

# Overview

## CHE Program



CANADIAN COLLEGE OF HEALTH LEADERS    COLLÈGE CANADIEN DES LEADERS EN SANTÉ

[www.cchl-ccls.ca](http://www.cchl-ccls.ca)



## CANADIAN COLLEGE OF HEALTH LEADERS

### Committed to helping you grow!

The Canadian College of Health Leaders has been promoting excellence in health leadership since 1970 as a national, professional association that exclusively serves the needs of leaders from all sectors of health care.

The **vision** of the College is *“to be the professional association of choice for Canada’s health leaders”*.

The **mission** of the College is *“to develop, promote, advance and recognize excellence in health leadership”*.

The College offers a wide range of services including a forum for the exchange of information and best practices, a career network, the only peer-reviewed journal covering issues in health services management, and an extensive national program of professional development resources and opportunities. Over 3,000 top health leaders take advantage of the comprehensive programs and services while they enhance their professional image, increase their knowledge of health leadership and achieve peak professional growth.

The College is committed to creating and sustaining a learning environment for its members by offering the only Canadian professional designation available to health leaders. The designations of Certified Health Executive (CHE) and Fellow of the Canadian College of Health Leaders (FCCHL) have established the College at the forefront of continuing education for health leaders.

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# Introduction

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The Canadian College of Health Leaders (CCHL) established its Certified Health Executive (CHE) Program in 1984 to provide a Canadian credential that recognizes effective leadership in Canadian health services.

The CHE Program is a capabilities-based certification program, developed collaboratively with College members, staff, and Board. In 2013, the CHE Program was revised to align with the *LEADS in a Caring Environment* framework. Given the constant changes within the Canadian health system, all elements of the CHE Program are regularly reviewed and revised by the CHE Program Committee and the Professional Standard Council.

## **LEADERSHIP CAPABILITIES**

The competencies represent the knowledge, skills, attitudes and judgment that Canadian health leaders need to have now and in the future in order to carry out their leadership and management functions efficiently and effectively. The College has adopted the *LEADS in a Caring Environment* leadership capabilities framework to strengthen Canada's health leadership capacity.

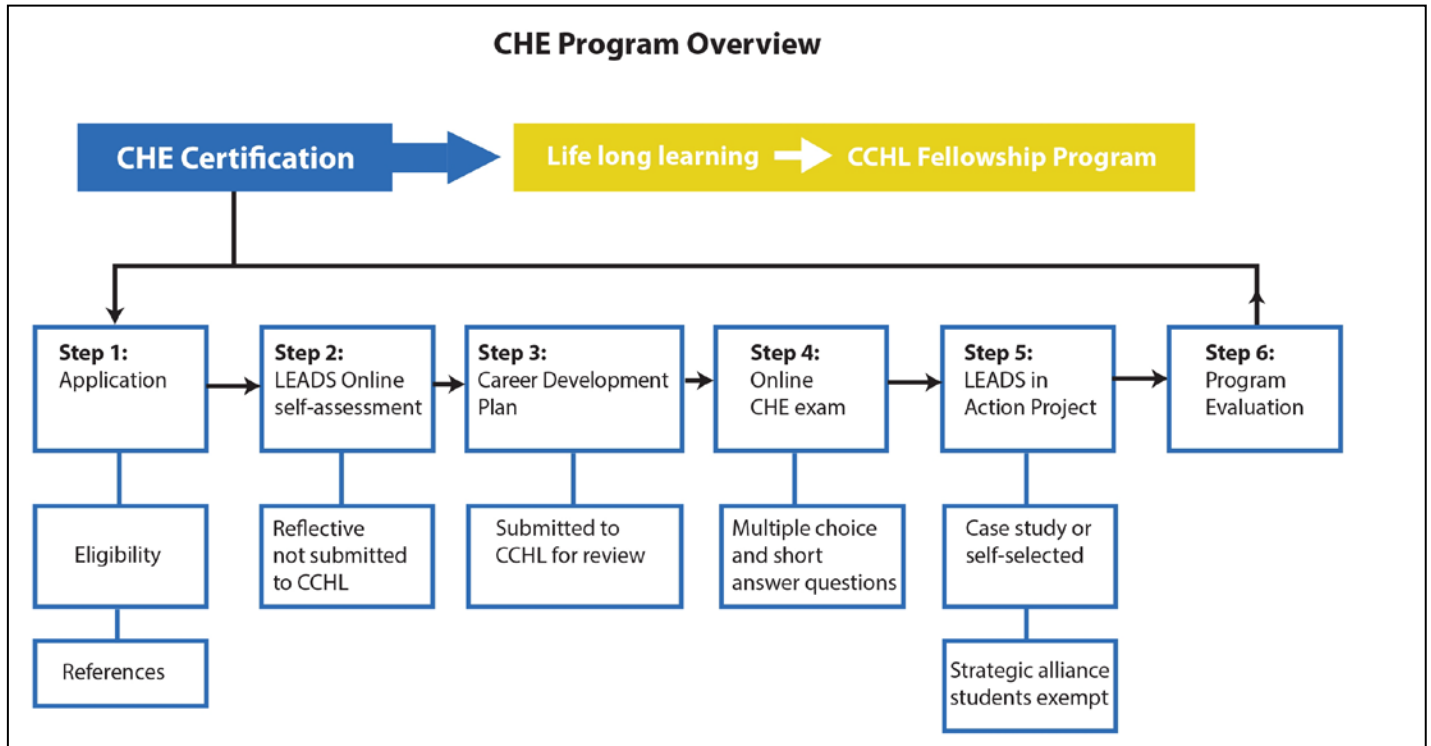
***Every element of the CHE Program is aligned with the LEADS in a Caring Environment framework.***

