pass/fail) and provide comments/feedback



Candidate Self-Evaluation

- All Tracks
- Refereed self-evaluation and Leadership Development Plan is submitted to three Fellowship Evaluators (same process as CHE Program)
- Final evaluation to determine awarding of Fellowship
- If awarded, the candidate's name is submitted to the Fellows Council for final approval



CHE Select – Strategic Alliances

Stéphane Joannette, Director, Professional Certifications & Strategic Alliances

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ORGANIZATIONAL PARTNERSHIPS

COAST TO COAST



ACADEMIC PARTNERSHIPS

COAST TO COAST



CANADIAN COLLEGE OF
HEALTH LEADERS



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LEADS Learning Options

LEADS
Learning
Series

Online
LEADS
Learning
Series

Equivalent
Licensed
Programs

Academic and
Organizational Partners &
LEADS Canada Licensed
Facilitators

Independent
Learning
Mapped to
LEADS



BENEFITS

As part of the Strategic Alliance with CCHL, partners will receive:

- Special discounted CHE Program enrollment fee
- Program Exemptions
- 7 MOC category I credits upon CHE completion
- Exemption from work experience requirements
- Access to exclusive content: Exclusive “Leadership in Health Care” Webinar



EXCLUSIVE CONTENT

NATIONAL

Strategic Alliance Webinar – 3 Essential Questions Leading Healthcare Organizations Ask Themselves

OCTOBER 12, 2023 @ 01:00 PM - 02:00 PM EDT / HAE

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CCHL PLD and the LEADS Framework


Dr. Jaason Geerts, Director, Research & Leadership Development

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HEALTH LEADERS



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LEADS Framework



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 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, 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

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.

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 healthcare paradigms.”
– Don Briscoe

“The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.”
– James Kouzes & Barry Posner, The Leadership Challenge

Role of a Leadership Framework 1

- ✓ **Common language** to clarify what we mean by “leadership”
- ✓ Basis for **development** and **training**
- ✓ Can be **embedded** in all aspects of **talent management** (recruiting/job postings, development plans, career development, performance reviews, succession planning, etc.)
- ✓ **Guide** effective practice and as a checklist (where are the gaps?)
- ✓ **360-assessments** and performance appraisals for self-awareness and leadership development
- ✓ Foundation for **certification** (the CHE)



Role of a Leadership Framework 2

- ✓ Common language for a **leadership strategy** (ASPL) and integration organization-wide (ALO and CLO)
- ✓ Can **enable advancements** of large-scale initiatives (e.g., Academic Health Centre)
- ✓ **Limitations**



Why LEADS



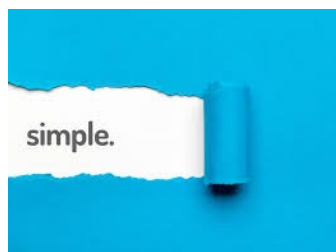
Common language
(organizations and
members/partners)



Evidence-based



Healthcare-centred



Intuitive language



Universally
applicable

Why LEADS



D and S



Four levels
of leadership

Ru Taggar, Executive Vice President, Chief Nursing and Health Professions Executive, and early career nurses, Sunnybrook

Self-Awareness at 4 Levels

Front Line Leaders

1. Demonstrates understanding of own role and responsibilities
2. Demonstrates awareness of own strengths and limitations
3. Recognizes when an issue or situation is beyond own knowledge or ability

Mid-Level Leaders

1. Demonstrates an understanding of own leadership style
2. Surrounds themselves with staff who possess different strengths than themselves
3. Applies “lessons learned” to strengthen self awareness

Senior Level Leaders

1. Demonstrates awareness of impact of own behaviour on others
2. Handles self in a calm, reassuring manner that puts others at ease
3. Keeps own emotions from interfering with effectively responding to others

Executive Level Leaders

1. Role models the organization’s core values
2. Shares assumptions when making decisions
3. Demonstrates a personal style of excellence that inspires others



The Impact of LEADS



Individual level

- Engaged
- Efficient
- Effective
- Enabled

Organizational level

- Common language
- Framing of common tasks/goals
- Greater trust and collaboration
- Innovation
- Culture shift to a leadership organization (distributed)



CCHL and PLD Programs Overview

CCHL

- ✓ National Conversation
- ✓ Think Tanks (leaders + HR/OD professionals)
- ✓ Fireside chats
- ✓ Strategic Alliance webinars
- ✓ Conferences



CCHL and PLD Programs Overview

PLD

- ✓ **Open** enrollment **in-person** (e.g., LLS), **virtual** (e.g., LLF, LEADS Lite, EDI LEADS Lite), and **blended** (Inspire Nursing Program)
- ✓ **Organizational** (Same, plus 360-Assessments and aggregate reports) as **one-offs** or larger programs (**integration – CCHL ALO**, e.g., ASPL, consulting services, etc.)

