

FELLOWSHIP PROGRAM



Fellowship Select Program Overview

CANADIAN COLLEGE OF
HEALTH LEADERS
Fellowship Program



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ
Programme de fellowship

www.cchl-ccls.ca

CANADIAN COLLEGE OF
HEALTH LEADERS

Fellowship Program



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Programme de fellowship

FELLOWSHIP SELECT PROGRAM

Overview

CCHL - Committed To Helping You Grow

The Canadian College of Health Leaders (CCHL) 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 CCHL is committed to creating and sustaining a learning environment for its members by offering the only Canadian professional designation available to all 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 life-long learning for health leaders.

Fellowship is the highest professional designation awarded by CCHL. The Fellowship Program is designed for experienced leaders who have gained a wide breadth of knowledge and experience at various leadership levels in the Canadian health system over their career. It recognizes members who have demonstrated outstanding leadership, who have had an impact on the Canadian health system through their leadership and engagement, and who are motivated to continue to influence future leaders through their involvement in the Fellowship Program and CCHL.

Completion of the Fellowship Program represents a significant milestone in a health leader's career. It is a major undertaking that requires effort and perseverance, will stimulate your professional development, and contribute to health system improvement through knowledge translation and CCHL community influence.

Professional Certifications

Canadian College of Health Leaders

150 Isabella Street, Suite 1102, Ottawa ON K1S 1V7

Telephone: 613-235-7218 ext. 239

Toll Free: 1-800-363-9056

Fellowship@cchl-ccls.ca

Please visit us on our web site at www.cchl-ccls.ca

Table of Contents

Fellowship Select Overview	4
Fellowship Eligibility	5
Track Specific Eligibility Criteria	6
Health Leadership Specialties (HLS) – For CHE Track	7
HLS Applied Learning & Impact Paper.....	10
CCHL Contributions – For CHE Track.....	11
Fellowship Application Process	12
Fellowship Program Completion Requirements for Specific Tracks	13
Completion Requirements – CHE Track	14
CHE Track Requirements – Schedule	14
CHE Track Requirements – LEADS 360 Assessment	15
CHE Track Requirements – LEADS Leadership Development Plan	16
CHE Track Requirements – Leadership Impact Paper	17
CHE Track Requirements – Knowledge Translation Webinar.....	18
CHE Track Requirements – Candidate Self-Evaluation	18
Completion Requirements – Academic Track	19
CHE Track Requirements – Schedule	19
CHE Track Requirements – LEADS 360 Assessment	20
CHE Track Requirements – LEADS Leadership Development Plan	21
CHE Track Requirements – Executive Summary of Published Research in Peer-Reviewed Journal	22
CHE Track Requirements – Knowledge Translation Webinar.....	23
CHE Track Requirements – Candidate Self-Evaluation	23
Completion Requirements – Career Track	25
CHE Track Requirements – Schedule	25
CHE Track Requirements – LEADS 360 Assessment	26
CHE Track Requirements – LEADS Leadership Development Plan	27
CHE Track Requirements – Career Impact Paper	28
CHE Track Requirements – Knowledge Translation Webinar	29
CHE Track Requirements – Candidate Self-Evaluation	29
Fellowship Program Evaluation	30
Receiving Your Fellows Credential	30
Commitment to retain the Fellows Designation	30
Policies	30
Fellowship Program FAQ	32

FELLOWSHIP SELECT OVERVIEW

The Fellowship Select Program is for members who have;

- demonstrated outstanding leadership in their professional achievements,
- steered systems transformation with proven impact on health system improvement, and
- inspired others to lead and influence health system improvement through knowledge translation and community building.

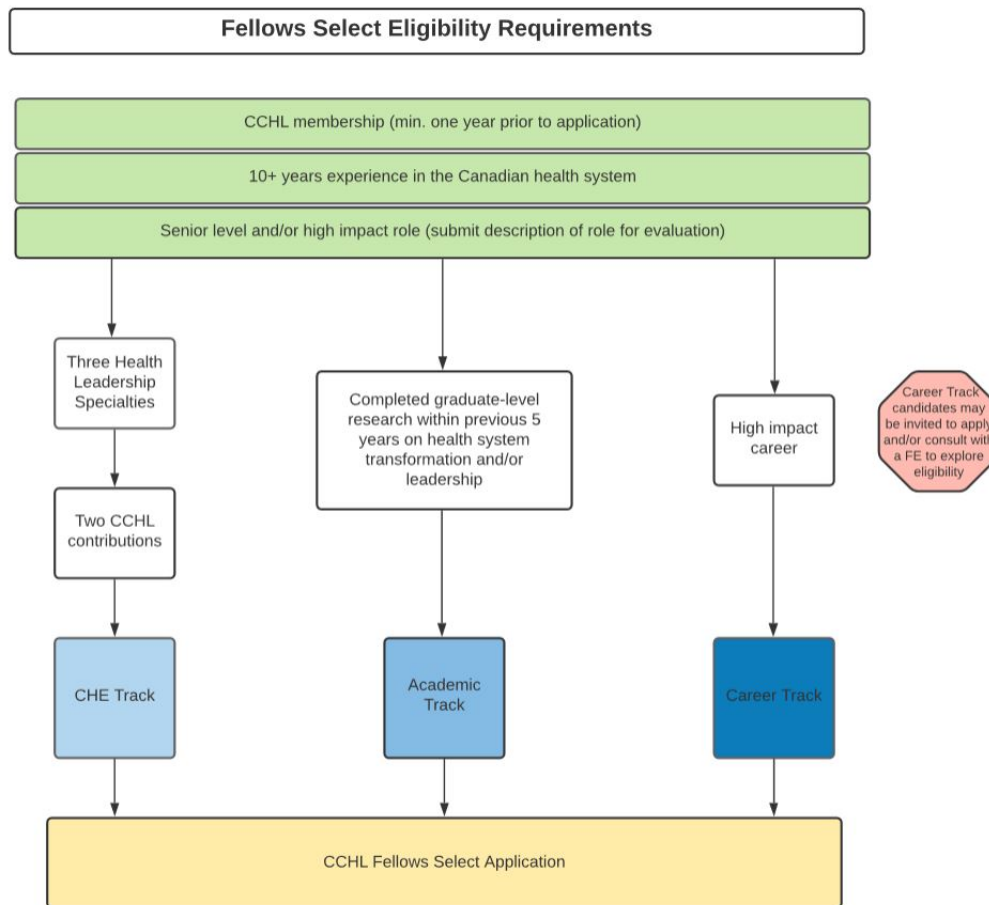
The Fellowship Select program has three distinct pathways to be **eligible** to apply for the program. Once accepted, there are three Tracks for program completion to earn the designation with each Track focusing on impact, reflection and knowledge translation.

