



**CANADIAN CERTIFIED
PHYSICIAN EXECUTIVE**

The Standard for Physician Leadership



Candidate Handbook

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Canadian Society
of Physician Executives

Société canadienne
des médecins gestionnaires

ASSOCIATION
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CANADIENNE



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INTRODUCTION

Congratulations on your decision to become a *Canadian Certified Physician Executive (CCPE)*!

The Canadian Medical Association (CMA) and the Canadian Society of Physician Executives (CSPE) are committed to building a vibrant medical profession and developing physician leaders.

They have jointly developed the CCPE as a means to recognize and advance physician leadership and excellence through a nationally recognized, peer generated, high-quality credentialing process.

Before you apply, please read this handbook for information about the credential and how to achieve it. In it, you will find detailed information about the credentialing process, time frames, eligibility requirements and more. It is important for you to familiarize yourself with our processes before you begin so that you know what to expect and what is expected of you.

ABOUT THE CCPE CREDENTIAL

Physicians have a central role in decision-making and influencing change in their health care organizations.

Organizations that engage physicians in leadership and executive roles need to be confident that those they choose have the capacity to perform in a highly proficient way.

The CCPE credential is the first national standards-based assessment for physicians in leadership roles. It is based on the CMA's Physician Leadership Competency Framework and reflects the non-clinical roles of physicians as defined in the CanMEDS model developed by the Royal College of Physicians and Surgeons of Canada and recently adopted by the College of Family Physicians of Canada.

The CCPE was developed to provide a national, portable certification that affirms that individual physicians who seek leadership roles have demonstrated the knowledge and skills needed for successful performance.

THE CCPE: A VALUABLE CREDENTIAL

The CCPE brings benefits to you personally, as well as to the medical profession, health care organizations and the health care system overall.

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 capacity
- position you as someone who has the capacity and willingness 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 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 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

THE PHYSICIAN LEADERSHIP COMPETENCY FRAMEWORK

The CCPE credential is based on a peer assessment of measurable accomplishments and skills as articulated in the CMA's leadership competency framework for physicians in executive roles.

Figure 1: The competencies physicians need to succeed as leaders**PHYSICIAN LEADERSHIP COMPETENCY FRAMEWORK****PHYSICIAN EXECUTIVE****Healthy**

- Champions caring and compassion for employees, colleagues and others
- Lives a healthy, balanced lifestyle and encourages others to do the same
- Acts, interpersonally and strategically, with an understanding of the complexity of the health system and the impact of changes on it
- Seeks out and implements best practices to improve the health of individuals, organizations and the health care system

Visionary

- Demonstrates clarity of personal values, vision and purpose
- Collaborates with others to achieve the vision
- Considers and incorporates into strategy the impact of actions/change on patients, employees, colleagues and others
- Communicates strategic organizational change consistent with the shared vision and a commitment to health

Inspirational

- Creates expectations of fairness, justice and respect for the dignity of others through consistent professional behaviour
- Builds and implements a strategic communications plan that engages key professions, employee groups and others in pursuit of the organization's vision and goals
- Develops support for ongoing professional development to enhance organizational capability
- Ensures that the executive team and organizational colleagues consult with and consider diverse perspectives; especially viewpoints that challenge current practice

Effective

- Obtains and wisely uses resources, including people, money, materials, support and time, to create and sustain conditions for high-quality delivery of health care
- Develops and integrates financial awareness into planning, decision-making, performance assessment and evaluation
- Navigates effectively through individuals, teams and organizations to achieve strategic results for the maximum benefit
- Sets strategic goals and outcomes to achieve standards to measure accomplishments and develops mechanisms of accountability



Physician Leaders

What is a competency framework?

Competence is a standardized requirement for an individual to perform a specific job properly. It encompasses a combination of knowledge, skills and behaviour used to improve performance. Competencies go beyond the traditional focus on academic qualifications, technical skills and experience, and the framework provides a tool for assessing and developing deeper seated personal skills.

The CMA Physician Leadership Competency Framework (Figure 1) describes the competencies that physicians need to succeed as leaders. It is robust, research-based and has been peer tested. It acts as a blueprint outlining specifications for a physician leader who is actively involved in the planning, delivery and transformation of health care services.

ELIGIBILITY CRITERIA

Physicians, who wish to acquire the CCPE credential, have two options for achieving this designation:

1. an **academic** route that requires completion of a specified number of the CMA's Physician Management Institute (PMI) courses or
2. a **practice eligibility** route, in which the credential is awarded based on life experience, educational achievements and significant leadership contributions.

These routes have defined eligibility criteria (Table 1), some specific to the chosen route, and some common to both.

Table 1: Defined eligibility criteria by credential route

COMMON CRITERIA	
<p>Physician in good standing with licensing body Membership in CMA and CSPE Minimum 5 years of work experience Completed leadership competency assessment form (by self and three designated peers/referees) Completed and signed application form and paid fees</p>	
ACADEMIC (PMI) ROUTE	PRACTICE ELIGIBILITY ROUTE
<p>Based on completion of PMI courses and demonstration of applied learning/competency</p> <p>Educational requirements</p> <ul style="list-style-type: none"> • Completion of four foundation level PMI courses or equivalent <p>AND</p> <ul style="list-style-type: none"> • Completion of four advanced* level PMI courses 	<p>Based on a combination of education and career/work and leadership experience</p> <p>Leadership experience</p> <ul style="list-style-type: none"> • Currently or previously in a health care senior management position or leadership role • Minimum of 10 years of practical work experience in leadership roles (e.g., chief of staff, VP medical, senior university position) • Accomplishments or contributions in health care at multiple levels (i.e., local, provincial, national and systems levels) <p>Educational requirements</p> <p>Evidence of progressive management /leadership education† (or continuing medical education/continuing professional development credits) and application thereof OR graduate management degree (i.e., MBA, MHA, MHSA, Executive MBA).</p>

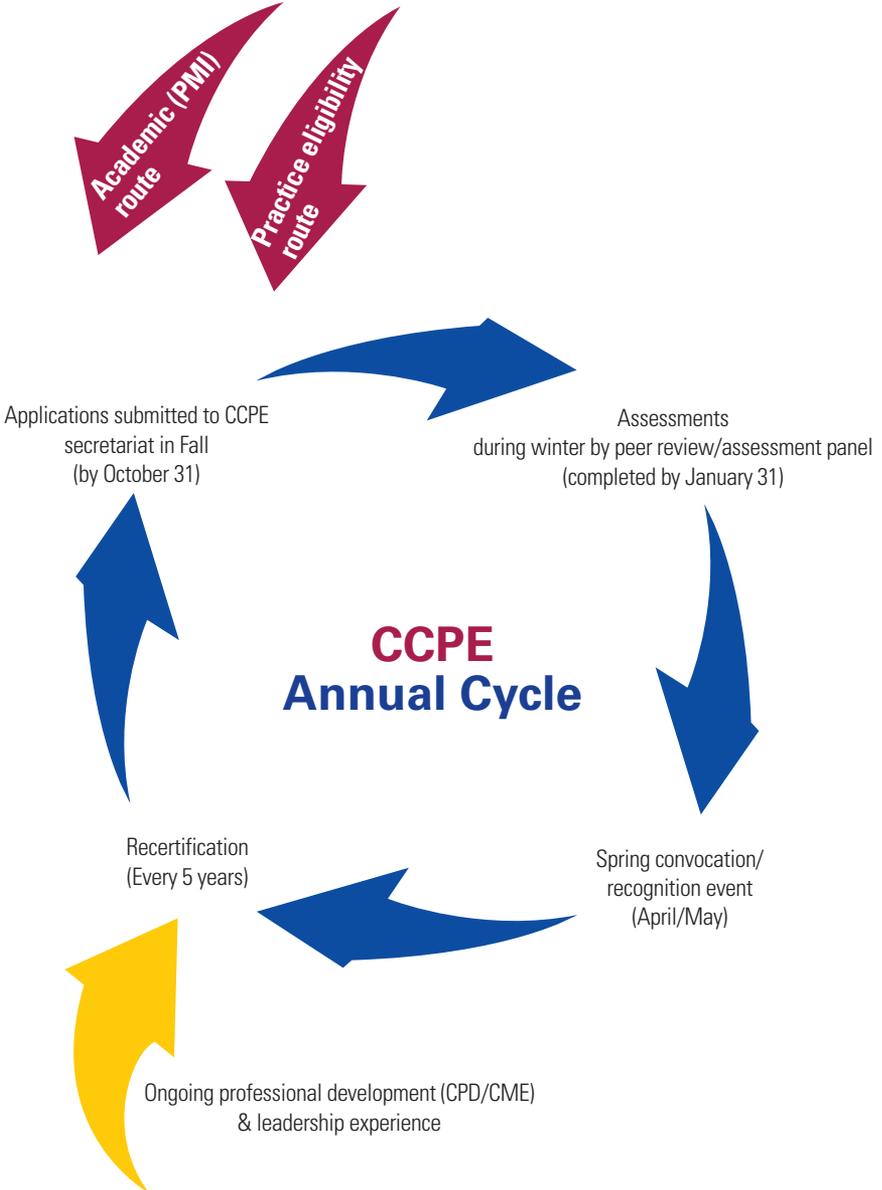
*Advanced courses include an evaluative component.

†Minimum amount of continuing education/professional development experience, which may include non-clinical courses or programs offered by other continuing education providers, hospitals, universities, executive MBA programs, speciality societies, etc., must amount to 100 hours over the last 10 years.

ANNUAL CYCLE

The CCPE program will operate on an annual cycle (Figure 2), giving prospective candidates the opportunity to apply soon after they have fulfilled the requirements.

Figure 2: CCPE annual cycle



CREDENTIAL APPLICATION PROCESS

The following is a step-by-step guide to completing the application process to become a CCPE.

ACADEMIC ROUTE



PRACTICE ELIGIBILITY ROUTE



Step 1: Complete the application form

We encourage you to complete the online application form and submit it electronically to the CCPE Secretariat at ccpe@cma.ca

Alternatively, download and print the CCPE candidate application form and leadership competency assessment form (available in both word and PDF formats), complete and mail them to the CCPE Secretariat c/o the Canadian Medical Association (see “Contact us” for the address).

At this stage, you will need to identify which credential route you will be following:

- Academic (PMI) route
- Practice eligibility route

Step 2: Submit the application/assessment fee

Credential applications must be accompanied by the full application/assessment fee. The cost structure reflects the pathway or route you take. Payments should be made to the “CCPE Program” and directed to the Canadian Medical Association on behalf of the CCPE.

Step 3: Demonstrate required leadership and educational achievements

The CCPE leadership competency assessment tool will require completion by you and three referees who have agreed to participate. This assessment and supporting evidence/documentation will be reviewed by the CCPE peer review/assessment panel.

FEES

The CCPE fee structure (Table 2) is set up to recognize key program activities (such as, initial assessment, subsequent reviews and recertification) and the credential route selected.

- The application/assessment fee is an all inclusive, non-refundable fee to cover the costs associated with receiving, processing and assessing your credential application.
- Recertification fee: Every five years, credentialed physicians are required to apply for recertification. An administrative fee is charged to cover the cost of the review and assessment components attached to this process. This fee is due three months before expiry of your CCPE status and must accompany your application for recertification. At the time of recertification, physicians must continue to be members in good standing of the CMA and the CSPE. A single recertification fee has been established regardless of the route you took to achieve the credential.

Table 2: Fee structure

	APPLICATION /ASSESSMENT FEE*		RECERTIFICATION FEE*	APPEAL FEE*
MANDATORY MEMBERSHIP STATUS: CMA AND CSPE MEMBERS ONLY	Academic route	Practice eligibility route	Administrative fee: to be determined	Administrative fee: to be determined
	\$300	\$900		

*Does not include applicable tax.

APPEALS

Every effort is made to ensure that all CCPE assessments are completed in a thorough, objective and fair way. However, if you feel that your assessment and the resulting decision are incorrect, the CCPE program provides an appeal mechanism for candidates.

To be eligible to appeal, you must submit your request in writing according to the time frame stipulated and include the administrative /processing fee (to be determined).

A separate team of reviewers will be appointed (i.e., physicians who were not members of the original peer review/assessment panel). This team will consider your supporting evidence and prepare a recommendation to the committee overseeing the CCPE program. The decision communicated by this committee is final.

Re-applications

As in other aspects of health care, you face constant change in your professional career.

If your status has changed since you applied for the CCPE credential (e.g., new or changed position, key leadership accomplishment, additional educational experience), you should consider re-applying for this credential.

Circumstances such as these do not warrant an appeal but rather a re-application and, as such, physicians are encouraged to re-apply.

MAINTAIN YOUR CREDENTIAL

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. Your CCPE credential status is granted for a period of five years. Three months before its expiry date, you must complete an application for recertification and submit it with the recertification administrative fee (to be determined).

Attaining CCPE status indicates achievement of a high level of professional leadership competence — recertify and keep achieving new heights.

APPENDIX A: FREQUENTLY ASKED QUESTIONS

The resources listed in the following chart are designed to clarify any questions you may have and direct you to answers.

QUESTION	SEE CANDIDATE HANDBOOK FOR MORE INFORMATION
Why should I become certified?	A valuable credential, page 1
What do I need to be eligible for this credential?	Eligibility criteria, page 4
How is the program structured?	The physician leadership competency framework, pages 2–4; Eligibility criteria, page 4; Annual cycle, page 6
I am not a member of both CMA and CSPE; can I still apply?	Eligibility criteria, page 4
What other benefits do I get with a CMA and CSPE membership?	CMA and CSPE websites
Program states that it is competency-based. What are the competencies?	The physician leadership competency framework, pages 2–4
What must I do to apply for the CCPE?	Credential application process, page 7
Can I apply online?	Credential application process, page 7
When should I submit my application?	Credential application process, page 7; Annual cycle, page 6
I am taking the PMI route to the credential; when is the best time for me to apply?	Annual cycle, page 6
How long will it take to get my CCPE?	Annual cycle, page 6
What costs will I incur to achieve and maintain this credential?	Fees, page 8
Do I receive continuing education credits with this credential?	All PMI courses obtained through the academic route are accredited and CME/CPD credits can be accumulated
Who will assess my application /qualifications and make the decision regarding my CCPE status?	Credential application process, page 7
Does this credential require recertification?	Maintain your credential, page 10

CONTACT US

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For additional information, visit our website: cma.ca/ccpe
or contact the CCPE Secretariat at ccpe@cma.ca
Or call us: 613 731-8610 x2070 or 800 663-7336 x2070



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