Programs and resources on our [website](#)



**An online community
where health leaders
can connect, learn,
and develop.**





CIRCLE

Christine Gilmour, Manager, PLD Operations & Community for Practice





Vision

To create a valued, trusted and inspiring environment for health leaders to expand on their leadership skills and knowledge, stimulating learning while also fostering interactions, building relationships and innovating.

A supported community where members feel a sense of belonging and their go-to place to connect, learn & develop.

Design & Engagement Goals



Create a safe and connected space where members feel their contributions are valued - a trusted, mutually respected & inspiring space to come together for their leadership journey.



Foster interaction, peer connection and collaboration in the spirit of connection, development and learning.



Ensure no barriers to participation. Inspire thinking and voice.



Pique interest, build curiosity and enthusiasm within the membership.



Encourage the utilization of advanced leadership development options.

Your Connected Community

Your National Voice

Your Career Journey

CCHL 2022-2024 Strategic Priorities



CIRCLE CERCLE Search for active people

Welcome to the Circle **Live feed** People Events Resources Forums Groups News Career Support Mentoring CCHL - Home **Admin Panel**

Write a post
Share your thoughts and plans...

Share a new...
Check-in Trip Event

Filter by: All

Kathleen Paterson commented 2 days ago

CCHL Circle 6 days ago

WEEKEND READ
Psychological health and safety in the workplace is directly tied to our well-being. The Mental Health Commission of Canada surveyed and spoke to hundreds of health-care workers from several disciplines and workplaces across the country and sought to understand how individual health-care workers, teams, and organizations contribute to safer workplaces, including the barriers that make doing so more difficult.
Download the Report here: <https://bit.ly/3f1MLnh>

Recently active users
Dwarka Tandur, MPT... Meghan Perrin
Charleen Austin, CHE... Josiane Mercier
Krista Smith, CHE Karuna Manchanda...

Upcoming events
NOV 9 Canada West Health Leaders...
NOV 15 NEW LEADS-EDI Lite Webinar Series

[See all events](#)



Shiyen Shu, MSc.OT, Hon.BSc(Kin), PMP, CYT
21 hours ago

How does one lead through uncertainty?

Uncertainty can trigger various responses in people, often with negative consequences on performance.

The most common uncertainty for most employees today is whether or not a job will last.

Uncertainty is exacerbated when managers don't communicate enough about challenges facing their organizations and these issues may affect their people and their teams.

A good deal of employee uncertainty is about their own performance and development. By meeting 1:1 regularly to evaluate performance and growth opportunities, and not leave them till the annual performance reviews, leaders can help team members avoid misreading situations when enhancing their engagement and commitment to the organization.

Leaders can also use a set of methods outlined in the image to help reduce uncertainty.

How do you navigate and lead through uncertainty?

What are some challenges you are experiencing?

HOW TO HELP TEAM MEMBERS REDUCE UNCERTAINTY

1. Make it okay to not have all the answers: As a leader, create a learning environment where people can experiment, take risks, and make mistakes. This will allow your team to make intelligent decisions in times of

CCHL Mentorship Program
Welcome to the CCHL National Mentorship Program!
Hover over the Mentorship tab in the menu at the top right of your screen and select Start your Mentorship Journey!