The three Tracks for the Fellowship Select program are:

- The **Career Track**, for leaders who have had a significant impact on the Canadian health system over the course of their career.
- The **Academic Track**, for leaders who have completed graduate level research within the past five years, on health system improvement and/or health system leadership.
- The **CHE Track**, for those leaders with their CHE who have completed three [Health Leadership Specialties](#) and two [CCHL Contributions](#) over the course of their career.

FELLOWSHIP ELIGIBILITY

Figure 1 – Fellowship Select Program Eligibility and Pathways



Basic Eligibility Criteria

CCHL member in good standing

- CHE Track members will meet this criterion as maintenance of the CHE credential requires CCHL membership.
- Academic and Career Track applicants must have been a member of one-year immediately prior to Fellowship application.

10+ years' experience in the Canadian health system

- International experience may be included if applicant is currently working at a senior level within the Canadian health system.
- Academic Track applicants may include research and/or knowledge translation roles as part of the 10 years.

Senior level and/or high impact role, including physician roles, in a Canadian health system.

- Formal title

1
CHE
Track

ELIGIBILITY CRITERIA	COMPLETION REQUIREMENTS	FELLOWSHIP
<ul style="list-style-type: none"> • 3 Health Leadership Specialties • 2 CCHL Contributions 	<ul style="list-style-type: none"> • Leads 360 Assessment and 90-minute debriefing by a certified LEADS Executive Coach • Leadership Development Plan • Leadership Impact Paper • Knowledge Translation Webinar • Candidate Self-Evaluation • Program Evaluation 	

2
Academic
Track

ELIGIBILITY CRITERIA	COMPLETION REQUIREMENTS	FELLOWSHIP
<p>Completion of research with a focus on health system transformation and/or health system leadership within the previous 5 years as part of a Master's or Doctoral program</p>	<ul style="list-style-type: none"> • Leads 360 Assessment and 90-minute debriefing by a certified LEADS Executive Coach • Leadership Development Plan • Summary of published research in a peer-reviewed journal • Knowledge Translation Webinar • Candidate Self-Evaluation • Program Evaluation 	

3
Career
Track

ELIGIBILITY CRITERIA	COMPLETION REQUIREMENTS	FELLOWSHIP
<p>Candidate interview to assess career impact and/or change leadership accomplished by application</p>	<ul style="list-style-type: none"> • Leads 360 Assessment and 90-minute debriefing by a certified LEADS Executive Coach • Leadership Development Plan • Career Impact Paper • Knowledge Translation Webinar • Candidate Self-Evaluation • Program Evaluation 	

Health Leadership Specialties (HLS) – For CHE Track

Fellowship Select Program candidates following the CHE Track are required to complete three (3) Health Leadership Specialties at their own cost prior to applying to the Fellowship Select Program. Health Leadership Specialties represent a combined accomplishment of the completion of formal learning, offered by a Strategic Partner or non-partner and a knowledge translation paper, reviewed by the Fellowship Evaluators.

Description

To complete a Health Leadership Specialty, individuals will be required to complete formal learning on the specialty followed by practical application of learning and demonstrated impact.

Partnerships and Formal Learning

The intention for the Health Leadership Specialties (HLS) program is to partner with organizations that offer premier quality learning in areas of priority for health leadership. The CCHL has established HLS partnerships and will continue to add partnerships to broaden the HLS availability and scope as the health care landscape evolves. The HLS partners offer formal learning opportunities that represent advanced training and leadership. The partners are;

- CASCADES: Climate Action Healthcare
[Health Leadership Specialty in Sustainable Health Systems](#)

CASCADES is supporting Canada's healthcare community to transition toward a sustainable health system by offering a suite of continuing professional development training programs for sustainable healthcare. Through these programs, participants develop the fundamental skills required to advance climate action in healthcare in Canada. Participants also build networks, make new connections, and join a growing movement of motivated change-makers.

