

FELLOWSHIP PROGRAM



Impact Paper/Research Summary Overview and Guidelines

CANADIAN COLLEGE OF
HEALTH LEADERS
Fellowship Program



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ
Programme de fellowship

www.cchl-ccls.ca



IMPACT PAPER

OVERVIEW and GUIDELINES

Consistent with the commitment of the Canadian College of Health Leaders to the value of “life-long learning”, a key feature of the CHE and FCCHL professional designations is the translation of knowledge to improve the health system and foster leadership development. As part of the Fellowship Select Program the *Impact Paper (Summary of Published Research for Academic Track candidates)*, provides candidates with the opportunity to contribute knowledge by sharing their experiences and knowledge gained through their career and application of learning in the workplace.

Now that you have successfully completed your Leadership Development Plan, you are free to begin the *Impact Paper*. In this paper, candidates will demonstrate their leadership capabilities by writing a Briefing Note the content of which reflects your Fellowship track (CHE, Academic or Career).

CHE Track

Purpose

The purpose of the Leadership *Impact Paper* for the CHE Track candidates is to share (1) a change project that they led during their career, (2) to reflect on the impact their leadership has had on the health system (macro, meso, micro) to date, and (3) their aspirations as a CCHL Fellow to continue to impact the health system.

The CHE Track Leadership *Impact Paper* consists of two components:

- Briefing note on change leadership project (10 pages)
- Reflection on career (5 pages)

Paper Structure

Briefing note on change leadership project (10 pages)

The following format should be used to summarize the relevant information, to describe the applied learning and subsequent impact:

Topic Orientation: Describe the project/program, the reason this project/program was selected, and your leadership

and project management approach to lead the change project.

Learning Application: Explain which formal and informal learning opportunities supported and contributed to your project methodology and approach. What sources of information did you draw from to implement the change?

Challenges: Identify the unexpected challenges, both personally and within the process/system that you faced throughout the project. How did you react to these? Do you anticipate future challenges?

Impact: Provide details of the impact of the project, with specific details of the 'before' and 'after' environments. Include the details on how you measured the impact, your reflections on the outcomes, and if applicable, the current and future impact to the health system (micro, meso and macro levels).

Reflections: What would you have done differently if you were to lead this project again? How did your leadership style contribute to or detract from the project implementation?

Next Steps: Describe how the program/project will be sustained, evaluated, and refreshed.

Reflection on career (5 pages)

Using LEADS to frame the paper (Appendix A), provide a five-page reflection on your career as a Canadian health leader.

- How did your leadership style influence your career?
- What and who are you grateful for and why?
- What, if anything, would you do differently?
- What accomplishment are you most proud?
- What are your aspirations as a Fellow of CCHL and what actions will you take to move towards these?

Format

The *Impact Paper* must meet the following criteria:

- Typed, double-spaced, 12 pt Times New Roman font in Word format (approximately 250 words per page)
- 1" margins on both sides, top and bottom
- Standard letter paper size (8 ½" by 11")
- References should be included in a footnote as part of the briefing note.

CAREER Track

Purpose

The purpose of the final project paper for the Career Track candidates is to share a summary of change projects that they led during their career, to reflect on the impact their leadership has had on the health system (macro, meso, micro) to date, and their aspirations as a CCHL Fellow to continue to impact and influence the health system.

The Career Track Final Project Paper consists of two components:

- Summary of change leadership projects (10 pages)
- Reflections and aspirations (5 pages)

Paper Structure

Summary of change leadership projects (10 pages)

The following format should be used to summarize the relevant information to describe the change leadership programs/projects and impact:

Topic Orientation: Describe the projects/programs, the reasons they were selected, and your leadership and project management approach to lead the changes.

Learning Application: Explain what learning opportunities, formal and informal, supported and contributed to your project methodology and approach, and how your learning style evolved over your career. What sources of support did you draw from to implement changes and projects?