[Check my Mentoring space](#) [Mentor status: Terminated](#)

Location Area of Expertise

Type and select a location [More filters](#) [Clear all filters](#)

Mentor - I have experience & expertise in (check all that apply):

Results (48)

Charleen Austin, CHE MAL(H) BScN RN
Available

Location: London, Canada

Skills: -

Area of Expertise: Acute Care, Certified Health Executive (CHE), Change Management, Community Health and/or Primary Care, Human Resources & Workforce Management, Indigenous Health, Policy Development, Population Health and Planning, Quality Improvement, Rural and/or Remote Health, Strategic Planning

Health: Personal and Professional Learning & Growth (LS), Building High Leadership Performing Teams & Culture (EO), Developing Others (EO), Building Partnerships/Coalitions (DC), Leading Transformation Change (ET), Population Health Promotion (Prevention)

Sandy Jansen, CHE
Available

Location: Toronto, Canada

Skills: -

Area of Expertise: Acute Care, Certified Health Executive (CHE), Change Management, Long-Term Care Services, Patient Safety, Rural and/or Remote Health, Strategic Planning

Health: Personal and Professional Learning & Growth (LS), Building High Leadership Performing Teams & Culture (EO), Developing Others (EO), Building Partnerships/Coalitions (DC), Leading Transformation Change (ET), Population Health Promotion (Prevention)

Xiyuan (Siuwin) Wang, CHE
Available

Location: Toronto, Canada

Skills: Business Intelligence • Balanced Scorecard • Performance Dashboards • Strategy Development & Execution • Data Analytics • Data Visualization a...

Area of Expertise: Acute Care, Certified Health Executive (CHE), Finance and Corporate Services, Long-Term Care Services, Population Health and Planning, Project Management, Quality Improvement, Strategic Planning, Data Analytics, Health Information Management

CIRCLE CERCLE Search for active people

Welcome to the Circle **Live feed** **People** Events Resources Forums Groups News Career Support Mentoring CCHL - Home

Search for people: Type a name or keyword [More filters](#)

Search by location: Type and select a location [More filters](#)

Users (1611) Show map: Sort by: Recently active

Christina Tina Louise Camilleri, CHE
Last active today - Lale Country, BC...

Christine Gilmour
Last active today - Ottawa, ON...

Charleen Austin, CHE MAL(H) BScN RN
Last active today - ON, Canada

Josiane Mercier
Last active today - Ottawa, ON...

Meghan Perrin
Last active today - Toronto, ON...

Mr. Dwarka Tandur, MPT, MBA
Last active today - London, ON...

Chantale Pambrun, MBA, MD, CHE
Last active today - Ottawa, ON...

Ahmad Haroon Syed
Last active today - Brampton, ON...

we fight byees!

Aspiring Health Leaders Programming

Amy O'Brien, Director, Governance and Member Engagement

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

ASPIRING HEALTH LEADERS PROGRAMMING

- Developing programming for aspiring health leaders is part of the College's strategy to support the health human resource crisis and do our part to close the leadership gap.
- Committee is made up a members from across the country that self-identify as being aspiring leaders and all attempts were made to have diversity on the committee.





Manage group

Aspiring health leaders / Leaders émergents du secteur de la santé



Welcome and Links [Live feed](#) [Ask a Leader](#) [Members](#) [Events](#) [Resources](#)



Write a post

Post



Jacqueline McKnight
3 months ago

Hi all! I hope you're all enjoying some gorgeous weather in your respective areas like I am in New Brunswick.

About

Welcome to a new community supporting aspiring health leaders. We invite all self-identified up-and-coming leaders to join a community of your peers and experience resources and programming tailored to your diverse needs.

Advisors



Sandy Jansen

ASPIRING HEALTH LEADERS
LEADERS EN SANTÉ ASPIRANTS



OCT
19

7:00
PM / ET

REGISTER TODAY >

National
Virtual Speed
Mentoring Event

CANADIAN COLLEGE OF
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Mentorship Program

Amy O'Brien, Director, Governance and Member Engagement

CANADIAN COLLEGE OF
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NATIONAL MENTORSHIP PROGRAM



The CCHL National Mentorship Program is offered at no cost to all College members, at every stage of their career, from coast to coast. The program can be accessed through the College's online community and leadership development platform called the CCHL Circle.



92 Mentors



98 Current
Matches

CCHL Mentorship Program

Welcome to the CCHL National Mentorship Program! Hover over the Mentorship tab in the menu at the top right of your screen and select Start your Mentorship Journey!

