

Certified Health Executive (CHE) Select Program Policy

1.0 CHE Application

1.1 Eligibility

- 1.1.1 CHE applicants must be a member in good standing with the Canadian College of Health Leaders (CCHL).
- 1.1.2 CHE applicants must have a university degree or a Prior Learning Assessment Review (PLAR).
- 1.1.3 CHE applicants must submit a copy of their university degree. A photo or scan of the certificate, or transcript is acceptable.
- 1.1.4 A degree from a foreign University must provide proof of equivalence by a Canadian accredited university.
- 1.1.5 CHE applicants that apply with a Prior Learning Assessment Review (PLAR), will show five years of progressive experience in a health-related field through a combination of the following:
- Health-related 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.
 - Volunteer experience involved health leadership and decision-making (e.g., as a Board member, working with Management, and/or leading initiatives).
 - The 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).
- 1.1.6 A Prior Learning Assessment Review requires an additional fee, see Appendix A.
- 1.1.7 CHE applicants must have two-years experience in a health-related field, documented within a detailed CV/resume, unless otherwise indicated.
- 1.1.8 Applicants holding a University Degree will need a minimum of two consecutive years' experience in a health-related field through combination of the following:
- Health-related 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.
 - Volunteer experience involving 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.

- 1.1.9 CHE applicants must include a Letter of Support with their application or complete the Letter of Support Form located on the CHE's application page.
- 1.1.10 CCHL uses Letters of Support to ensure there is a positive endorsement of skills, and attributes.
- 1.1.11 Letters of Support need to stipulate the applicant's name and must be signed by the author.

1.2 Application Fees

- 1.2.1 The CHE Program application fee is a one-time fee. See Appendix A
- 1.2.2 The CHE Program application fee includes the following: application administration support, costs associated with completion of three CHE requirements (LEADS 360 Assessment, Leadership Development Plan, and LEADS in Action Project) and ongoing maintenance of credential tracking and support.
- 1.2.3 The CHE registration fee does not include the cost of a LEADS Learning series or equivalent.

1.3 Advanced Standing

- 1.3.1 CHE candidates who have completed a LEADS 360 Assessment within the past 18 months are exempt for completing this component.
 - 1.3.1.1 If a candidate has completed a 360 Assessment, other than LEADS they may request an exemption to the LEADS 360 component. The CCHL will review the 360 tool to determine eligibility. If a 360 Assessment exemption is approved, the candidate will be required to complete the 360 debriefing and the Leadership Development Plan.
- 1.3.2 CHE candidates who have completed a LEADS Learning Series are exempt for completing this component.
 - 1.3.2.1 Candidates can map previous learnings/experiences to the LEADS framework using the Formal Leadership Development Learning Form (FLDL) tool. A LEADS content expert will review the form for equivalence to the LEADS Learning Series. A one-time fee is applicable, see Appendix A.

1.4 Strategic Alliances

- 1.4.1 CHE applicants will need to provide a proof of enrolment to support their eligibility applying under the strategic alliance category.
- 1.4.2 Proof of enrolment in a strategic academic partnership can be confirmed with a copy of a transcript, receipt of tuition fee, screen shot of student profile in the program, course enrolment or acceptance letter to the partnered program.
- 1.4.3 Proof of enrolment in a strategic certificate partnership can be confirmed with a copy of the program certificate.

1.5 Application Refund Fees

- 1.5.1 If a CHE application is declined, a refund will be issued, less administration fee. See Appendix A.
- 1.5.3 If any component of the program must be repeated, an administration fee will be levied to cover the cost of the re-evaluation. See Appendix A.

1.6 Obligations to Maintain the CHE Designation

1.6.1 There are three obligations to maintain the CHE designation:

1. Continue to be a member in good standing with the College. If College membership is discontinued the CHE designation will be revoked.
2. Obtain the necessary Maintenance of Certification (MOC) credits outlined by the College.
3. New CHE graduates are required to participate in the National Mentorship Program or the CHE Mentorship Program for a minimum of two years.