- Healthcare Excellence Canada:
Health Leadership Specialty in Longterm care
Course requirements:
[LTC+: Acting on Pandemic Learning Together](#)

HEC LTC Program Training	Eligibility Requirement for Specialty
New Brunswick AUA scale collaborative (2016-2018)	<ul style="list-style-type: none"> • Participation in phase 1 or 2 in all components of the AUA collaborative (implementation, training, measurement and monitoring and reporting)
Prince Edward Island, Newfoundland and Labrador and SQLI AUA scale collaborative (2017-2020)	<ul style="list-style-type: none"> • Participation in all components of the AUA collaborative (implementation, training, measurement and monitoring and reporting)
OPUS-AP scale collaborative (2017)	<ul style="list-style-type: none"> • Participation in phase 1 or 2 in all components of the AUA collaborative (implementation, training, measurement and monitoring and reporting) • Participation in Phase III OPUS – AP launching fall 2021
Embedding a Palliative Approach to Care (EPAC) spread collaborative (2018-2020)	<ul style="list-style-type: none"> • Participation in all components of the EPAC collaborative (implementation, training, measurement and monitoring and reporting)
LTC + program (2020-2022)	<ul style="list-style-type: none"> • Participant in the LTC + program <ul style="list-style-type: none"> • Submitted an application and self – assessment as part of the seed funding and coaching components of the LTC + program • Committed to implementing a promising practice as part of the seed funding and coaching component of the program • Enrolled and participated in a minimum of 50% of the National LTC Huddles • Leveraged all coaching opportunities through participation in the program

- Mental Health Commission of Canada: Health Leadership Specialty in psychological health and safety in the workplace Course requirements:
 - [Mental Health First Aid](#)
 - [The Working Mind](#)
- Pallium Canada
 - [Health Leadership Specialty in palliative care](#)
 - [LEAP Leaders](#)
- University of Ottawa, Faculty of Social Sciences – Health Workforce Studies
 - [Health Leadership Specialty in health Workforce Planning](#)

This microprogram is open to existing graduate students, health workers in training or in practice, as well as current and prospective health workforce planners, policymakers, and managers.

Non-Partnered Health Leadership Specialties

It is possible that some CHE Track candidates will have additional formal training in areas of a specialty that exceed the requirements of the Health Leadership Specialty program and/or are not included in a CCHL Health Leadership Specialty partnership. In those instances, candidates will:

1. Submit a Health Leadership Specialty application that outlines their formal training in a specialty, for approval by the CCHL Fellowship Program, and if approved
2. Submit the standard Health Leadership Specialty Paper outlining their application of learning and demonstrated impact.

Practical Application of Learning and Demonstrated Impact

Upon completion of formal learning, and prior to awarding the Health Leadership Specialty to the individual, the candidate must submit an HLS Applied Learning and Impact Paper to the Professional Certification team that describes their application of learning and provide evidence of the demonstrated impact of their learning implementation.

An outline of the paper expectation (below) guides the candidates submission. The paper is similar in scope (5 pages) to that of the LEADS in Action project, required to complete the CHE certification.

Review of Submission

A cohort of three Fellowship Evaluators will evaluate these standardized submissions. The evaluation outcome will be to either award or not the Health Leadership Specialty along with qualitative feedback to justify the decision.

The candidate will be notified of the outcome of the evaluation by the CCHL Professional Certification team. If the candidate was successful, they will be able to identify the specialty on their resume and other formats. Should the candidate not be successful, they will be provided with two additional attempts to submit their paper. The first attempt at re-submitting the paper will be no later than three (3) months following the date of the original submission. The second attempt is to be re-submitted no later than six (6) 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.

Should the candidate be unsuccessful following the third submission of the paper on one Health Leadership Specialty topic, they will not be eligible to submit an additional paper and will not earn the Health Leadership Specialty on the identified topic.

Health Leadership Specialty Applied Learning & Impact Paper

Description, Content and Format

The [HLS Applied Learning and Impact Paper](#) consists of two components:

- Briefing note (5 pages)
- Reflection on leadership development (1 page)

Paper Structure

Briefing note (5 pages)

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

- **Topic Orientation:** Describe the Health Leadership Specialty topic and your reflections on the completed formal learning and potential impact to the Canadian health system (micro, meso and macro levels). Include the process you used to determine how to apply the learning and measure impact.
- **Learning Application:** Explain your approach to learning application in your workplace and/or context (wherever the application of learning took place). Using the LEADS framework to describe your approach.
- **Impact:** Provide details of the environment, related to the topic, prior to and after your learning application project. Include the details on how you measured the impact.
- **Reflections:** What would you have done differently if you were to apply the learning again?
- **Next Steps:** Describe how the applied learning will be sustained, evaluated and refreshed. Provide details on how to influence positive change, if not experienced after the first attempt.

Personal Reflection on Leadership Development (1 page)

Using the Leadership Development Plan initially created in the CHE Program, and maintained throughout your career:

- What has this project highlighted for you in terms of developing your personal leadership capabilities?
- In which areas did you develop further insights?
- How did it help you develop as a leader?
- What further learning opportunities have you identified as important for your own development?
- What knowledge or learning could be used by other organizations or leaders? Can you take action to influence broader change?

Evaluation

Three Fellowship Evaluators will be given an anonymized version of your Health Leadership Specialty Applied Learning & Impact Paper. They will provide summary comments and feedback, along with their individual assessment to award the Health Leadership Specialty or not. The feedback, comments and decision will be provided to the candidate by CCHL's Professional Certification program.

Format

The HLS Applied Learning and 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 5-page briefing note.

CCHL Contributions – For CHE Track

Outline

Approach to CHE Track Eligibility

Eligibility to apply for the Fellowship Program through the CHE Track requires applicants to meet the basic eligibility requirements of all three tracks (outlined above) as well as completing 3 Health Leadership Specialties and 2 CCHL contributions.

CCHL Contributions Purpose

The requirement for CCHL contributions promotes and encourages the participation of individuals with their CHE credential in CCHL activities and events. This supports a priority of CCHL to embolden Canadian health leadership networking and building of community, contributing to health system improvement and transformation. These contributions also ensure a diverse and broad group of eligible volunteers that add value and depth to CCHL events.

CCHL Contributions

To meet the eligibility criteria for two CCHL contributions, CHE Track applicants are required to have completed a minimum of two of the following:

- Board of Directors member (one term)
- Board Committee member (one term)
- Chapter Executive member (Member at Large or Executive Member)
- CHE Evaluator (minimum of five years)
- Volunteer on a committee for NHLC, Awards or other conference or chapter events (three events)
- Participate in CHE presentations such as strategic alliance annual presentations, CHE Bootcamps, CHE Lounge events (six events)
- Participate as a speaker, moderator or panelist in CCHL webinars, workshops, conferences and/or chapter events (6 events)

Application Process

All Fellows Select applicants will submit a [central application document](#) and indicate their intended Track. This provides the Fellowship Evaluators with an opportunity to provide feedback and/or change the Track of the applicant based on their submission.

The completed [application form](#), with payment, will be reviewed by the CCHL Fellowship Program team to ensure the basic eligibility criteria is met and that the application is complete. Each application will be forwarded to three Fellowship Evaluators to review and determine acceptance or not into the Fellowship Program, and confirm the applicable Track, should it differ from that indicated by the applicant.

Application Review

Fellowship Evaluators will provide qualitative feedback on the standard evaluation form to justify their decision to not accept applicants to the Fellowship Program. The Fellowship Evaluators will submit their completed forms to the CCHL Fellowship Program team who will inform the applicant of the decision and share the evaluation forms.

If accepted into the Fellowship Program, the CCHL Fellowship Program team will initiate the completion requirements and ensure Fellows candidates maintain the prescribed time frames for completion of the program.

Changing Tracks

Fellowship Evaluators will provide qualitative feedback on the standard evaluation form to justify their decision to propose the applicant follows an alternate Track than the one identified by the applicant (i.e., that the applicant follow the CHE Track instead of the Career Track). The Fellowship Evaluators will submit their completed forms to the CCHL Fellowship Program team who will inform the applicant of the decision and share the evaluation forms.

Fellowship Mentor

Upon entry to the program, one of the three Fellowship Evaluators will connect with you as a mentor for the Fellowship Program. Your mentor is available to you throughout the program to discuss your questions and thoughts on the content of the Fellowship Program completion requirements. Candidates will determine the cadence and frequency of time spent with their mentor throughout the program.

Click here for for a list of [Fellowship Mentor and Evaluator roles](#).

Process questions for the Fellowship Program are to be directed to the CCHL Fellowship Program team.

FELLOWSHIP PROGRAM COMPLETION REQUIREMENTS FOR SPECIFIC TRACKS



CHE Track



Timetable

As illustrated, in the table all CHE Track candidates must successfully complete the following elements of the Fellowship Program within 2 years to receive their Fellows designation:

1. [LEADS 360 Assessment](#)
2. [Leadership Development Plan](#)
3. [Leadership Impact Paper](#)
4. [Knowledge Translation Webinar](#) (If recommended by Fellowship Evaluators)
5. [Candidate Self-Evaluation](#)
6. Program Evaluation

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 Fellowship Program no later than March 1st of the same year.

Fellowship Program Schedule:

Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete the LEADS 360 Assessment & 90-minute debriefing by certified Fellowship Program Coach • Submit LEADS 360 Assessment proof of completion
Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Leadership Development Plan
Within 12 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Leadership Impact Paper
OPTIONAL: Within 18 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Schedule and deliver Knowledge Translation webinar (Optional for CHE Track Candidates – upon recommendation of Fellowship Evaluators)

	(Not a completion requirement for CHE Track candidates)
Within 24 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Candidate Self-Evaluation
Within 1 week after successful completion of all components of the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit the Fellowship Program Evaluation
By March 1 of convocation year	<ul style="list-style-type: none"> • Once all components have been successfully completed, the Fellows Council will recommend to the College Board of Directors to confer the designation. A candidate may then start using the Fellowship designation. A letter, Fellowship certificate, lapel pin, and Fellowship medallion are sent to the new Fellow
End of May/early June	<ul style="list-style-type: none"> • Fellowship Convocation at the CCHL's AGM. There is no requirement to attend the convocation. Candidates are responsible for their travel, accommodation and conference registration expenses. For those attending the convocation, a photo session is scheduled prior to the convocation ceremonies and new Fellows are greeted and recognized by Fellows, the College Board Chair and President & CEO at the annual CCHL AGM. • Details will be provided by the CCHL's Professional Certifications team.

FELLOWSHIP PROGRAM COMPONENTS

Leads 360 Assessment Overview

What is a LEADS 360 Assessment?

The LEADS 360 Assessment is a feedback process primarily for development purposes. It focuses on leadership and takes the capabilities identified in the *LEADS in Caring Environment [capabilities framework](#)* and identifies sentinel behaviors that would be exhibited by front-line, mid-level, senior, or executive level leaders. There are approximately fifty-five questions, each on a seven-point rating scale, plus a number of optional open-ended text responses.

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

The LEADS 360 Assessment requires a debriefing by a Fellowship Program Coach (a certified LEADS Coach). Research shows that the debriefing of LEADS 360's by a certified coach, linking the dialogue to action learning and supporting participants in their learning increases leadership effectiveness. The outcome of the LEADS 360 Assessment debriefing is a Leadership Development Plan which is the next component in the Fellowship Select Program.

The process uses web-based software that securely stores data in Canada. The individuals providing feedback to a candidate are identified by the candidate. The individual and the responders receive a confidential, personal access password to complete the online process. This normally requires twenty to

thirty minutes depending on the amount of text an individual wishes to include.

About the Fellowship Program Coaches

The Fellowship Program Coaches are required to be a certified LEADS Coach for a minimum of one year prior to becoming a Fellowship Program Coach. Certified LEADS Coaches are licensed at the ACC level of the International Coaching Federation (ICF) certification or equivalent (60 hours of coach training followed by 200+ hours of direct coaching experience). To become certified as a LEADS Coach, they are required to do the following training:

- Attend two (2) x two-hour training webinars on:
 - LEADS Individual Debrief training and process orientation
 - LEADS Aggregate Report interpretation
 - LEADS Coach consultant policy and procedures
 - Sign and submit a licensing document
 - Submit their biography and photo for posting on the LEADS Canada website.