[Check my Mentoring space](#) [Apply to be mentor](#)

<https://circle.cchl-ccls.ca/mentorships>

Location

Health Leadership Expertise

Mentor - I have experience & expertise in (check all that apply): ▼

Results (79)

S

Suhaila Jaafar

Available

Location
Vancouver, Canada

M

Melanie Mayoh

Available

Location
Toronto, Canada

[Start your mentorship journey!](#)

Your Mentorship Journey

Step 1 - Mentor & Mentee Self-Reflection

This step is intended to provide an opportunity for both mentors and mentees to pause, reflect on their personal qualities and aspirations, and to ultimately gauge their own readiness to enter into a mentorship relationship. Begin your journey by completing either the Mentor or Mentee Self-Reflection.

[Access Self-Reflection here](#)

[Step 1 Resources](#)

Step 2 - Mentor Registration

This step involves enrolling a prospective mentor into the program and gather mentor background information. This information will enable mentees to search for and identify mentors who have expertise/strengths in their area(s) of interest. Mentors are asked to 'Apply to be mentor' and complete the application form.

[Apply to be a mentor](#)

Features of the CCHL National Mentorship Program

- There is built in flexibility where you can use the available resources to determine your own timelines and schedule for the relationship.
- You can establish one-to-one relationships with mentors who act as coaches, career guides, confidants and positive role models.
- The program is based in LEADS in a Caring Environment Framework.
- The program has an established step-by-step process that includes resources and worksheets to help in setting goals and expectations, expanding your network and reflection.
- A few Chapters (BCLM, VI and Quebec) have their own local mentorship programs



E-Learning Library

Camay Fortier, Chapter Liaison & E-Learning Coordinator





PLD & LEADS

- ▶ Using LEADS & Licensing
- ▶ LEADS Network

Professional Certifications

- ▶ CHE Certification
- ▶ Fellowship Certification
- ▶ LEADS Certifications & Licensing

Leadership Development Programs

- ▶ Organizational Leadership Development
- ▶ Individual Leadership Development Programs
- ▶ Online Leadership Development
- ▶ **E-Learning Library**
- ▶ Upcoming Courses

Tools & Services

- ▶ Coaching Services
- ▶ LEADS 360 Assessments & Debriefing
- ▶ LEADS Online Self-Assessment
- ▶ National Mentorship Program
- ▶ CCHL Circle

A peer reviewed publication , Healthcare Management Forum (Forum) provides stimulating, thought-provoking information on innovative solutions and leading practices related to health leadership.

July edition: Environmental Stewardship in Healthcare

|| Pause Slideshow

← 4 / 4 →

G E S T I O N D E S S O I N S D E S A N T É



E-Learning Library

Share [f](#) [t](#) [in](#) [e](#)

Search by keyword

Submit

Refine Results

Webinar Types

- BC Interior Chapter
 - BCLM Chapter
 - Bluenose (NS & PEI) Chapter
 - Campfire Chat
 - CCHL Chapters
- [View All](#)

Topics

- Addictions
 - Aspiring health leaders
 - Aspiring Leaders
 - Awards
 - Canadian Health
- [View All](#)

Apply Filters

[Clear All](#)

Displaying 1-5 of 135 Results

Order By: [Newest First](#)

NEW

CCHL Healthcare Management Forum: Beyond net-zero: Towards a 'One Planet' health system

\$40.00

NEW

New Brunswick Chapter Webinar – Employee Engagement is more than SWAG, is about STRATEGY!

\$



Search & filter by Chapter or topic
<https://www.youtube.com/user/HealthLeadersCanada>



Past Purchases

Records of past purchases will be displayed here. Click the order number to access content provided through the purchase, such as recordings or documents available with the purchase of a webinar.

Order	Date	Status	Total
#38871	September 9, 2023	Completed	\$0.00 for 1 item
#29441	May 1, 2023	Completed	\$0.00 for 1 item
#24100	March 21, 2023	Completed	\$0.00 for 1 item
#24098	March 21, 2023	Completed	\$0.00 for 1 item

View	Invoice
View	Invoice
View	Invoice
View	Invoice

ACCOUNT CENTRE

- Person Profile ▼
- Store Information ▼
 - My Events
 - Orders
 - Job Dashboard
 - Post Jobs
- Professional Development ▲
 - CHE Program
 - Healthcare Management Forum [↗](#)
 - LEADS Self Assessment
- Key Links ▼



National Awards Program

Christian Coulombe, Vice-President, Marketing & Membership

CANADIAN COLLEGE OF
HEALTH LEADERS



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NATIONAL AWARDS PROGRAM

Recognize and promote your outstanding leaders and programs

The Canadian College of Health Leaders is inviting nominations for the [2024 National Awards Program](#).