The document *Behavioural Descriptors Supporting the College CHE Program* ([Appendix A](#)), outlines five leadership domains and four measurable and observable capabilities per domain. The framework has been approved by the College as the leadership capabilities required for career-long learning.

CHE candidates are urged to become familiar with the LEADS domains and capabilities, when preparing to work on each component of the CHE Program.

Figure 1 shows the progression of steps leading to achievement of the highly valued CHE credential and entry into a flexible structure for lifelong learning and development of leadership capabilities.

## Figure 1 – CHE Program



As illustrated, all candidates must successfully complete the following elements of the Program within 3 years in order to receive their CHE designation:

1. Application process
2. LEADS Online self-assessment
3. Career Development Plan
4. Online Exam
5. LEADS in Action Project
6. Participant Program Evaluation

# Timetable

All candidates must agree to the schedule below. In order to graduate at the late-May or early-June convocation, candidates must complete all component of the CHE Program no later than March 1<sup>st</sup> of the same year.

## CHE Program schedule:

(NOTE: some components are waived depending on the strategic alliance with partners)

<p><b>Within 3 weeks after acceptance into the CHE Program</b></p>	<ul style="list-style-type: none"> <li>• Complete the LEADS online self-assessment. (Reflective – not submitted to CCHL.)</li> </ul>
<p><b>Within 1-3 months after completion of LEADS online self-assessment</b></p>	<ul style="list-style-type: none"> <li>• Complete the Career Development Plan (Submit to CCHL )</li> </ul>
<p><b>Within 6 months after completion and submission of the Career Development Plan to CCHL</b></p>	<ul style="list-style-type: none"> <li>• Register for the online CHE exam (10 working days noticed required prior to exam date) by contacting the College to arrange the exam date and time</li> <li>• Write exam</li> <li>• Exam results (Pass or Fail) are sent to candidates within 4 weeks</li> </ul> <p><i>Note: this step is postponed for candidates in strategic alliances that do not have the required health leadership experience in Canada)</i></p>
<p><b>Within 12 -18 months after completion of CHE exam</b></p>	<ul style="list-style-type: none"> <li>• Choose Option 1 or 2 for <i>LEADS in Action</i> project option. (Master’s students at universities with a College strategic alliance are exempt.)</li> <li>• Obtain CCHL approval on project proposal (applicable for Option 2)</li> <li>• Prepare and submit <i>LEADS in Action</i> project</li> <li>• Candidates receive their marks</li> </ul>
<p><b>Within 1 week after successful completion of all components of the CHE Program</b></p>	<ul style="list-style-type: none"> <li>• Complete and submit the CHE Program Evaluation</li> </ul>
<p><b>By March 1 of convocation year</b></p>	<ul style="list-style-type: none"> <li>• Once all components have been successfully completed, the Professional Standards Council will recommend to the College Board of Director to confer the designation. A candidate may then start using the CHE designation. A letter, CHE certificate and lapel pin are sent to the new CHE</li> </ul>
<p><b>End of May/early June</b></p>	<ul style="list-style-type: none"> <li>• CHE Convocation at the National Healthcare Leadership Conference (NHLC). There is no requirement to attend the convocation. Candidates are responsible for their travel, accommodation and conference registration expenses. For those attending convocation, a photo session is scheduled prior to the convocation ceremonies and new CHEs are greeted and recognized by Fellows, the College Board Chair and President &amp; CEO</li> <li>• Conference details will be provided by the Director or Coordinator</li> </ul>

# CHE Program Eligibility Criteria

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To be eligible to apply for the CHE Program a person needs to be a member of the College in good standing and must:

**hold a Master's degree** (copies of degrees, diplomas, certificates, etc. required) with a minimum of two consecutive years' experience in Canadian health leadership within the last three years or through a **combination of the following:**

- Health leadership work experience in public or private sector, Canadian health organizations, government or broader industry
- Volunteer health leadership experience in public or private sector, Canadian health organizations or government, where:
- Volunteer experience involved health leadership and decision-making (e.g. as a Board member, working with Management, and/or leading initiatives)
- Volunteer experience must be within the health care sector, may not equal more than 6 months (calculated based on a 37.5 hour work week) of the 2 years of total work experience, and must be within the last three years

**OR**

**hold a Baccalaureate degree** (copies of degrees, diplomas, certificates, etc. required) and be able to demonstrate progressive and cumulative educational/ professional advancement in health leadership by applying for a prior learning assessment recognition (PLAR) and CHE application. Please note that there is an extra cost for the PLAR. In addition, must have a minimum of five consecutive years' experience in Canadian health leadership within the last seven years or through a **combination of the following:**

- Health leadership work experience in public or private sector, Canadian health organizations, government or broader industry
- Volunteer health leadership experience in public or private sector, Canadian health organizations or government, where:
- Volunteer experience involved health leadership and decision-making (e.g. as a Board member, working with Management, and/or leading initiatives)
- Volunteer experience must be within the health care sector, may not equal more than 1 of the 5 years of total work (calculated based on a 37.5 hour work week), and must be within the last seven years

**Important note:** Degrees (Master's and Baccalaureate) must be from a recognized Canadian accredited University. Should you have a degree from a foreign University, you must provide proofs of equivalence by a Canadian accredited university. Please consult the Canadian Information Centre for International Credentials for further information at: <http://www.cicic.ca/indexe.stm>

## Strategic Alliances with Other Organizations

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The College has developed a number of strategic alliances with other educational programs offered either by universities or national associations that are complementary with the CHE Program. For details please visit:

[http://www.cchl-ccls.ca/site/cert\\_che\\_alliances](http://www.cchl-ccls.ca/site/cert_che_alliances)

# Program Components

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## *LEADS Online Self-Assessment*

The LEADS Online Self-Assessment helps individuals at all levels of leadership to better understand their skills and behaviours with respect to the LEADS Framework.

## *Career Development Plan*

Health leaders bring a different set of foundational capabilities and needs to their career development. This involves the development of a learning plan to help personalize their professional growth within a well-established framework; reflecting on their leadership experience and feedback, translating these insights into action, and involving their manager/director in the process (where applicable). It also serves as an ongoing reference point for the CHE candidate, clarifying their expectations for acceptable progress.

## *Exam*

Candidates must write the online exam within 6 months of completing and submitting the Career Development Plan. Candidates not writing the exam within the 6-month timeframe will be required to pay an administration fee to extend the deadline.

The online CHE exam is a duration of three hours and questions focus on health system issues across the continuum of care and across a variety of health sectors. It is comprised of multiple choice and short answer questions. The questions are aligned with the 5 domains of the *LEADS in a Caring Environment* framework. These domains are: (1) Lead Self; (2) Engage Others; (3) Achieve Results; (4) Develop Coalitions; (5) Systems Transformation.

The CHE exam may be written from Monday to Friday between 09:00 and 17:00 (it cannot start before 09:00 and must be finished before 17:00 – Eastern Time). Candidates are responsible to find a proctor to be approved by the Director, Certification, Leadership Development and Chapter Support. The proctor does not have to be a CHE; however the candidate is required to have his/her supervisor (or equivalent or higher position) as a proctor. The proctor will be in constant supervision of the candidate. Proctors do not have to be a CHE, but since it is an online exam done in a work environment, such as a boardroom or meeting room, you are required to have your supervisor as proctor.

## *LEADS in Action Project*

The LEADS in Action Project is relevant to the context and practicability of health leader's environments. It is flexible, enabling candidates to work on case studies either by choosing a predetermined topic or by focusing on an area of experience and/or interest from their workplace.

Candidates are given two options on how to complete this part of the CHE Program.

- Option 1: Candidates may have interest in working with one of the selected case studies which profile issues within national and international organizations.
- Option 2: Candidates may have a recent health leadership issue in the workplace that they have been asked to analyze – prospectively or retrospectively.

Whichever route is chosen, candidates will demonstrate leadership capability through summarizing findings in a Briefing Note. Through the Briefing Note, candidates will identify, analyze and recommend the decisions to be made, or what decisions need to be made to resolve the issue.

LEADS in Action projects submitted later than March 1<sup>st</sup> of any year may not be processed in time to permit the candidate to convocate in the same year.