Upon completion of the two webinars, Fellowship Program Coaches enter into a licensing arrangement with the CCHL to provide services based on the training and commitments that include:

- Attending an additional training webinar geared for the Fellowship Select Program;
- The legal and ethical obligations of codes of ethics of the [International Coach Federation](#) and the [Canadian College of Health Leaders](#);
- Certification Renewal **every two (2) years** to provide them with the most updated debriefing practices, tools and materials.

Individual Debriefings

In an individual debriefing, the Fellowship 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. The completed LEADS 360 Assessment reports are delivered securely and electronically to the participant and the Coach.

Upon completion of the individual debriefing, candidates will understand their strengths and identify their learning edge along with at least one action item that would move them forward on their journey to mastery.

[LEADS 360 Assessment FAQ](#)

Click here for [FAQ](#)

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 Fellowship Select Program entry.

[Leadership Development Plan](#) Template

Leadership Impact Paper

Leadership Impact Paper Purpose

The purpose of the Leadership Paper for the CHE Track Fellows candidate is threefold. First, to share a change project that they led during their career. Second, to reflect on the impact their leadership has had on the health system (macro, meso, micro) to date. Third, to share their aspirations as a CCHL Fellow to continue to impact the health system.

Leadership Impact 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?

Reflection on career (5 pages)

Using LEADS to frame the paper, 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?

Evaluation

Three Fellowship Evaluators will be given an anonymized version of your Leadership Impact Paper. They will provide summary comments and feedback, along with their individual assessment to award the completion of this requirement or not. The feedback, comments and decision will be provided to the candidate by CCHL's Professional Certification team.

Format

The Leadership 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.

[Impact Paper Guidelines](#)

Knowledge Translation Webinars

CHE Track candidates have the option to provide a one (1) hour CCHL hosted Knowledge Translation Webinar based on their Leadership Impact Paper depending on the recommendation of the Fellowship Evaluators. The webinar is to be scheduled within **12 months** upon entry into the Fellowship Select Program and is not mandatory for the completion of the Fellowship program.

For the CHE Track, if the Fellowship Evaluators recommend that the candidate provide a webinar on their Leadership Impact paper, the CCHL Fellowship Team will coordinate the delivery of the webinar with the candidate. CCHL members will be invited to join the webinar and there will not be an evaluation component to the webinar for the completion of the Fellowship program.

The Knowledge Translation Webinar will be reviewed by a panel of three Fellows Evaluators. The Fellowship Evaluators will provide written feedback along with a decision on meeting the completion requirement. A minimum of 2/3 positive Fellows Evaluator reviews are required to be awarded completion of this requirement.

CCHL membership will be invited to attend the webinar and will be coordinated by the CCHL e-learning team. The candidate is expected to provide a 40-minute PowerPoint supported presentation of their research findings and allow 20 minutes for questions and dialogue.

[Knowledge Translation Webinars Overview](#)

Candidate Self-Evaluation

Upon completion of the Fellowship Select Program requirements, candidates will complete an in-depth Candidate 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 referee of the candidate's choosing. This review, along with the candidate's Leadership Development Plan, will be sent to a panel of three Fellowship Evaluators for consideration of awarding the Fellows credential.

There are two possible outcomes of the panel review:

- Awarding the Fellowship designation
- Developmental needs identified for completion prior to awarding the credential
- To not award the designation

[Candidate Self-Evaluation](#) template

Academic Track



Timetable

As illustrated, in the table all candidates must successfully complete the following elements of the Fellowship Select Program within 2 years in order to receive their Fellows designation:

1. LEADS 360 Assessment
2. Leadership Development Plan
3. Summary of Published Research in Peer-Reviewed Journal
4. Knowledge Translation Webinar
5. Candidate Self-Evaluation
6. Program Evaluation

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 Fellowship Select Program no later than March 1st of the same year.

Fellowship Select Program Schedule:

Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete the LEADS 360 Assessment & 90-minute debriefing by certified LEADS Executive Coach • Submit LEADS 360 Assessment proof of completion
Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Leadership Development Plan
Within 12 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Proof of either published research in a peer reviewed journal and/or acceptance of publication in a peer reviewed journal • Executive summary of published research

Within 18 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> Schedule and deliver Knowledge Translation webinar
Within 24 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> Complete and submit Candidate Self-Evaluation
Within 1 week after successful completion of all components of the Fellowship Program	<ul style="list-style-type: none"> Complete and submit the Fellowship Program Evaluation
By March 1 of convocation year	<ul style="list-style-type: none"> Once all components have been successfully completed, the Fellows Council will recommend to the College Board of Directors to confer the designation. A candidate may then start using the Fellowship designation. A letter, Fellowship certificate, lapel pin, and Fellowship medallion are sent to the new Fellow
End of May/early June	<ul style="list-style-type: none"> Fellowship Convocation at the CCHL's AGM. There is no requirement to attend the convocation. Candidates are responsible for their travel, accommodation and conference registration expenses. For those attending the convocation, a photo session is scheduled prior to the convocation ceremonies and new Fellows are greeted and recognized by Fellows, the College Board Chair and President & CEO at the annual CCHL AGM. Details will be provided by the CCHL's Professional Certifications team.

FELLOWSHIP PROGRAM COMPONENTS

Leads 360 Assessment Overview

What is a LEADS 360 Assessment?

The LEADS 360 Assessment is a feedback process primarily for development purposes. It focuses on leadership and takes the capabilities identified in the *LEADS in Caring Environment capabilities framework* and identifies sentinel behaviors that would be exhibited by front-line, mid-level, senior, or executive level leaders. There are approximately fifty-five questions, each on a seven-point rating scale, plus a number of optional open-ended text responses.

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

The LEADS 360 Assessment requires a debriefing by a Fellowship Program Coach (a certified LEADS Coach). Research shows that the debriefing of LEADS 360's by a certified coach, linking the dialogue to action learning and supporting participants in their learning increases leadership effectiveness. The outcome of the LEADS 360 Assessment debriefing is a Leadership Development Plan which is the next component in the Fellowship Select Program.

The process uses web-based software that securely stores data in Canada. The individuals providing feedback to a candidate are identified by the candidate. The individual and the responders receive a confidential, personal access password to complete the online process. This normally requires twenty to thirty minutes depending on the amount of text an individual wishes to include.

About the Fellowship Program Coaches

The Fellowship Program Coaches are required to be a certified LEADS Coach for a minimum of one year prior to becoming a Fellowship Program Coach. Certified LEADS Coaches are licensed at the ACC level of the International Coaching Federation (ICF) certification or equivalent (60 hours of coach training followed by 200+ hours of direct coaching experience). To become certified as a LEADS Coach, they are required to do the following training:

- Attend two (2) x two-hour training webinars on:
 - LEADS Individual Debrief training and process orientation
 - LEADS Aggregate Report interpretation
 - LEADS Coach consultant policy and procedures
 - Sign and submit a Fellowship Program Coach licensing document
 - Submit their biography and photo for posting on the LEADS Canada website.

Upon completion of the two webinars, Fellowship Program Coaches enter into a licensing arrangement with the CCHL to provide services based on the training and commitments that include:

- Attending an additional training webinar geared for the Fellowship Select Program;
- The legal and ethical obligations of codes of ethics of the [International Coach Federation](#) and the [Canadian College of Health Leaders](#);
- Certification Renewal **every two (2) years** to provide them with the most updated debriefing practices, tools and materials.

Individual Debriefings

In an individual debriefing, the Fellowship 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. The completed LEADS 360 Assessment reports are delivered securely and electronically to the participant and the Coach.

Upon completion of the individual debriefing, candidates will understand their strengths and identify their learning edge along with at least one action item that would move them forward on their journey to mastery.

[LEADS 360 Assessment FAQ](#)

Click here for [FAQ](#)

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 Fellowship Select Program entry.

[Leadership Development Plan](#) template

Executive Summary of Published Research in Peer-Reviewed Journal

Academic Track Fellows 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.

Executive Summary of Published Research in Peer-Reviewed Journal

Structure

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 the paper, 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?

Evaluation

Three Fellowship Evaluators will be given an anonymized version of the Executive Summary. They will provide comments and feedback, along with their individual assessment to award the completion of this requirement or not. The feedback, comments and decision will be provided to the candidate by CCHL's Professional Certification program.

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.

[Summary of published research in a peer-reviewed journal Overview](#)

Knowledge Translation Webinars

Academic Track candidates are to provide a one (1) hour CCHL hosted Knowledge Translation Webinar based on their research. The webinar is to be scheduled within **12 months** upon entry into the Fellowship Select Program.

The Knowledge Translation Webinar will be reviewed by a panel of three Fellows Evaluators. The Fellowship Evaluators will provide written feedback along with a decision on meeting the completion requirement. A minimum of 2/3 positive Fellows Evaluator reviews are required to be awarded completion of this requirement.

CCHL membership will be invited to attend the webinar and will be coordinated by the CCHL e-learning team. The candidate is expected to provide a 40-minute PowerPoint supported presentation of their research findings and allow 20 minutes for questions and dialogue.

[Knowledge Translation Webinars Overview](#)

Candidate Self-Evaluation

Upon completion of the Fellowship Program 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 referee of the candidate's choosing. This review, along with the candidate's Leadership Development Plan, will be sent to a panel of three Fellowship Evaluators for consideration of awarding the Fellows credential.

There are three possible outcomes of the panel review:

- Awarding the Fellows designation.
- Developmental needs identified for completion prior to awarding the designation
- To not award the designation

[Candidate Self-Evaluation](#) template

Career Track



Timetable

As illustrated, in the table all candidates must successfully complete the following elements of the Fellowship Select Program within 2 years in order to receive their Fellows designation:

1. LEADS 360 Assessment
2. Leadership Development Plan
3. Career Impact Paper
4. Knowledge Translation Webinar
5. Candidate Self-Evaluation
6. Program Evaluation

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 Fellowship Select Program no later than March 1st of the same year.

Fellowship Select Program Schedule:

Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete the LEADS 360 Assessment & 90-minute debriefing by certified Fellowship Program Coach • Submit LEADS 360 Assessment proof of completion
Within 6 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Leadership Development Plan
Within 12 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> • Complete and submit Career Impact Paper

Within 18 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> Schedule and deliver Knowledge Translation webinar
Within 24 months upon entry into the Fellowship Program	<ul style="list-style-type: none"> Complete and submit Candidate Self-Evaluation
Within 1 week after successful completion of all components of the Fellowship Program	<ul style="list-style-type: none"> Complete and submit the Fellowship Program Evaluation
By March 1 of convocation year	<ul style="list-style-type: none"> Once all components have been successfully completed, the Fellows Council will recommend to the College Board of Directors to confer the designation. A candidate may then start using the Fellowship designation. A letter, Fellowship certificate, lapel pin, and Fellowship medallion are sent to the new Fellow
End of May/early June	<ul style="list-style-type: none"> Fellowship Convocation at the CCHL's AGM. There is no requirement to attend the convocation. Candidates are responsible for their travel, accommodation and conference registration expenses. For those attending the convocation, a photo session is scheduled prior to the convocation ceremonies and new Fellows are greeted and recognized by Fellows, the College Board Chair and President & CEO at the annual CCHL AGM. Details will be provided by the CCHL's Professional Certifications team.

FELLOWSHIP PROGRAM COMPONENTS: Career Track

Leads 360 Assessment Overview

What is a LEADS 360 Assessment?

The LEADS 360 Assessment is a feedback process primarily for development purposes. It focuses on leadership and takes the capabilities identified in the *LEADS in Caring Environment capabilities framework* and identifies sentinel behaviors that would be exhibited by front-line, mid-level, senior, or executive level leaders. There are approximately fifty-five questions, each on a seven-point rating scale, plus a number of optional open-ended text responses.

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

The LEADS 360 Assessment requires a debriefing by a Fellowship Program Coach (a certified LEADS Coach). Research shows that the debriefing of LEADS 360's by a certified coach, linking the dialogue to action learning and supporting participants in their learning increases leadership effectiveness. The outcome of the LEADS 360 Assessment debriefing is a Leadership Development Plan which is the next component in the Fellowship Select Program.

The process uses web-based software that securely stores data in Canada. The individuals providing feedback to a candidate are identified by the candidate. The individual and the responders receive a confidential, personal access password to complete the online process. This normally requires twenty to thirty minutes depending on the amount of text an individual wishes to include.

About the Fellowship Program Coaches

The Fellowship Program Coaches are required to be a certified LEADS Coach for a minimum of one year prior to becoming a Fellowship Program Coach. Certified LEADS Coaches are licensed at the ACC level of the International Coaching Federation (ICF) certification or equivalent (60 hours of coach training followed by 200+ hours of direct coaching experience). To become certified as a LEADS Coach, they are required to do the following training:

- Attend two (2) x two-hour training webinars on:
 - LEADS Individual Debrief training and process orientation
 - LEADS Aggregate Report interpretation
 - LEADS Coach consultant policy and procedures
 - Sign and submit a Fellowship Program Coach licensing document
 - Submit their biography and photo for posting on the LEADS Canada website.

Upon completion of the two webinars, Fellowship Program Coaches enter into a licensing arrangement with the CCHL to provide services based on the training and commitments that include:

- Attending an additional training webinar geared for the Fellowship Select Program;
- The legal and ethical obligations of codes of ethics of the [International Coach Federation](#) and the [Canadian College of Health Leaders](#);
- Certification Renewal **every two (2) years** to provide them with the most updated debriefing practices, tools and materials.

Individual Debriefings

In an individual debriefing, the Fellowship 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. The completed LEADS 360 Assessment reports are delivered securely and electronically to the participant and the Coach.

Upon completion of the individual debriefing, candidates will understand their strengths and identify their learning edge along with at least one action item that would move them forward on their journey to mastery.

[LEADS 360 Assessment FAQ](#)

Click here for [FAQ](#)

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 Fellowship Program entry.

[Leadership Development Plan](#) template

Career Impact Paper

The purpose of the Career Impact Paper for the Career Track Fellows candidates is for the candidates 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.

Career Impact 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 what learning opportunities, formal and informal, supported and contributed to your project methodology and approach, and how your leadership 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. How did you react to these? Did you observe patterns of challenges across different projects? Do you anticipate future challenges maintain or evolving these projects/programs?
- **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 do it again? How did your leadership style contribute to or detract from the project implementation?
- **Next Steps:** Describe how the programs/projects will be sustained, evaluated and refreshed.

Reflection on career (5 pages)

Using LEADS to frame the paper, 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?

Evaluation

Three Fellowship Evaluators will be given an anonymized version of your Career Impact Paper. They will provide summary comments and feedback, along with their individual assessment to award the completion of this requirement or not. The feedback, comments and decision will be provided to the candidate by CCHL's Professional Certification program.

Format

The Final Project 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 Impact Paper Overview](#)

Knowledge Translation Webinars

Fellowship Select Program candidates are to provide a one (1) hour CCHL hosted Knowledge Translation Webinar based on their Career Impact Paper. The webinar is to be scheduled within **12 months** upon entry into the Fellowship Select Program.

The Knowledge Translation Webinar will be reviewed by a panel of three Fellows Evaluators. The Fellows Evaluators will provide written feedback along with a decision on meeting the completion requirement. A minimum of 2/3 positive Fellows Evaluator reviews are required to be awarded completion of this requirement.

CCHL membership will be invited to attend the webinar and will be coordinated by the CCHL e-learning team. The candidate is expected to provide a 20-minute PowerPoint presentation summarizing their Career Impact Paper and have a 40 minute dialogue with a CCHL moderator to discuss their health leadership path and learning.

[Knowledge Translation Webinar Overview](#)

Candidate Self-Evaluation

Upon completion of the Fellowship Select Program 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 referee of the candidate's choosing. This review, along with the candidate's Leadership Development Plan, will be sent to a panel of three Fellowship Evaluators for consideration of awarding the Fellows credential.

There are three possible outcomes of the panel review:

- Awarding the Fellows designation
- Developmental needs identified for completion prior to awarding the credential

- To not award the Fellows designation

[Candidate Self-Evaluation template](#)

Fellowship Program Evaluation

Candidates are required to provide feedback on the **Fellowship Select Program** to inform continuous quality improvement and relevance following to the completion of the **Fellowship Program**.

Receiving Your Fellowship Designation

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

The final step in the Fellowship Program's 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 CCHL's AGM. Detailed instructions for those participating in the convocation are available in May of each year.