This is a great opportunity to recognize and promote the outstanding leaders and programs in your organization.

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NATIONAL AWARDS PROGRAM

Individual Awards

- [Celebrating the Human Spirit Award](#)
- [Mentorship Award](#)
- [Nursing Leadership Award](#)
- [Robert Zed Young Health Leader Award](#)

NOMINATE

Part A:

- Contact details & 250 word summary
- Deadline: November 30, 2023

Part B:

- For shortlisted candidates only
- Additional nomination template
- Deadline: February 1, 2024

NATIONAL AWARDS PROGRAM

Team and Organizational Awards

- [3M Health Care Innovation Team Awards*](#)
- [Award of Excellence in Mental Health and Addictions Quality Improvement](#)
- [Energy and Environmental Stewardship Award](#)
- [Excellence in Inclusion, Diversity, Equity and Accessibility \(IDEA\) Award*](#)
- [Excellence in Patient Experience Award](#)
- [Excellence in Patient Safety Award](#)
- [Recognition of Excellence in Delivering Value-based Healthcare](#)

NOMINATE

- Complete nomination form and template
- Deadline: February 1, 2024

NATIONAL AWARDS PROGRAM

Additional Awards

- [Chapter Awards for Distinguished Service](#)
- [CCHL Distinguished Leadership Award](#)
- Robert Wood Johnson Awards
- HMF Article of the Year Award

Chapters can recognize members who have made significant contributions to their chapter.

(Deadline: February 1, 2024 for nominations to be sent to Chapters. Chapters must choose recipient by March 15, 2024)

Chapter Chairs are among exclusive group that can present nominations for this award.
(Deadline: February 1, 2024)

NATIONAL AWARDS PROGRAM

Recognition

Chapter awards: Virtual AGM

Individual and Team awards: Honouring Health Leadership Event

3M Awards: Luncheon @ National Conference

Robert Wood Johnson Awards: Luncheon @ National Conference

Conferences & Events

Francine St-Martin, Director, Conferences & Events

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COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

20
24

Canada West Health Leaders
CONFERENCE



NATIONAL CONFERENCE
CONFÉRENCE NATIONALE

20
24

COLLOQUE FRANCOPHONE
des leaders en santé

CANADIAN COLLEGE OF
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COLLÈGE CANADIEN DES
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NATIONAL CONFERENCE
CONFÉRENCE NATIONALE

HALIFAX
JUNE 2-4, 2024



*Come
Together*

CANADIAN COLLEGE OF
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COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

TITLE
SPONSOR

sodexo

Canada West Health Leaders Conference (CWHLC)

20
23

Canada West Health Leaders
CONFERENCE

IN-PERSON
OCTOBER 24-26, 2023

Caring for people who
care for people



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COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

TITLE
SPONSOR



Colloque francophone des leaders en santé (CFLS)

20
23

COLLOQUE FRANCOPHONE
des leaders en santé

EN PERSONNE
29 SEPTEMBRE 2023

Co-construire un virage
technologique et numérique
à visage humain

*Un leadership inspirant, source
d'innovation*



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COMMANDITAIRE
PRINCIPAL





Healthcare Management Forum

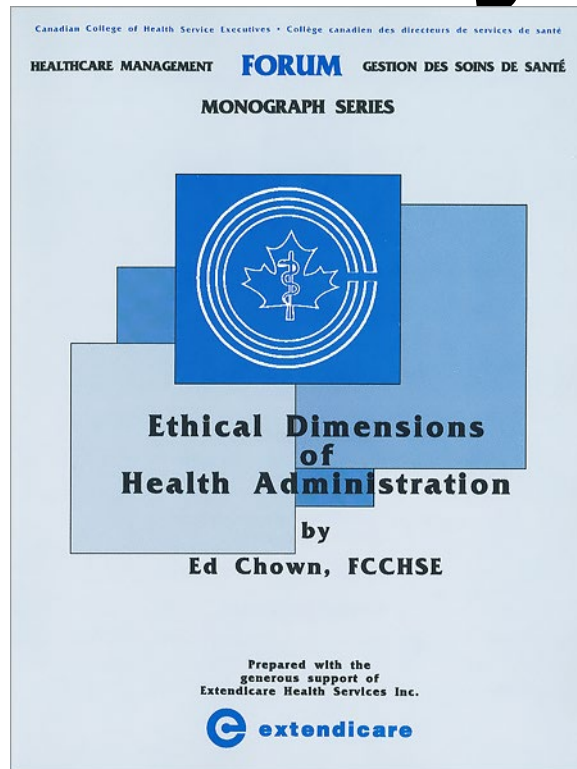
Donald W.M. Juzwishin, Editor-in-Chief

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History of HMF



- Founded in 1979 by Extendicare President, and lifetime College member, Harold Livergant.
- Published twice a year, available in English only and offered commentaries and best practices.
- By 1987, it had a circulation of 900 people.
- Early articles included themes related to strategic planning, empathetic leadership, employee empowerment and shifting hospital cultures.
- Transferred to the College in 1988. Became a member benefit (free to all CCHL members).

History of HMF



- In 2012, signed agreement with Elsevier, an international medical publisher.
- Moved to publishing six editions each year, with bilingual features, and modernized the look.
- Moved to publish with SAGE in 2015 because they specialize in non-profit organizations.
- Switched to paperless publishing, no more hard copies.

HMF Now



- Publish your work!
- Six editions each year with SAGE.
- SAGE also sponsors Article of the Year award.
- Has a circulation of 15,500 organizations across North America, still free to all CCHL members.
- Extensive social media reach.
- Indexed on PubMed: MEDLINE and Scopus.
- Multidisciplinary authors from all over the world.
- An acceptance rate close to 50%.
- Cited in the world's top 5 medical journals: The Lancet, JAMA, New England Journal of Medicine, BMJ and the Annals of Internal Medicine.
- More than 250 peer reviewers.

HMF Now



- Publishes articles related to health leadership including recent research, new technology and professional practices.
- Are you working on something that adds to/changes body of knowledge in field of leadership? Is it timely?
- Something that links theory and practice? Involves LEADS? Is it based on evidence?
- Does your work generate conclusions that are relevant/applicable to other sectors?
- Want to become a peer reviewer?
- If yes to any of the above, contact Managing Editor.

Relevant links

- Journal home page: <https://journals.sagepub.com/home/hmf>
- Editorial Board listing: <https://journals.sagepub.com/editorial-board/HMF>
- Authors' guidelines: <https://journals.sagepub.com/author-instructions/HMF>
- Submit articles here for peer review: <https://mc.manuscriptcentral.com/hmf>
- Main contact is Laurie Wilson, MA, Managing Editor: lwilson@cchl-ccls.ca



Association Membership System

Christian Coulombe, Vice-President, Marketing & Membership

CANADIAN COLLEGE OF
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ASSOCIATION MEMBERSHIP SYSTEM

Updated to Wicket, our new Association Membership System (AMS) in February 2023

- Member data platform + dashboards (Wicket + Tableau)
- WooCommerce (Memberships, events)
- Website, member portal (WordPress)
- + Email system (Constant Contact)
- + Conference system (DE Systems)
- + Careers Postings (WP Job Manager)
- + Certification (WordPress/Cloud Generation)
- + MOC (Cloud Generation)
- + CCHL Circle (HiveBrite)
- + HMF (SAGE Publishing)



ASSOCIATION MEMBERSHIP SYSTEM

- Single Sign-on
- Connects membership data across systems
- Importance of logging in to benefit from member only content, discounts, etc.
- Non-members need a login account to register for events, etc



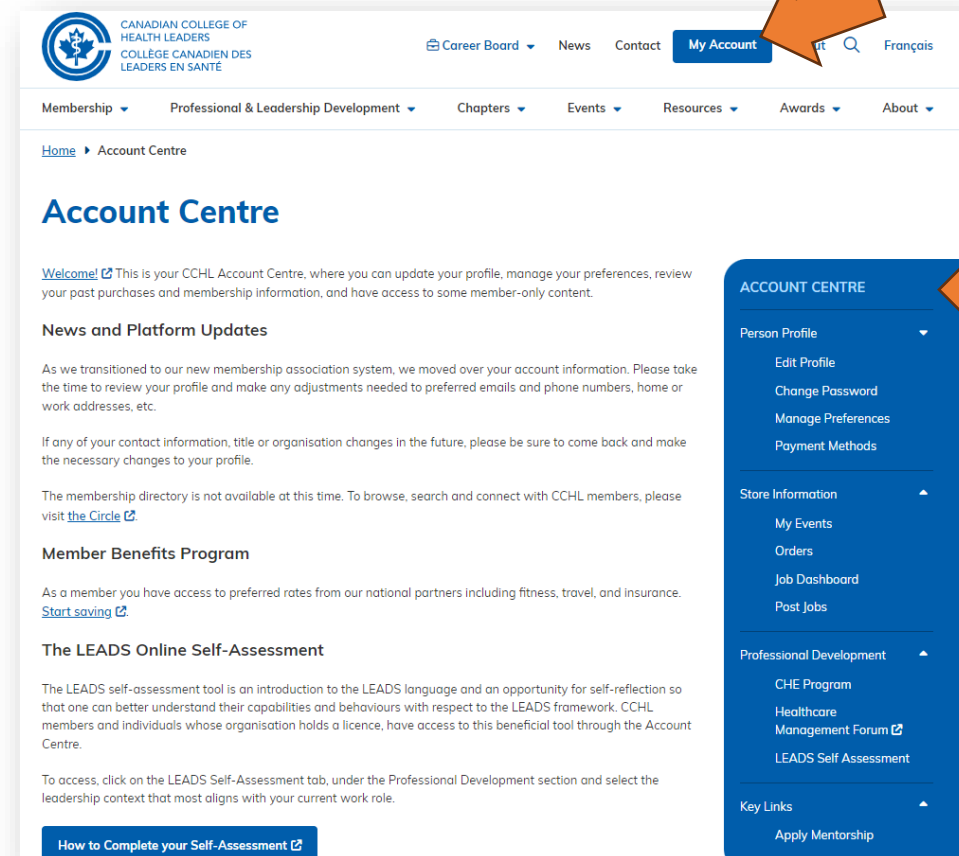
The screenshot displays the website for the Canadian College of Health Leaders (CCHL). The header includes the organization's name in English and French, along with navigation links for Career Board, News, Contact, Become a member, Login, and Français. A secondary navigation bar lists Membership, Professional & Leadership Development, Chapters, Events, Resources, Awards, and About. The main content area features a slide titled "Developing, Supporting and Inspiring Canadian Health Leaders." with a sub-header "Colloque francophone des leaders en santé 2023". The slide text describes the conference's theme: "Co-constructing a technological and digital shift with a human face – Inspiring leadership, source of innovation," and mentions it will take place in Montreal on September 28-29, 2023. Below the slide, there is a statistics section showing 80 Corporate Members and 4,300 Individual members. An orange arrow points to the "Become a member" button in the top right corner.



ASSOCIATION MEMBERSHIP SYSTEM

Login & Access your Account Centre

- Adjust profile
- Manage preferences
- Consult purchases and events
- Access CHE Program portal
- Read Healthcare Management Forum
- Access Member benefits



The screenshot displays the CCHL Account Centre interface. At the top, the navigation bar includes the CCHL logo, the text 'CANADIAN COLLEGE OF HEALTH LEADERS / COLLÈGE CANADIEN DES LEADERS EN SANTÉ', and links for 'Career Board', 'News', 'Contact', 'My Account', and 'Français'. Below this is a secondary menu with 'Membership', 'Professional & Leadership Development', 'Chapters', 'Events', 'Resources', 'Awards', and 'About'. The main content area is titled 'Account Centre' and contains a welcome message, 'News and Platform Updates', 'Member Benefits Program', and 'The LEADS Online Self-Assessment'. On the right, a blue sidebar menu titled 'ACCOUNT CENTRE' lists options: 'Person Profile' (with sub-links for Edit Profile, Change Password, Manage Preferences, and Payment Methods), 'Store Information' (with sub-links for My Events, Orders, Job Dashboard, and Post Jobs), 'Professional Development' (with sub-links for CHE Program, Healthcare Management Forum, and LEADS Self Assessment), and 'Key Links' (with a sub-link for Apply Mentorship). An orange arrow points to the 'My Account' link in the top navigation bar, and another orange arrow points to the 'ACCOUNT CENTRE' sidebar menu.

CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ



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cchl-ccls.ca



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[/CCHL.National](https://www.facebook.com/CCHL.National)



[/HealthLeadersCanada](https://www.youtube.com/HealthLeadersCanada)



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