### ***Candidate's Evaluation of the CHE Program***

This element measures the relevance of the CHE Program to the expectations of the individual CHE candidate. Each candidate is asked to evaluate all program elements, including the link with the *LEADS in a Caring Environment* framework. Candidates' evaluations are a formal part of the quality improvement review process for the CHE Program.

### ***Receiving Your CHE Credential***

Successful CHE candidates will receive a letter, certificate and pin confirming the CHE designation. A letter may also be sent to their supervisor/director acknowledging successful completion of the CHE Program.

The final step in the CHE candidate's journey toward certification is the Convocation ceremony when you are recognized to an assembly of colleagues and peers. The convocation is held annually, in late May or early June, in conjunction with the opening ceremonies of the annual National Healthcare Leadership Conference (NHLC). Detailed instructions for those participating in the convocation are available in May of each year.

## **Commitment to retain the CHE Designation**

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As a certified member you have two obligations in order to maintain your CHE designation:

1. Continue to be a **member in good standing** with the College. Only members of the College in good standing may use the CHE (Certified Health Executive) designation. If College membership is discontinued the CHE designation will be revoked.
2. Obtain the necessary **Maintenance of Certification (MOC)** credits, as per the College policy and guidelines. The College has long seen Maintenance of Certification (MOC) as an integral part of the certification process. It is an activity through which Certified Health Executives and Fellows demonstrate their commitment to lifelong learning and to remaining current in their chosen profession. The College will grant 7 MOC category 1 credits to candidates upon successfully completion the CHE Program.

The approach for the MOC credits element is individualized and designed to provide a foundation for lifelong learning and a link to ongoing MOC and the College Fellowship Program. Foremost among possible MOC activities are the professional development opportunities presented by the



College and its chapters, which have been specifically designed to meet the needs of health leaders.

Details of the MOC program and the College Fellowship are provided on the College website [www.cchl-ccls.ca](http://www.cchl-ccls.ca)

Contact the Director or the Coordinator at [CHE@cchl-ccls.ca](mailto:CHE@cchl-ccls.ca) for information on the process for CHE candidates to record MOC credits online.

## Policies

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### ***Application Refund Fees***

If your application is rejected, a refund will be issued, less \$156.51 (including HST) administration fee. Once you have started the program, no refund will be issued should you decide to withdraw. Should you be required to repeat any component of the program, an administration fee of \$156.51 (including HST) will be levied to cover the cost of your re-evaluation. **Note: prices are subject to change without notice.**

### ***Compliance to Standards of Ethical Conduct***

All College members shall abide by the Code of Ethics as approved by the Board of Directors. To view the Code of Ethics, see: [http://www.cchl-ccls.ca/site/about\\_codeof\\_ethics](http://www.cchl-ccls.ca/site/about_codeof_ethics)

### ***Time Limitation/Extension***

Candidates may complete their program at any point within the three-year window. However, if an extension is granted beyond the three-year window, an administration fee will apply. Only one extension may be granted to a maximum of 12 months. If a candidate does not complete the program within the extension deadline, they will be required to re-apply at a later date.

### ***Exam Late Fee***

The candidate must write the exam within 6 months after completing the Career Development Plan. Candidates not writing the exam within the 6 month timeframe will be required to pay an administration fee to extend the deadline.

### ***Re-takes and Re-writes***

Candidates who are unsuccessful in passing the online CHE exam can re-take the exam for a second time; an administration fee will apply. Candidates must wait a full year before taking the exam for a third time, if required.

If a candidate fails to meet the standards for the *LEADS in Action* project, s/he may re-submit within three months and an administration fee will apply. Candidates who fail for a second time are expected to acquire MOC credits in order to build up strength in their area(s) of weakness. Such candidates must wait at least one year before re-submitting. They may choose to write on their previously chosen topic or a new one of their choice.

## ***Appeal Process***

Candidates have the right to appeal any decision relating to all aspects of the CHE Program. Appeals must be submitted in writing to the Director, Certification, Leadership Development and Chapter Support. Appeals will be considered on a case-by-case basis.

## ***Re-Instatement of CHE Designation***

College members who have lost their certification status with the College and the right to use the designation are eligible to apply for re-instatement. Certified members will lose their certification due to:

1. Maintenance of Certification (MOC) non-compliance; and
2. Membership termination for three consecutive years.

Members eligible for re-instatement will be required to apply for certification and pay the CHE re-instatement fee. The College will review applications to assess eligibility for re-instatement. Eligible members will be required to pass the CHE exam and to obtain the required MOC credits within a twelve month timeframe.

There is a three year timeframe for re-instatement after the Certification designation is terminated. Beyond the three year timeframe, members will be required to complete the full program.

## ***Withdrawal***

Once a candidate has begun the program and subsequently decides to withdraw, the College will not issue a refund except in extraordinary circumstance.