



2021 Official Call for Applications College Board of Directors

In order to, thrive within the Canadian health sector, modernize the College's practices and support our varied strategies for the future, in 2019, the CCHL Board and members approved a new governance model for the College, to be implemented in 2021.

Our Guiding Principles to achieve our renewal goals include the following:

- Provide members with an effectively and efficiently governed organization based on leading governance practices.
- Achieve a Board composition that includes a desired mix of experience, perspectives and knowledge, representing today's health system and the needs of tomorrow.
- Seek Board competencies that advance the achievement of the College's Mission and Vision, while supporting the Strategic Plan; and
- Balance Board competencies with overlays of geography, diversity and other factors.

The Guiding Principles were used to draft a new Board Member Competency Matrix (refer to pages 4 - 6) which will guide the nomination, evaluation and appointment of new Board members beginning in June 2021.

The College is now seeking applications to fill **two positions** for the **2021-2024** term from members or other persons who are dedicated to the College and committed to improving the standards of health leadership in Canada. We invite them to join their colleagues on the Board of Directors. The College is committed to providing an environment where diversity and inclusion is valued and encourages applications from all qualified candidates. [To view a full list of current Board members.](#)

The College is recruiting in two areas:

1) experience across the continuum of care focused on long-term care, community health, population health, mental health, and

2) innovation/digital health/health technology

Candidates would ideally come from Quebec, British Columbia/Yukon, and NWT/Nunavut to satisfy geographic coverage requirements.

Members and other persons who wish to apply must complete the [on-line application form](#) and include **two references** no later than **April 1, 2021**. **Any submissions received after this date will not be considered.**

Board Nominations and Elections Procedure

The Nominating Committee will review and evaluate the applicants in accordance with applicable policies and procedures and recommend a slate of nominees to the Board. The slate of nominations is presented to the members for election at the Annual General Meeting in June.

All applicants who are not Certified Health Members **will be required to attain certification** before being considered for a second term on the Board of Directors.

Applicants will be required to attend five (5) Board meetings annually (March, June, July, October and December), participate in Board Councils/Committees and other Board functions as required.

Nominees will not be eligible for election unless applications are made in accordance with the Nominating Committee’s recruitment process and the procedures set out in the College By-Laws.

Please reference the following [By-Laws Articles](#):

- Article VI – Section 1 a), b) – Board of Directors Duties and Responsibilities
- Article VI – Section 3 – Term of Office
- Article VI – Section 5 – Meetings
- Article VII – Section 1 – Nominations and Evaluation Procedure
- Article VII – Section 2 – Election Procedure

Questions

If you have any questions, please contact Ms. Jaime M. Cleroux, Executive Vice President at jcleroux@cchl-ccls.ca or 1-800-363-9056, ext. 235. Candidates will be notified by the National office that their application has been received in good form.

<p style="font-size: 1.2em; font-weight: bold; color: #0070C0;">2021 Election Schedule</p> <p style="font-size: 1.1em; font-weight: bold; color: #0070C0;">March 15, 2021</p> <p>Call for Applications</p> <p style="font-size: 1.1em; font-weight: bold; color: #0070C0;">April 1, 2021</p> <p>Deadline for on-line Applications</p>					
April 13, 2021	April 14 - 23, 2021	April 23, 2021	May 7, 2021	May 7, 2021	June 9, 2021
Nominating Committee will review and evaluate the applicants in accordance with applicable policies and procedures and select applications for interviews	Nominating Committee will conduct interviews and check references	Nominating Committee will bring forward nominations to the Board of Directors for approval	Selected candidates will be added to the nomination slate for the June Annual General Meeting	Official Annual General Meeting notice sent to members for June	Nominations for election presented by the Board to the members for election at the Annual General Meeting



STRATEGY 2019-2021

2015-2020 strategic plan	<p>VISION Advancing leadership, shaping health systems</p> <p>VALUES Excellence Commitment Integrity Life-long Learning Collaboration Accountability Public Service</p>	<p>MISSION To develop, promote, advance and recognize excellence in health leadership</p>	<p>STRATEGIC DIRECTIONS 1. Revolutionize the CCHL Experience 2. Stimulate Transformative Thought 3. Networks of Influence</p>			
2019-2021 strategic overlay	<p>CORE STRATEGIC IDEA By 2021, set the stage to be the national home of health leadership</p> <p>PURPOSE To connect better leadership to the best care</p>	<p>ADDITIONAL VALUES Responsiveness, Professionalism, Value, Community, Progressive</p> <p>VALUE PROPOSITION CCHL is the only Canadian professional body that provides all healthcare leaders with leadership development, tools, knowledge, certification and networks they need to become high impact leaders in Canadian healthcare.</p>				
<p>2019-2021 STRATEGIC PRIORITIES</p> <table border="1"> <tr> <td> <p>STRENGTHEN AND DEEPEN OUR CAPACITY</p> <ul style="list-style-type: none"> National scale and brand Coast to coast presence Strong voice for leadership and of leaders Sustainable business and value models Purposeful partnerships and coalitions Financial and back office capacity </td> <td> <p>ACROSS CARE CONTINUUM AND CAREER SPECTRUM</p> <ul style="list-style-type: none"> Engage leaders across continuum of care Provide support to all health professions Dyad and triad leadership programs Focus on team and organizational capacity Evidence informed tools & bundles Pedagogical innovation </td> <td> <p>TO BUILD THE COLLEGE AS A MOVEMENT</p> <ul style="list-style-type: none"> Convene, Cocreate, Connect, Collaborate High value - low friction member experience Chapter-driven local and personal engagement Culture of helpfulness and support People, relationships, networks Commitment to leaders, patients and families </td> </tr> </table>				<p>STRENGTHEN AND DEEPEN OUR CAPACITY</p> <ul style="list-style-type: none"> National scale and brand Coast to coast presence Strong voice for leadership and of leaders Sustainable business and value models Purposeful partnerships and coalitions Financial and back office capacity 	<p>ACROSS CARE CONTINUUM AND CAREER SPECTRUM</p> <ul style="list-style-type: none"> Engage leaders across continuum of care Provide support to all health professions Dyad and triad leadership programs Focus on team and organizational capacity Evidence informed tools & bundles Pedagogical innovation 	<p>TO BUILD THE COLLEGE AS A MOVEMENT</p> <ul style="list-style-type: none"> Convene, Cocreate, Connect, Collaborate High value - low friction member experience Chapter-driven local and personal engagement Culture of helpfulness and support People, relationships, networks Commitment to leaders, patients and families
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CCHL 2021 Operating Strategy

<p>7 OPERATING PRINCIPLES RE-IMAGINING THE COLLEGE</p> <ol style="list-style-type: none"> Leadership in healthcare matters more than ever Services, resources and modes of delivery will evolve; our purpose and values will not change Operate on the assumption of VUCA environment for 15+ months Default all events and program delivery to virtual mode through 2021 Emergent in-context leadership themes and real-time support Chapters as the front line of a supportive member experience Emphasis on ecosystem partnerships, we can't do it alone 	7	<p>5 THEMES EMERGENT IN-CONTEXT LEADERSHIP THEMES</p> <ol style="list-style-type: none"> Leadership in and after a crisis Caring for Elderly and Long-Term Care Transforming Canadian health supply chain (esp. PPE) Front line health worker wellness & mental health Population and community health (moving across continuum) 	5
<p>3 CAUSES OUR ONGOING COMMITMENT</p> <ol style="list-style-type: none"> Equity Diversity and Inclusion Green healthcare Indigenous health leadership 	3	<p>1 VOICE THE CCHL BRAND AND VOICE</p> <ul style="list-style-type: none"> Unified voice and member experience Now more than ever... leadership in healthcare matters CCHL as a community and movement Empathetic and responsive service culture A place for support, networking, coaching and mentorship 	1

CCHL Board of Directors Skills Matrix

Approved, September 6, 2019

1. Principles

Principles for determining CCHL Board Composition matrix framework
To provide members with an effectively and efficiently governed organization based on best practices. (Overarching principle).
To achieve a Board composition that includes a desired mix of experience, perspectives and knowledge, representing today's health system and the needs of tomorrow, while optimizing the Board's oversight role.
To seek Board competencies that advance the achievement of the College's Mission and Vision, while supporting the Strategic Plan.
To balance Board competencies with overlays of geography and diversity.

2. Competency Matrix

CCHL Competency Matrix	
1st Step Gating	
BEHAVIOURAL COMPETENCIES	Yes or No
Team Player/collaborative	
Ability and willingness to challenge and probe	
Integrity and high ethical standards in alignment with the CCHL Code of Ethics	
Mentoring abilities	
Understanding of effective decision-making processes	
Willingness and ability to devote time and energy to the role	
Values open thinking, innovator and creator	



AII BOARD MEMBERS MUST HAVE	
GOVERNANCE COMPETENCIES	Possible rating 1-5
Advocacy	Ability to communicate a position to the intended audience. Passionate support and commitment to the CCHL mission and values.
Financial literacy	Ability to understand the financial position of the organization as presented in financial statement.
Governance	Experience/knowledge of governance principles and practices.
Strategic thinking/planning from a governance perspective	Ability to think critically about issues and the role of CCHL in healthcare system.
Thought Leadership	Recognize trends before they happen and apply that insight and inspire people to achieve results.
ADVANCED EXPERTISE (These skills would be reviewed each year to determine if at least one Board member requires the expertise)	
Academic/Education environment	Leader within an academic organization.
Communications & Marketing	Expertise in communications and marketing.
Financial Expert	An accredited financial professional.
Government/Public Policy Knowledge	Understanding about accessing and influencing government. Knowledge of how public policy is developed.
Human Resources/Leadership Development	Experience in planning and implementing leadership development strategies in health care.
Risk/Performance Management	Think critically about operational and governance issues to ensure effective management of potential opportunities and adverse events.
Governance knowledge and experience across the continuum of health systems roles and settings.	Experience on a Board as Chair/Vice Chair and/or ICD.D designation. Hospital care, Long Term Care, community care, primary care, health systems planning, understanding of the global health system and environment.
Innovator/Digital Health/health technology	Expertise in the development of innovative models of health care systems utilizing digital technology.



Experience and comprehensive understanding about the CCHL	Prior successful experience as a volunteer leader within CCHL. Served on CCHL leadership -Chapter Executive, Advisory Council, Groups, Standing Committees.
OVERLAY OF GEOGRAPHY AND DIVERSITY	
Geography	Consideration of distribution of membership within geographical areas.
Diversity	Reflects the diversity of CCHL's membership.
Military Member within health care	Leader within the Military health care sector
Corporate Member	Leader within the corporate sector supporting health care
French Native Speaking	
GEOGRAPHICAL REGIONS	
Region 1	New Brunswick, Newfoundland & Labrador, Nova Scotia, Prince Edward Island
Region 2	Quebec
Region 3	Ontario
Region 4	Alberta, Manitoba, Saskatchewan
Region 5	British Columbia
Region 6	North West Territories, Yukon and Nunavut