2.0 CHE Program

2.1 Compliance to Standards of Ethical Conduct

2.1.1 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

2.2 Timetable

2.2.1 All CHE candidates must agree to the CHE schedule of:

- LEADS 360 Assessment, within 6 months upon entry into the CHE Program.
- Leadership Development Plan, within 6 months upon entry into the CHE Program.
- LEADS Learning, within 18 months upon entry into the CHE Program.
- LEADS in Action Project, within 18 months following submission of LEADS Learning component.
- Candidate Self-Evaluation, within 1 month after successful completion of all components of the CHE Program.
- Program Evaluation, within 1 week after successful completion of all components of the CHE Program.

2.2.1.1 CHE candidates can complete the program at anytime during the year, however if the candidate wishes to be conferred in June, they must successfully complete all CHE components by March 1 of the convocation year.

2.2.1.2 Student candidates must submit a photocopy of their university/program degree or letter of proof of completion by March 1, if they wish to be conferred in June of the convocation year.

2.2.2 CHE candidates who are exempt from completing the LEADS Learning Series and the LEADS in Action Project can submit their Self-Evaluation within 6 months of completing their LDP.

2.2.3 CHE candidates who are on Parental leave can request a pause to the CHE timetable.

2.3 Component Late Fee

2.3.1 CHE components are due by midnight (12:00 am EST) on the prescribed due date.

2.3.2 Each component of the program must be completed within the prescribed amount of time stated in the CHE Select Program Schedule. Should this requirement not be met, the candidate will be required to pay an administration fee to extend the deadline. See Appendix A.

2.4 Time Limitation/Extension

- 2.4.1 Candidates may complete their program at any point within the three-year window, special conditions may apply.
- 2.4.2 If an extension is granted beyond the three-year window, an administration fee will apply. See Appendix A.
- 2.4.3 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 to the CHE Program at a later date.
- 2.4.4 CHE Program component extensions require the submission of an Extension Request Form and an administration fee. See Appendix A.
- 2.4.5 The standard extension fee allows for the following:
- LEADS 360 Assessment, 6-month extension
 - Leadership Development Plan, 6-month extension
 - LEADS Learning Series, 12-month extension
 - LEADS in Action Project, 12-month extension
 - Candidate Self-Evaluation, 2-month extension

2.5 Appeal Process

- 2.5.1 Candidates have the right to appeal any decision relating to all aspects of the CHE Program.
- 2.5.2 Appeals must be submitted in writing to the Vice-President, Professional and Leadership Development.
- 2.5.3 Appeals will be considered on a case-by-case basis.

2.6 Re-Instatement of CHE Designation

- 2.6.1 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.
- 2.6.2 Certified members will lose their certification due to:
- Maintenance of Certification (MOC) non-compliance; and
 - Membership termination for three consecutive years.
- 2.6.3 Members eligible for re-instatement will be required to apply for certification and pay the CHE reinstatement fee, see Appendix A. The College will review application to assess eligibility for reinstatement.
- 2.6.4 There is a three-year timeframe for re-instatement after the Certification designation is terminated.

2.6.5 Beyond the three-year timeframe, members will be required to complete the full program.

2.7 Withdrawal from CHE Program

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

2.7.2 The CCHL reserves the right to withdraw a candidate from the CHE Program for not meeting the timeframe expectation (see Policy 2.2) or by not abiding by the College's Code of Ethics as approved by the Board of Directors. To view the Code of Ethics, see: <http://www.cchl-ccls.ca/site/about code of ethics>

3.0 CHE Component 1 - LEADS 360 Assessment

3.0.1 Individuals providing LEADS 360 assessment debriefings must be certified LEADS Canada Executive Coaches with the additional CHE Coach qualification.

