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INTRODUCTION

Congratulations on your decision to apply for the Canadian Certified Physician Executive (CCPE) credential.

Introduced in 2010 by the Canadian Medical Association (CMA) and the Canadian Society of Physician Leaders (CSPL), this credential program was created to recognize the impressive group of physician leaders across Canada who have successfully demonstrated that they have the knowledge, skills, and leadership accomplishments not only worthy of national recognition but also needed to influence and bring about change in today’s complex health care environment.

A rigorous credential program that involves meeting approved criteria and third-party/peer validation — and that is ongoing — is all part of the CCPE blueprint. If you are a physician who is interested in leadership and who is involved at senior and executive levels, this designation program might be exactly what you are looking for in your career.

Learn more about this credential — what’s involved, the eligibility requirements, timeframes, costs, and more. Check out this handbook to see what’s expected, and consider applying today.

ABOUT CCPE

The CCPE credential is the first national standards-based assessment for physicians in leadership roles.

Physicians who are awarded CCPE have demonstrated excellence in health care leadership and an ongoing commitment to lead and to influence change in Canada’s health care system.

To achieve CCPE, eligible physicians must apply, submit supporting documentation, complete a self-assessment, designate three (3) referees who
can thoroughly attest to their leadership performance, and, finally, be evaluated by a physician peer assessment panel. CCPE credentials are awarded annually based on quality of evidence and positive assessments. Initial certification lasts five (5) years.

**CCPE BENEFITS MANY**

*Physicians* who obtain and maintain their CCPE credential are not only recognized for their skills and knowledge, but also demonstrate their commitment to leadership of the profession and to the health care system. The credential will:

- identify you as a physician leader who possesses a powerful combination of medical expertise and leadership capability
- position you as someone who has the capacity and desire to serve in leadership roles
- demonstrate your commitment to lifelong learning, resulting in increased professional competence
- inspire confidence — not only will it increase your own confidence in your knowledge and abilities, but it will also inspire your colleagues’ confidence in you
- recognize and include you as a member of a community of professionals with leadership interests and practices
- enhance career options and mobility by providing new opportunities that you will be eligible to consider.

*Health care organizations* that need physicians engaged in leadership roles gain increased confidence in their selection process and increased capacity on their leadership team. The credential will:

- identify and encourage physicians interested in improving the capacity of the health care system to lead change
- support the selection and recruitment process for health care organizations and help them identify candidates with the right skills, knowledge and abilities
- increase the capacity of health care organizations to manage complex issues by developing the abilities and skills of medical professionals within those organizations.
Qualifying for the CCPE credential considers the professional status of physicians, the type and quantity of leadership experience and accomplishments amassed, as well as the compilation of their educational achievements for those applying through the PLI-academic route.

To be eligible to apply, candidates must first satisfy these conditions:

- be in good standing with their provincial licensing body
- be a member of both the CMA and CSPL
- have a minimum of 5-10 years of leadership experience in a health care environment – requirements vary by application route
- have a cache of leadership accomplishments and educational experience supported by evidence.

**Credential routes**

Physicians seeking CCPE can apply through two routes. One route focuses on academic leadership development and performance with a focus on Joule’s PLI physician leadership courses, (Joule Inc. is a CMA company) and the other considers leadership experience and accomplishments gained over the course of a career.

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**PLI-academic route**

The PLI-academic route requires that physicians complete at least five (5) of Joule’s PLI physician leadership courses within the last five (5) years, in addition to having accumulated five (5) years of health care leadership experience and demonstrated accomplishments in a senior management or executive leadership position, plus a further minimum 20 CME/CPE credits from accredited leadership programs, courses and/or conferences.

**Practice eligibility route**

The Practice eligibility route awards the credential based on ten (10) years or more of progressive senior or executive leadership experience, enriched by continuing educational achievements and documented evidence of significant and broad-in-scope leadership contributions.
STEP 1: APPLY

Physicians are invited to apply for CCPE annually. The application process includes a number of required tasks so physician candidates should carefully review expectations and allow enough time to prepare their application package before the submission deadline of October 31, 2016.