Challenges: Identify the unexpected challenges, both personally and within the process/system that you faced throughout the projects. Did you observe patterns of challenges across different projects? How did you react to these? Do you anticipate future challenges maintaining or evolving these projects/programs?

Impact: Provide details of the environment, related to the topic, prior to and after each project. Include the details on how you measured the impact, your reflections on the outcomes, the impact and, if applicable, the future impact to the health system (micro, meso and macro levels).

Reflections: What would you have done differently if you were to lead these projects again? How did your leadership style evolve between projects?

Next Steps: Describe how the programs/projects will be sustained, evaluated, and refreshed.

Reflection on Career (5 pages)

Using LEADS to frame your paper (Appendix A), provide a five-page summary/reflection on your career as a Canadian health leader.

- How did your leadership style influence your career?
- What and who are you grateful for and why?
- What, if anything, would you do differently?
- What accomplishment are you most proud?
- What are your aspirations as a Fellow of CCHL and what actions will you take to move towards these?

Format

The Career *Impact Paper* must meet the following criteria:

- Typed, double-spaced, 12 pt Times New Roman font in Word format (approximately 250 words per page)
- 1" margins on both sides, top and bottom

- Standard letter paper size (8 ½" by 11")
- References should be included in a footnote as part of the briefing note.

ACADEMIC Track – Summary of Published Research in Peer-Reviewed Journal

Academic Track Fellowship candidates must provide an executive summary of their research and copies of their published Master's/PhD research findings in a peer-reviewed journal, or proof of acceptance of publication in a peer-reviewed journal.

Paper Structure

Summary of published research in peer-reviewed journal

The following format should be used to summarize each of the candidate's published research in peer-reviewed journals:

Topic Title/Orientation: Provide an opening statement with a brief background on the research topic. Describe in a concise manner the research topic while outlining the focus of the research.

Purpose: Provide a clear statement of the purpose of the research.

Method of data gathering and analysis: Concisely explain how data was gathered, what biases came into play, and how you analyzed the data.

Overview of findings: Provide a summary of your key findings.

Recommendations and Knowledge Translation: Include your recommendations based on your findings, with their justification. Include what knowledge translation activities followed your research, and/or your plans for additional knowledge translation activities and/or the impact the research has had on the topic.

Reflection on Career (5 pages)

Using LEADS to frame your paper (Appendix A), provide a five-page summary/reflection on your career as a Canadian health leader.

- How did your leadership style influence your career?
- What and who are you grateful for and why?
- What, if anything, would you do differently?
- What accomplishment are you most proud?
- What are your aspirations as a Fellow of CCHL and what actions will you take to move towards these?

Format

The summary of published research must meet the following criteria:

- Maximum of 2 pages per research project
- Typed, double-spaced, 12 pt Times New Roman font in Word format (approximately 250 words per page)
- 1" margins on both sides, top and bottom

- Standard letter paper size (8 ½” by 11”)
- References should be included in a footnote.

SUBMITTING THE IMPACT PAPER

A consent form (Appendix B) is required from the employer for CHE and Career Track individuals for the project(s) that are described in the Impact Papers.

Please submit your employer consent form along with your final submission to fellowship@cchl-ccls.ca with below in the email subject line: **“Fellowship Program – Submission of employer consent form and Impact Paper”**

Your paper will be forwarded to three Fellowship Evaluators for evaluation (one of whom will be your Fellowship Mentor). You will receive the outcome of your paper within the following month.

IMPACT PAPER POLICIES

Late Papers

Impact Papers submitted later than March 1 of any year may not be processed in time to permit the candidate to convocate in late May or early June of that year.

The *Impact Paper* must be completed within 12 months upon entry into the Fellowship Select Program. Should this requirement not be met, the candidate will be allowed to request up to three (3) – six (6) month extensions. An administration fee of \$200.00 (plus tax) will be charged on the 2nd and 3rd extension request. Should the extended deadline still not be met, the Fellowship Program Candidate will be asked to leave the program without a refund.