3.0.2 The CHE Program Coach provides up to 90 minutes of coaching and debriefing, within the LEADS framework, of the LEADS 360 Assessment report per candidate via telephone or video conference.

3.0.3 The completed LEADS 360 Assessment reports are delivered securely and electronically to the participant and the Coach.

3.0.4 The LEADS 360 assessment and debriefing process will follow the established policies and procedures for all LEADS 360 clients.

3.1 Responders

3.1.1 CHE candidates must submit a minimum of 9 responders to proceed with the LEADS 360 Assessment process.

3.1.2 The 'Supervisor' and 'Self-assessment' responder categories are required to be complete for the LEADS 360 Assessment Report.

4.0 CHE Component 2 – Leadership Development Plan (LDP)

4.0.1 Candidates are required to complete the templated LDP provided by the CHE Program, that includes a minimum of two SMART Goals for their Leadership Development Plan.

5.0 CHE Component 3 – LEADS Learning

5.0.1 The LEADS Learning component of the CHE Program can be achieved by completing the LEADS Learning Series or LEADS Learning Foundations program offered by CCHL-PLD, through the candidate's organization, the LEADS Inspired Leadership program at HealthCareCAN, or through a public offering.

5.0.2 LEADS Learning programs offered by an organization must be designed by currently certified organizational LEADS Facilitators and submitted for review and approval by LEADS Canada.

5.0.3 The LEADS Learning component of the CHE Program can be achieved by mapping the candidate's formal leadership learning experiences to the LEADS framework for review. If learning is required

for additional domain(s) upon review, the candidate may take the required domain(s) through LEADS Canada or public offering.

6.0 CHE Component 4 – LEADS in Action Project

6.0.1 Candidates must be the sole author of the proposed LEADS in Action project. Group work will not be accepted.

6.0.2 Projects that have been previously submitted to the College are ineligible and will not be accepted.

6.1 Options

6.1.1 CHE candidates may choose either option I or option II for the LEADS in Action project component of the CHE Program.

6.1.2 Option I. LEADS in Action project submission based on a case study. A list and summary of available case studies are provided to candidates under option I.

6.1.3 Option II. Submission based on a workplace issue that is suitable for the LEADS in Action project under option II.

6.1.4 Option II Projects require a Project Proposal to be submitted and approved by a CHE evaluator before submitting the final report.

6.1.5 Option II Projects require a completed Employer Consent Form including signature. Upon special request, candidates can choose not to submit an Employer Consent Form if the LEADS in Action Project does not include the name, identity or recognizable information of their employer.

6.2 Assessment

6.2.1 All submissions, including proposals, are identified only by the CHE candidate ID.

6.2.2 All submissions are marked according to rating scales against standards related to the specific LEADS domains and capabilities being addressed.

6.2.3 All submissions are graded according to standard guidelines. A passing mark is 70% or greater for each components/sections assessed. The components/sections are the Executive Summary; Body of the Project; Guidelines & Formatting/Style & Grammar; and the Personal Reflection on Leadership Development.

6.3 Late Submissions

6.3.1 LEADS in Action projects submitted later than March 1 of any year may not be processed in time to permit the candidate to convocate in the spring of that year.

6.4 Re-writes

6.4.1 If a candidate fails to meet the standards for the LEADS in Action project, they may re-submit within three months and an administration fee will apply, see Appendix A.

6.4.2 Candidates who fail for a second time are expected to acquire MOC credits to build up strength in their area(s) of developmental need. 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. An administration fee will apply, see Appendix A.

7.0 CHE Component 5 – Candidate Self-Evaluation

- 7.0.1 CHE candidates will complete an in-depth self-evaluation of their leadership capabilities, providing evidence of achievement of their level of skill acquirement. The CHE program will provide the template for the self-evaluation.
- 7.0.2 The Candidate Self-Evaluation will incorporate feedback from a respondent (referee) of the candidate's choosing.
- 7.0.3 The completed Self-Evaluation, along with the candidate's Leadership Development Plan (LDP), will be sent to a panel of up to three CHE Evaluators for consideration of awarding the CHE credential.
- 7.0.4 The candidate Self-Evaluation and LDP are identified only by the CHE candidate ID.

7.1 Referee

- 7.1.1 A referee can be a mentor figure or someone who has worked closely with the candidate and can provide a reference regarding professional abilities.
- 7.1.2 The referee is not required to be a member of the Canadian College of Health Leaders or a supervisor to the CHE candidate.

7.2 Panel Review

- 7.2.1 There are three possible outcomes of the panel review:
 - 1. Awarding the CHE credential.
 - 2. Developmental needs identified for completion prior to awarding the credential.
 - 3. The credential is not awarded.
- 7.2.2 The Self-Evaluation is awarded if two or more CHE Evaluators award the credential to the candidate upon review of the submitted documents.

8.0 CHE Component 6 – Program Evaluation

- 8.0.1 The Program Evaluation is not a success factor of the CHE Program, but it is required to complete the program.

9.0 CHE Component 7 – Uploading Degree

- 9.0.1 CHE Candidates in an academic strategic alliance partnered program must provide a proof of completion or their degree prior to being awarded the CHE designation.

10.0 CHE Designation

10.0.1 The CHE designation can be used once all the components of the program are complete, and the College Professional Standards Council and the Board of Directors grant the candidate the CHE designation.

10.0.2 A letter (via email) from the CCHL will invite candidates to use the "CHE" designation.

11.0 CHE Maintenance of Certification (MOC)

11.0.1 MOC credits are recorded online in a 5-year blocks determined by the College.

11.0.2 The number of MOC credits are pro-rated for individuals who are obtaining their CHE during the five-year block.

11.0.3 Once individuals have earned the minimum required number of MOC I credits based on the year of certification, any surplus MOC I credits will be counted towards the total credits required for compliance.

11.0.4 MOC activities must be properly documented as part of the self-reflection necessary to integrate the learning, and to allow a transparent trail for an auditing process.

11.0.5 The individual CHE is required to keep a separate, auditable, record of any SDLP (self-directed learning projects).

11.0.6 Certified members who are working internationally, and who are on Parental leave, or long-term disability, are required to obtain the minimum amount of MOC credits.

11.0.7 Certified members working internationally during the five-year block, and who are unable to obtain MOC I credits, are required to obtain 66 MOC II credits.

11.1 Retired CCHL Members

11.1.1 Certified members who are in the "Retired" membership category are not required to participate in the MOC program.

11.1.2 If a retired CHE becomes an active member of the College, they will need to be compliant with the Maintenance of Certification Policy.

11.2 MOC Compliance

11.2.1 Should a certified member not be compliant by the end of the 5-year MOC period, they will be offered a 6-month extension to earn the outstanding MOC credits for an administration fee, see Appendix A. Should they not be compliant by the end of the 6-month extension period, the CHE designation will be revoked, and the candidate may no longer use the CHE designation.

Appendix A - CHE Program Associated Fees

CCHL Membership Fees

Year 1: \$175
Year 2: \$175
Year 3: \$390
Year 4: \$475
Active-reduced: \$230/year
Student: \$85/year
Associate: \$255/year
Retired: \$145/year

CHE Select Application Category Fees

Regular: \$1,800
Student: \$1,050
Employer Partnership: \$1,550
LEADS 360 Assessment Pre-qualified: \$1,275
LEADS Inspired Leadership Program (LIL) Bundle: \$1,600
EXTRA: \$1,450
Certificate Program Partner: \$1,550
Canadian Forces: \$1,550

CHE Select Administration Fees

Declined application: \$250
Rewrite: \$275
Extension: \$275
LEADS Equivalency Form: \$225
Prior Learning Assessment Recognition (PLAR): \$150
Reinstatement to CHE Program: \$450
MOC Penalty: \$350