Here’s a step-by-step guide to completing your application:

I. Review the eligibility criteria to determine if you meet all of them

II. Select the appropriate credential route through which to apply: PLI-academic route or Practice eligibility route

III. Download the required forms (2 in total) from the program website (http://www.cma.ca/ccpe) and begin completing:
   1. 2016 PMI-Academic application form OR
   2. 2016 Practice eligibility application form AND
   3. 2016 Assessment form

These forms are provided in a fillable Word format and in PDF

1. Download,
2. Save to your computer,
3. Complete, and
4. Forward to the CCPE Secretariat electronically or by mail before the deadline.

IV. Choose and confirm three (3) referees. Select referees that can attest to your leadership capabilities (i.e. skills, knowledge and ability) as observed in your work place. Referees chosen will include:
   1. The individual you currently report to
   2. A physician colleague
   3. An individual of your choosing who is in a position to comment on your leadership capabilities, especially within the domain areas of ‘Develops Coalitions’ and ‘Systems Transformation’.
V. Provide each of your three referees with a copy of your completed Assessment form. They will be required to agree/disagree with your grading and comments, and add their own. They are to return the completed forms to us before the October 31st deadline. Their observations will be kept in strictest confidence.

VI. Pay application/assessment fee.
The application/assessment fee is an all-inclusive, non-refundable fee to cover the costs associated with receiving, processing and assessing your credential application.

2016-17 Application/Assessment Fees

<table>
<thead>
<tr>
<th>Credential Route</th>
<th>Application/Assessment Fee</th>
<th>Applicable Taxes*</th>
<th>Total*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both routes</td>
<td>$1050</td>
<td>$xxx</td>
<td>$xxx</td>
</tr>
</tbody>
</table>

*Taxes and total will be determined automatically when you pay online. For those paying by cheque, fees are as follows:

<table>
<thead>
<tr>
<th>AB/ BC/ MB/ NWT/ YT/ NU/ SK (5%)</th>
<th>ON (13%)</th>
<th>PE (14%)</th>
<th>NB/ NL/ NS (15%)</th>
<th>QC (GST+QST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1050.00 + $52.50 = $1102.50</td>
<td>$1050.00 + $136.50 = $1186.50</td>
<td>$1050.00 + $147.00 = $1197.00</td>
<td>$1050.00 + $157.50 = $1207.50</td>
<td>$1050.00+$52.50+$104.74 = $1207.24</td>
</tr>
</tbody>
</table>

Two methods of payment are available. Please indicate which method you are using:

- by Cheque (fees submitted to the CCPE program should be made payable to Canadian Society of Physician Leaders). Please remember to enclose with your application.

- by Credit Card (Visa, MasterCard and AMEX). To pay online with credit card, visit www.cma.ca/ccpe.

VII. Submit application package, including payment, to the CCPE Secretariat by deadline of October 31, 2016.
STEP 2: ASSESS

A comprehensive self and peer evaluation of your leadership performance against desired standards is the hallmark of this credential program. You, your referees and the CCPE Peer Assessment Panel all participate in this assessment using the same leadership framework. The framework used is the **LEADS in a Caring Environment** health leadership capabilities framework.

Originally authored by Royal Roads University Professor Graham Dickson, PhD, and Leaders for Life in Victoria, B.C. (http://www.leadersforlife.ca/site/framework) and developed further by the Canadian College of Health Leaders (http://www.cchl-ccls.ca/), this framework is a reflection of the key skills, abilities and knowledge required to lead at all levels within the health care system.