Commitment to retain the Fellowship Designation

As a Fellow, you have three (3) obligations 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 Fellows designation. If College membership is discontinued the Fellows designation will be revoked.
2. Commit to become a Fellowship Evaluator, and occasional Fellowship Mentor, for a minimum period of two (2) years following receipt of designation. Guidance and training will be provided.
3. 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 Fellowship Select Program.

Details of the MOC program and the College Fellowship are provided on the College website

www.cchl-ccls.ca

Contact Fellowship@cchl-ccls.ca for information on the process for Fellowship 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

Component Deadlines/Extensions

Each component of the program must be completed within the prescribed amount of time stated above in the *Fellowship Select Program Schedule*. Should this requirement not be met, the candidate will be allowed to request up to three (3) – six (6) month extension. 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.

Time Limitation/Extension

Candidates typically complete the Fellowship requirements within two-years upon entry into the Program. However, if an extension is requested beyond the two-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.

Re-writes

Should the candidates not be successful in the evaluation of their submitted paper, they will be provided with two additional attempts to submit their paper. The first attempt at re-submitting the paper will be no later than three (3) 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 twelve (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.

Candidates who are declined from being awarded the Fellowship designation upon review of their Candidate Self-Evaluation, candidates may re-write the evaluation for a second time. Candidates must wait six (6) months before resubmitting. There are no fees associated with re-submitting the Candidate Self-Evaluation, however candidates have only one opportunity to re-submit. If not successful upon second submission, the Fellowship Evaluators will recommend either a development plan to be completed by the candidate or a complete withdrawal from the program, with no refund.

Appeal Process

Candidates have the right to appeal any decision relating to all aspects of the Fellowship Program. Appeals must be submitted in writing to the Manager, Professional Certifications. Appeals will be

considered on a case-by-case basis by the Fellowship Committee, reporting to the CCHL Board of Directors.

Re-Instatement of Fellows Designation

College members who have lost their Fellowship Designation 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 Fellowship re-instatement and pay the fee of \$350.00 plus tax. The College will review application to assess eligibility for re-instatement. Eligible members will be required to complete an interview with a panel comprised of three (3) Fellows, in addition to 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.

FELLOWSHIP PROGRAM FAQ

Fellowship Application

1. How will the Fellowship Select program affect those currently enrolled in the Fellowship Legacy program?

The Fellowship Select Program launched on June 1, 2021. All new Fellowship applicants after that date will enter the Fellowship Select program.

The Fellowship Legacy program (the Fellowship program currently in place) will continue to run for those currently enrolled in the program.

Fellowship Legacy candidates may transfer to the Fellowship Select program for a fee of \$600 plus tax. [to cover the cost of the LEADS 360 Assessment and Coach Debriefing]

2. What are the fees associated with the Fellowship Select program?

The Fellowship Select application fee is \$3,350.00 + tax and includes:

- Fellowship Mentor
- LEADS 360 Assessment
- 90-minute coached debrief by a certified LEADS Executive Coach

- Guidance and feedback on the Leadership Development Plan
- Final Project Paper, Webinar, and evaluations

3. Do I have to become a member of CCHL to apply to the Fellowship Program?

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

4. Does volunteer work count toward health-related leadership experience?

A minimum of 10 years' experience in a health-related field through combination of the following is required:

- 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

5. For the Fellowship 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.

6. Can I apply to the Fellowship Program if I only have health leadership experience outside of Canada? Yes

7. 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 Fellowship candidates have found it helpful to reflect on the LEADS domains and their related experiences and skills. This exercise is formalized in the Fellowship Leadership Development Plan, the second component in the program, after acceptance into the Fellowship Program.

8. 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.

9. Is it ever too late to start the Fellowship Select Program?

No. It is never too late to start the Fellowship Select Program. The Fellowship Select Program promotes life-long learning.

10. What is the pass rate of the Fellowship Select Program?

Fellowship Select Program Candidates are provided with every opportunity to be successful. Such as a mentorship program, debriefs with executive coaches, feedback from Fellows Evaluators, and administrative support from the CCHL's Professional Certifications team. Completion requirements are evaluated on either a successful or not framework, there are no specific marks or grades assigned to the work.

In the Fellowship Select Program

1. How familiar do I have to be with the LEADS framework to be successful in the Fellowship Program?

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

2. How can I tackle my Paper?

Please ensure that you carefully read the [Paper Guidelines](#) which includes all the criteria required to write your paper.

3. How can I choose the best Final Project Paper for me?

The purpose of the final project paper for the Fellows candidates is for the candidates 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. You may discuss your paper topic with your Fellowship Mentor.

Fellows Designation and Beyond

1. Once I receive the Fellows designation, can I use it publicly?

Yes. Once all Fellowship Program components have been successfully completed, the Fellows Council will recommend to the College Board of Directors to confer the designation. Upon official notification of Board approval, you may then begin using the Fellows designation. You can use this on your CV, business cards, when meeting other health leaders, and in other professional activities. CCHL encourages Fellows 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.

2. What is my commitment to the College after obtaining the CHE designation?

As a Fellows member you have three (3) obligations to maintain your CHE designation:

- Continue to be a **member in good standing** with the College. Only members of the College in good standing may use the Fellows designation. If College membership is discontinued the Fellows designation will be revoked.
- Commit to become a Fellowship Evaluator, and occasional Fellowship Mentor, for a minimum period of two (2) years. Guidance and training will be provided.
- 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 Fellows demonstrate their commitment to lifelong learning and to remaining current in their chosen profession.

3. How do I know when to submit MOC credits?

MOC credits are recorded online in a 5-year blocks determined by the College. Fellows 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 Fellows members' profile as reminder. In the same homepage, Fellows 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.

[Insert more questions]

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