Impact Paper Re-writes

If a candidate fails to meet the standards for the *Impact Paper*, s/he may be provided with two additional attempts to submit their paper. The first attempt at re-submitting the paper will be no later than three months following the date of the original submission. The second attempt is to be submitted no later than six (6) months after the date of the original submission. The third attempt is to be submitted no later than 12 months after the date of the original submission. The candidate will be encouraged to seek additional support and mentorship through either CCHL channels and/or additional formal learning. Please note that an administration fee of \$200.00 (plus tax) will be charged on the 2nd and 3rd re-write request. Should the candidate not be successful after the 3rd attempt will be asked to leave the program without a refund.

Appendix A

LEADS Framework

DOMAIN	Capabilities
<p>Lead Self <i>Effective personal leadership is associated with a set of definable skill sets that can be learned by conscious and deliberate effort.</i></p>	<ul style="list-style-type: none"> - 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
<p>Engage Others <i>Engaging and connecting others is an essential element of leadership.</i></p>	<ul style="list-style-type: none"> • Fosters development of others – supports and challenges others, fosters achievement of professional and personal goals • Contributes to the creation of healthy organizations – creates engaging environments with meaning opportunities to contribute, ensures resources are available to fulfil responsibilities • Communicates effectively – listens well, encourages open exchange of information and ideas, uses appropriate communication media • Builds team – facilitates environments of collaboration and cooperation amongst team members, facilitates environments to achieve results
<p>Achieve Results <i>Leaders are accountable for managing the resources of the organization to achieve results.</i></p>	<ul style="list-style-type: none"> • Set Direction – inspires vision, identifies, establishes, and communicates clear and meaningful expectations, identifies clear and meaningful outcomes • Strategically align decisions with vision, values, and evidence – strategically align decisions with the organization’s mission, vision, and values. Strategically aligns decisions with evidence • Take action to implement decisions – acts to implement decisions consistent with organizational values, acts to yield effective, efficient public centered service • Assess and evaluate – measures and evaluate outcomes, holds themselves and others accountable for results, corrects course as appropriate

Develop Coalitions

In a complex and complicated environment, organizations can typically choose to collaborate to achieve an objective. It may involve public policy development or reformation, restoring or soliciting funding, or changing service delivery among other goals.

- **Purposefully build partnerships and networks to create results** – creates connections with outside organizations, creates trust and shared meaning amongst partners
- **Demonstrates a commitment to customers and service** – facilitates collaboration, cooperation, and coalitions amongst diverse groups of customer service, and aims coalitions at learning to improve service
- **Mobilize Knowledge** – employs methods to gather intelligence, encourages open exchange of information across the organization and uses quarterly evidence to influence action across the system
- **Navigate socio-political environments** – is politically astute, negotiates through conflict and mobilizes support

Systems Transformation

Expectations for change—driven by funding pressures, demographics, public expectations, and technology—suggest that transformation to reform the health sector is both expected and required. To increase the likelihood of success, there is a pressing need to actively identify and engage all pertinent key players in a system in the conceptualization and framing of the issues related to Systems Transformation, as well as in collaborative planning and implementation.

- **Demonstrates systems/critical thinking** – thinks analytically and conceptually, questions and challenges status quo to identify issues and solve problems, designs and implements effective processes across systems & stakeholders
- **Encourage and support innovation** – creates a climate of continuous improvement and creativity, aims at systemic change
- **Orient themselves strategically to the future** – scans the environment for ideas, best practices, and emerging trends to shape systemic change
- **Champion and orchestrate change** – actively contribute to change processes that improve health service delivery

Appendix B

CANADIAN COLLEGE OF
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Fellowship *Impact Paper* - Employer Consent Form

EMPLOYEE SUBMISSION CONSENT

Please indicate below, your approval to have _____ (Fellowship Candidate) submit an *Impact Paper* that includes a description of a program and/or project that took place or exists within your organization:

I give permission to _____ to submit the attached Fellowship *Impact Paper* entitled:

Name:

Position Title:

Organization:

Telephone number: Email:

Signature: Date: