

CERTIFIED HEALTH EXECUTIVE PROGRAM



CHE Overview

CANADIAN COLLEGE OF
HEALTH LEADERS
CHE Program



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ
Programme LCS

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 3,500 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.

The Certified Health Executive (CHE) Program was established 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. 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. The CHE Select Program reflects the most recent update to the program, ensuring its’ relevancy in the Canadian health environment.

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CHE Select Overview

The Certified Health Executive (CHE) Program is the only leadership designation in Canada for health leaders. The CHE Select represents a rigorous journey for candidates through the LEADS domains and which supports self-directed, life-long learning.

Leadership is a journey and not a destination. It is not an “event” (i.e., attending a training event or a workshop), but rather it is the result of a deliberate commitment, resolve, and ongoing pursuit of learning – in whatever form that might be. Growing into our best self as a leader requires more than seeing things differently, it requires us to see things with new eyes.

Leadership development does not happen in a vacuum. For your development plans to be effective, efficient, and sustainable, you must understand and consider the context in which you will execute on them.

Why is the CHE Select Program Important?

Increasingly, health organizations are integrating LEADS into their organizational culture. The CHE Select program represents an opportunity for individual leaders, at all levels of an organization and regardless of formal title, to build a foundation of LEADS-based skills and capabilities that enables them to seamlessly enter a LEADS-integrated health organization.

The CHE Select program represents an extensive journey into LEADS-based leadership development using tools, content and processes representing current best practices and evidence. Upon completion of the program, participants are awarded the CHE credential, maintenance of which represents life-long learning and ongoing leadership skill development.

The potential of the common leadership language of LEADS for individual health leaders, health organizations throughout the continuum of care and health-related organizations is to inspire and build capacity to work together towards shaping the Canadian health system for the best outcomes for patients and their families.

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 Select 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 360 Assessment
3. Leadership Development Plan
4. LEADS Learning Series or equivalent*
5. LEADS in Action Project
6. Candidate Self-Evaluation
7. Program Evaluation

Timetable

All candidates must agree to the schedule below. To graduate at the late-May or early-June convocation, candidates must complete all components of the CHE Select Program no later than March 1st of the same year.

CHE Select Program Schedule:

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

Within 6 months upon entry into the CHE Select Program	<ul style="list-style-type: none"> Complete the LEADS 360 Assessment & 90-minute debriefing by certified LEADS Executive Coach
Within 6 months upon entry into the CHE Select Program	<ul style="list-style-type: none"> Complete the Leadership Development Plan
Within 18 months upon entry into the CHE Select Program	<ul style="list-style-type: none"> Complete a LEADS Learning Series or equivalent*
Within 12-18 months following the submission of the LEADS Learning confirmation	<ul style="list-style-type: none"> Choose Option 1 or 2 for <i>LEADS in Action</i> project option. (Master's students at universities with a College strategic alliance and candidates in the EXTRA program are exempt.) Obtain CCHL approval on project proposal (applicable for Option 2) Prepare and submit <i>LEADS in Action</i> project Candidates receive their marks
Within 1 month after successful completion of the LEADS in Action Project	<ul style="list-style-type: none"> Candidate Self-Evaluation
Within 1 week after successful completion of all components of the CHE Program	<ul style="list-style-type: none"> Complete and submit the CHE Program Evaluation
By March 1 of convocation year	<ul style="list-style-type: none"> Once all components have been successfully completed, the Professional Standards Council will recommend to the College Board of Directors 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
End of May/early June	<ul style="list-style-type: none"> 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 & CEO Conference details will be provided by the Manager, CHE Program

CHE Select Program Eligibility Criteria

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

Hold a University Degree (copies required) with a minimum of two consecutive years' experience in a health-related field through a **combination of the following**:

- Health-related work experience in public or private sector, Canadian health organization, 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

OR

Hold five years of progressive experience in a health-related field and be able to demonstrate progressive and cumulative educational/ professional advancement in health leadership by applying for a **Prior Learning Assessment Recognition (PLAR)**. Please note that there is an additional fee for the PLAR.

The five years of progressive experience in a health-related field may be attained 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)*;

*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)

Important note: Degrees must be from a recognized Canadian accredited university or institution. Should you have a degree from a university outside Canada, you must provide proof 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

The College has developed a number of strategic alliances with 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

PROGRAM COMPONENTS

LEADS 360 Assessment and 90-minute debrief by a CHE Program Coach

The LEADS 360 Assessment provides leadership feedback from several perspectives and provides participants insight into how their leadership is interpreted by others.

Research shows that the debriefing of 360's by an executive coach, linking this to action learning and supporting participants in their learning increases leadership effectiveness. The outcome of the LEADS 360 Assessment debriefing is a beginning step in completing the LEADS Leadership Development Plan.

LEADS Leadership Development Plan

A leadership development plan is a strategic tool for development that includes a personal leadership vision as well as a career goals and leadership development plans. It allows participants to commit to specific action steps.

Your executive coaching debrief uses the leadership development plan template. Once drafted on your own, the leadership development plan is forwarded to your executive coach for feedback. Please note that your leadership development plan must be submitted within 6 (six) months after the CHE Program entry.

LEADS Learning*

Completion of a LEADS Learning Series, or equivalent, provides the groundwork for defining your leadership skill capabilities and increased awareness in your areas of growth. It also provides the opportunity for increased knowledge of LEADS as its' used throughout organizations and community partners, contributing to the shifting of leadership conversations throughout the health system to the common LEADS language.

**** Options to complete the LEADS Learning Requirements***

- The LEADS Learning Series offered by LEADS Canada, either through your organization, the LeaderShift program, or a public offering.
- The online LEADS Learning Series available through CHA Learning at HealthCareCAN (available September 2019).

- A LEADS Canada approved equivalent program through your organization. These equivalent programs are designed by Organizational LEADS Facilitators and are submitted for review and approval by LEADS Canada.
- A licensed LEADS Learning Series equivalent program. These programs are submitted to LEADS Canada for review, approval and licensing arrangements.
- Mapping completed formal leadership learning experiences to the LEADS framework for review. If learning is required for a single domain upon review, you may complete the learning for the single domain through the online course available at CHA Learning (available September 2019).

LEADS in Action Project

Learning through action is one of the most effective ways to embed learning in practice. This requirement fosters both individual and organizational growth. The action project enhances the capacity of leaders to lead sustainable health system change.

Ideally, the action project will be linked to the strategic plan and/or priorities of the candidates' employer, further linking the role of leadership development in the achievement of the organization's strategic priorities.

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 1st of any year may not be processed in time to permit the candidate to convocate in the same year.

Candidate Self-Evaluation

Upon completion of the CHE requirements, candidates will complete an in-depth self-evaluation of their leadership capabilities, providing evidence of achievement of their level of skill acquirement. The Candidate Self-Evaluation will incorporate feedback from a respondent of the candidate's choosing. This review, along with the candidate's Leadership Development Plan, will be sent to a panel of three CHE Evaluators for consideration of awarding the CHE credential.

There are three possible outcomes of the panel review:

- Awarding the CHE credential.
- Developmental needs identified for completion prior to awarding the credential.
- The credential is not awarded.

CHE Program Evaluation

Candidates are required to provide feedback on the **CHE Select** program to inform continuous quality improvement and relevance prior to the completion of the **CHE Select** 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 they 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

As a CHE you have two obligations in order to maintain your 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.

Details of the MOC program and the College Fellowship are provided on the College website www.cchl-ccls.ca

Contact the CHE Program Manager at CHE@cchl-ccls.ca for information on the process for CHE candidates to record MOC credits online.

Policies

Application Refund Fees

If your application is rejected, a refund will be issued, less \$200.00 (plus tax) 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 \$200.00 (plus tax) 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

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 of \$200.00 (plus tax) 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.

Component Late Fee

Each component of the program must be completed within the prescribed amount of time state above in the *CHE Select Program Schedule*. Should this requirement not be met, the candidate will be required to pay an administration fee of \$200.00 (plus tax) to extend the deadline.

Re-writes

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 of \$200.00 (plus tax) will apply. Candidates who fail for a second time are expected to acquire MOC credits 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.

Candidates who are unsuccessful in passing the Candidate Self-Evaluation can re-write the evaluation for a second time. Candidates must wait a full year before re-writing the project or the evaluation for a third time if required. An administration fee will apply for each re-write.

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 Vice-President, Professional and Leadership Development. 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 of \$350.00 plus tax. The College will review application to assess eligibility for re-instatement. Eligible members will be required to complete a Prior Learning Assessment Recognition (PLAR), included in the re-instatement fee.

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.

CHE PROGRAM FAQ

CHE Application

- How will the **CHE Select** program affect those currently enrolled in the **CHE Legacy** program?

The **CHE Select** Program launches on June 1, 2019. All new CHE applicants after that date will enter the **CHE Select** program.

The **CHE Legacy** program (the CHE program currently in place) will continue to run for those currently enrolled in the program. The CHE exam (a requirement of the **CHE Legacy** program) will be available for one year after the launch of the **CHE Select** program.

CHE Legacy candidates may transfer to the **CHE Select** program for a fee of \$600.00 + tax.

- What are the fees associated with the **CHE Select** program?

The **CHE Select** application fee is \$1,600.00 (Regular Category) + tax and includes:

- LEADS 360 Assessment

- 90-minute coached debrief by a certified LEADS Executive Coach
- Guidance and feedback on the Leadership Development Plan
- LEADS in Action evaluation

You may apply for the **CHE Select** program for a fee of \$1,100.00 + tax if you have completed a LEADS 360 Assessment and coached debrief within the past 18 months.

Partnership application fees are available for individuals associated with organizations that have strategic alliances with the CCHL through academic programs, employer agreements and certificate programs. Visit https://cchl-ccls.ca/site/cert_che_alliances to find out if you are eligible.

- [Do I have to become a member of CCHL to apply to the CHE Program?](#)

Yes, to be eligible to apply for the CHE Program, you must be a member in good standing of the College.

- [Who is eligible for a strategic alliance in their Master's program?](#)

Only those who are currently enrolled in the listed strategic alliances are eligible to apply under this category.

- [What is proof of enrolment for CHE application through a strategic alliance? Can I send you my transcript?](#)

Applicants will need to provide a proof of enrolment to support their eligibility applying under the strategic alliance. Please note that transcript, receipt of tuition fee, screen shot of your student profile in the program, course enrolment or acceptance letter to the Master's program are **NOT** considered as proof of enrolment. The proof of enrolment needs to come from the program office and be signed.

- [My program or employer is not listed in the application as a partner, how can my employer or program become a College partner under the CHE Program?](#)

CCHL always welcomes new employer partners. To discuss this opportunity, please contact CHE@cchl-ccls.ca

- [Should I complete the Prior Learning Assessment Recognition \(PLAR\) if I have a degree?](#)

No. Only individuals who do not have a University Degree need to complete and pay for the PLAR.

Please refer to Guidelines for the proof of equivalency if your degrees are from overseas.

- [I am concerned about my Prior Learning Assessment Recognition \(PLAR\). What do I need to know?](#)

Once you submit a portfolio of your prior learning/experience for assessment (summarizing your learning from work experience, leadership capabilities, and professional development related to

healthcare management), it will be reviewed by the Vice-President, Professional and Leadership Development and will then recommend that the PLAR be accepted or not for your CHE application.

- [Does volunteer work count toward health-related leadership experience?](#)

For those holding a University Degree you 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

OR

Hold five years of progressive experience in a health-related field and be able to demonstrate progressive and cumulative educational/ professional advancement in health leadership by applying for a **Prior Learning Assessment Recognition (PLAR)**. Please note that there is an additional fee for the PLAR.

The five years of progressive experience in a health-related field may be attained 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)*;

*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)

- [For the CHE program application, what should my curriculum vitae include to demonstrate my health-related leadership experience?](#)

Your curriculum vitae should include:

- Your education degrees obtained and date conferred,

- Your health-related leadership progressive, professional work experience. Sufficient details regarding positions held, key leadership responsibilities, and completed deliverables/outcomes are helpful to assess your experience, capabilities, and successes. Start month/year for each position and completion month/year (when applicable).
 - Should you hold multiple positions at any given time, please indicate if these are full-time (based on 37.5 work week) or part-time; and stipulate the number of hours/per month, e.g. September 2013 – April 2014; 10hrs/month.
 - You can also include the position description issued by the employer/organization as supporting document. If there is any part-time position or volunteer experience, please indicate in your CV how many hours per month for those positions so we can consider those positions and whether your experience meets the criteria, e.g. September 2013 – April 2014; 10hrs/month. A list of your research and/or publications may also be incorporated, if relevant.
- [Can I apply to the CHE Program if I only have health leadership experience outside of Canada?](#)

Yes

- [Does my curriculum vitae have to be aligned with the LEADS domains?](#)

Your curriculum vitae does not have to be aligned with LEADS. However, some CHE candidates have found it helpful to reflect on the LEADS domains and their related experiences and skills. This exercise is formalized in the CHE Leadership Development Plan, the second component in the program, after acceptance into the CHE Program.

- [Do I need proof of equivalency for my credentials obtained outside of Canada?](#)

Yes – Degrees must be from a recognized Canadian accredited University. Should you have a degree from a foreign University, you must provide proof of equivalence by a Canadian accredited university.

- [What should be included in the Letter of Support associated with my CHE program application?](#)

The Letter of Support must be provided by someone who is a your supervisor in an employment context or someone that is CHE or FCCHL certified. The letter should speak to your health-related experience, skills, expertise, and personal qualities at your workplace; and how these position you for success in the CHE Program. The letter may highlight your capabilities or recent accomplishments that are noteworthy. The additional purpose of the Letter of Support is a commitment by the author to support your journey through the CHE process as a mentor and source of support. CCHL uses Letters of Support to ensure there is a positive endorsement of your skills and attributes and that you have a source of support through the process. Letters of Support need to stipulate your name and must be signed.

If you are not able to provide a Letter of Support, you will need to complete the “Letter of Support Form” prior to beginning the application. This completed form will be will be attached to the CHE application and reviewed by a CHE member. Once approved, it will serve as your Letter of Support.

In the CHE Select Program

- How familiar do I have to be with the LEADS framework to be successful in the CHE Program?

CHE candidates are urged to become familiar with the LEADS domains and capabilities, when preparing to enter the CHE Select Program. Expertise in the LEADS domains, capabilities and behaviours will be developed as the candidate moves through the requirements to complete the CHE.

- What are the options to complete the LEADS Learning requirement?

LEADS Learning or equivalency may be completed through an array of options.

1. The LEADS Learning Series offered by LEADS Canada either through your organization, the [LeaderShift](#) program, or through a public offering.
2. The online LEADS Learning Series available through [CHA Learning](#) at HealthCareCAN (available September, 2019).
3. A LEADS Canada approved equivalent program through your organization. These equivalent programs are designed by organizational LEADS Facilitators and are submitted for review and approval by LEADS Canada.
4. A licensed LEADS Learning Series equivalent program. These programs are submitted to LEADS Canada for review, approval and licensing arrangements.
5. Mapping formal leadership learning experiences to the LEADS framework for review. If learning is required for a single domain upon review, you may take that single domain through the online course available at [CHA Learning](#) (available September, 2019).

- How can I tackle my LEADS in Action Project?

Please ensure that you carefully read the LEADS in Action Guidelines which includes all the criteria required to write your project.

- How can I choose the best LEADS in Action project for me?

The LEADS in Action Project is intended to be relevant to the CHE candidate's current work environment. You can choose work on a case study or focus on a current leadership issue/area of interest in your workplace. In either case, you will demonstrate leadership capability by summarizing findings in a Briefing Note. The Briefing Note will give you the opportunity to identify, analyze, and recommend the decisions to be made, and the actions needed to resolve the issue. If you are unsure which option is best for you, review the case studies to determine if any of them appeal to you, compared to a current leadership issue in your workplace that you could explore.

CHE Designation and Beyond

- [Once I receive the CHE designation, can I use it publicly?](#)

Yes. Once all CHE program components have been successfully completed, the Professional Standards Council will recommend to the College Board of Directors to confer the designation. You may then begin using the CHE designation. You can use this on your CV, business cards, when meeting other health leaders, and in other professional activities. CCHL encourages CHE members to highlight the value of the designation and to champion its use across the health system. The designation recognizes effective leadership in Canadian health services and is a mark of your professionalism.

- [Is my CHE Program Evaluation a factor in my success in the program?](#)

This is not a success factor but it is required to complete the program. The College uses this feedback to help improve the CHE Program on a regular basis.

- [What is my commitment to the College after obtaining the CHE designation?](#)

As a certified member you have two obligations 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.

- [How do I know when to submit MOC credits?](#)

MOC credits are recorded online in a 5-year blocks determined by the College. CHE members can submit their credits anytime during the five years by logging in to their profile. The five- year block is noted in the homepage of CHE members' profile as reminder. In the same homepage, CHE members can access to the history of MOC submission as well the MOC Policy & Requirements for their reference. For more information in the MOC Program, please refer to the MOC FAQ and MOC Policy & Guidelines on the College's website.

For more information contact us at: CHE@cchl-ccls.ca
1-800-363-9056