**LEADS in a Caring Environment** is a robust, research-based and peer tested framework. It consists of five (5) domains, each of which includes four core, measurable and observable capabilities (or defined skill sets) that leaders should demonstrate and consciously develop:

- LEAD SELF
- ENGAGE OTHERS
- ACHIEVE RESULTS
- DEVELOP COALITIONS
- SYSTEMS TRANSFORMATION

Assessments against the **LEADS** framework include rating a physician candidate’s leadership capability and performance on a four-point scale (*quantitative assessment*) and providing specific evidence/concrete examples that support the rating (*qualitative assessment*). It is expected that successful CCPEs will have the majority of their leadership capabilities rated at the mastery or distinguished level of performance, particularly within the domains of Develop Coalitions and Systems Transformation.
<table>
<thead>
<tr>
<th>DOMAIN</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Self</td>
<td>This domain focuses on the capabilities of self-leadership. Components of self-leadership include personal values and beliefs, assumptions, emotional intelligence, one’s moral compass, self-control and attributes to problem-solving. Lead Self is often referred to as “leadership at home.”</td>
</tr>
<tr>
<td>Engage Others</td>
<td>This domain focuses on the capabilities leaders use to engage and connect others to each other and to organizational imperatives. They do this by fostering learning, emphasizing health and wellness, building inter-professional teams, and communicating effectively to engage others in collective organizational action.</td>
</tr>
<tr>
<td>Achieve Results</td>
<td>As the only outcome domain, this domain represents the “results” focus of personal and strategic leadership. Goal-oriented leaders “are accountable for managing the resources of the organization to achieve results.” They create strategic focus and measure performance to ensure that the organization uses its resources efficiently and effectively.</td>
</tr>
<tr>
<td>Develop Coalitions</td>
<td>This process domain embodies the capabilities used in building relationships at a strategic level through the creation of partnerships and networks to create results.</td>
</tr>
<tr>
<td>Systems Transformation</td>
<td>This process domain embodies the set of capabilities leaders employ to address change in both small and large systems. These strategic capabilities are often referred to as ‘leadership at a distance’.</td>
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**Review guidelines**

Every effort is made to ensure that all CCPE assessments are completed in a thorough, objective and fair manner. However, if a physician candidate feels that his or her assessment and the resulting decision have been arbitrary or in bad faith, the CCPE program provides for a review mechanism. Requests must be made in writing and received within 30 days of the decision being communicated.

The grounds for a review are limited in scope and pertain only to alleged breaches of process. Those involved in the subsequent review will not have had any involvement in the initial assessment of the appellant’s application. An administrative fee will be charged to cover the costs of this additional review.
STEP 3: CELEBRATE

A convocation is held each spring to publicly recognize the successful cohort of CCPE credential recipients. This event occurs in conjunction with the Canadian Conference on Physician Leadership, which is always held in a major Canadian city. It is an opportunity to celebrate, network and receive ongoing professional development – an activity that CCPEs should regularly attend.

STEP 4: RECERTIFY

The CCPE program views maintenance of certification as an integral part of the credential process. Through this process, CCPE candidates demonstrate their commitment to:

- lifelong learning (a hallmark of leaders)
- remaining current in their profession
- enhancing knowledge and skills as physician leaders

As such, CCPE holders are required to undergo a recertification process. The CCPE credential status is granted for a period of five years. The recertification process will include providing an update on leadership experience, accomplishments and continuing education acquired during the certification period. An administrative fee is charged to cover the cost of the review and assessment components attached to this process. At the time of recertification, physicians must continue to be members in good standing with the CMA and the CSPL.

Follow these key steps:

- Meet all eligibility criteria
- Choose credential route that best matches your career path
- Complete the required application form and submit supporting documentation
- Complete leadership self-assessment
- Secure three (3) referees who agree to complete an assessment of your leadership capabilities
- Pay application/assessment fee
- Pass physician peer assessment to be recommended and, ultimately, approved for CCPE

APPLY TODAY AND REACH NEW HEIGHTS.
CCPE Secretariat

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Ottawa ON K1S 5P1

For additional information, visit our website: http://www.cma.ca/ccpe

Email the CCPE Secretariat at deirdre@physicianleaders.ca

Phone: 613 369-8322 x200