**

The Canadian Certified Physician Executive (CCPE) credential assessment form is comprised of two sections, as follows:

**Part I** - an assessment of the physician candidate’s leadership capabilities based on those found in the [**LEADS in a Caring Environment Framework**](https://leadscanada.net/document/2906/LEADS_Brochure_revised_2019.pdf)— qualities of effective leadership endorsed by the Canadian Society of Physician Leaders (CSPL), the Canadian Medical Association (CMA) and many other national and provincial organizations across the country.

**Part II** - an assessment of the physician candidate’s **roles and career accomplishments** to date.

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| **OVERVIEW OF PROCESS: There are several steps in the CCPE assessment process:** |
| **Physician Candidate Instructions**  **Step 1:** Complete a self-assessment using the **2022 Assessment form** *(this form)*. Please fill in all applicable areas.  **Step 2:** Select three referees and provide **each of them** with an electronic copy of your *completed* **2022 Assessment form**. *While keeping your self-grades on the form you send to us*, p*lease* ***remove*** *the grades before forwarding the form to your referees.*  We must receive all three of the completed referee assessmentsbefore your CCPE application will be considered, so please give your referees plenty of time before the October 31st deadline. |
| **Referee Instructions**  **Step 1:** Thank you for agreeing to participate as a referee in the assessment of this physician’s eligibility for the CCPE credential. All referees will fill in the grey-shaded **Referee comments** and **Referee Ranking** areas on the **2022 Assessment form**. Please provide detailed comments.  **Step 2:** Once you have completed your assessment of the candidate, please return it directly by email to the CCPE Secretariat at [deirdre@physicianleaders.ca](mailto:deirdre@physicianleaders.ca). You will receive a confirmation email once received. The information you provide will be kept in strictest confidence.  **Step 3:** An appointed CCPE Peer Assessment Panel composed of prominent physicians conducts the final assessment. |

Referees may want to review the [**Sample referee assessment**](https://ccpecredential.ca/assets/2022samrefe.docx), which provides examples of the type of answers the Panel is looking for.

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| Should you have any questions about this assessment, please do not hesitate to contact the **CCPE Secretariat:** Consult the [program website](https://ccpecredential.ca/), Telephone: 613 369-8322 x200 (Please leave a voicemail.)  Email: [deirdre@physicianleaders.ca](mailto:deirdre@physicianleaders.ca) |

**CANDIDATE AND REFEREE INFORMATION:**

**To be completed by the candidate:**

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| **Name of credential candidate:** |
| Date:  *(ONLY TYPEWRITTEN FORMS ACCEPTABLE)* |

**To be completed by the Referee:**

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| REFEREE INFORMATION | |
| Referee name: | Title: |
| Email: | Contact telephone number: |
| Relationship to candidate (please briefly describe your relationship to this candidate, including the context in which you know this individual, how long you have worked together, the nature of the working relationship, etc.): | |

**INSTRUCTIONS FOR COMPLETION – CANDIDATE AND REFEREE**

1. ***LEADS in a Caring Environment***

Please take a few minutes to acquaint yourself with the content of the [LEADS in a Caring Environment Framework](https://leadscanada.net/document/2906/LEADS_Brochure_revised_2019.pdf). Study the definition provided for each of the five areas — **Lead Self, Engage Others, Achieve Results, Develop Coalitions and Systems Transformation** — as well as the statements describing each capability. A total of 20 leadership capabilities are included on this assessment form.

**CANDIDATE STEPS:**

1. ***Complete self-assessment***

**Rate** your leadership capability *(quantitative assessment)* and **provide evidence/concrete examples** that support your rating *(qualitative assessment).*

1. ***Reflect on your career***

Examine your CV and think about situations in which you have exercised personal and/or strategic leadership. Identify situations where you have been very successful in your leadership efforts. These will serve as **concrete examples/supporting evidence** needed to demonstrate the particular LEADS capability “in action”. All domains are important but particular attention is paid to the capabilities in the domains “**Develop Coalitions**” and “**Systems Transformation**”.

1. ***Evidence***

Evidence for your rating should be based on education, career accomplishments and professional experience. At least **one example and no more than three examples** are required for each capability rated. (*Please record examples and evidence directly on this form, in point form. Also note that a lack of evidence will impact the CCPE Peer Assessment Panel’s ability to make an informed decision.)*

**REFEREE STEPS:**

1. **Rating process and scale**

This assessment will require you to **provide a grade** **ranking** *(quantitative assessment)* **and evidence** *(qualitative assessment)* of the physician candidate’sleadership. Areas requiring your response are shaded in grey. Simply type in the boxes provided and save the completed form to your computer.

3. **Complete your portion of the assessment**

This assessment must be ***completed in full and submitted to the CCPE Secretariat office*** before the candidate’s application will be considered. The deadline is October 31st.

**PART I: LEADS in a Caring Environment**

The LEADS in a Caring Environment framework represents the key capabilities that are desired of all leaders within the health care system. The *LEADS* framework contains five domains:

***Lead self, Engage others, Achieve results, Develop coalitions and Systems transformation***

Each of these five domains consists of four core, measurable and observable capabilities (or defined skill sets) that leaders should demonstrate and consciously develop. It is at this level that you are asked ***to assess your leadership capabilities***.

The physician candidate’s leadership performance is rated on a **four-point scale**, described below:

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| **Performance level** | **Rating\*** | **Description of level** |
| Mastery | **4** | The physician has mastered the capability at an exceptional level, consistently demonstrating behaviours with a superior degree of skill and ease and as observed across diverse, multiple clinical, organizational and/or community situations. He/she acts as an exemplary role model for others and could teach this skill to others. |
| Distinguished | **3** | The physician consistently demonstrates the capability with skill and confidence in clinical, organizational and/or community situations, regardless of the complexity of that situation. His/her actions contribute meaningfully to organizational success. |
| Mature | **2** | The physician demonstrates the capability in most situations, but on occasion is less skillful when the clinical, organizational or community situation is complex or demanding. |
| Developing | **1** | The physician does not regularly demonstrate this capability in a manner appropriate to address the clinical, organizational or community situation in which it is required. |
| No opinion | **N/O** | Little or no evidence is available on which to assess the physician’s capability. |

**LEAD SELF DOMAIN:   
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 of problem-solving. Lead self is often referred to as “leadership at home”.**

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| **LEADERSHIP CAPABILITY** | **No opinion N/O** | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
| **Self-aware**  You are aware of your own assumptions, values, principles, strengths and limitations. |  |  |  |  |  |  |
| **Candidate’s example/evidence**: | | | | | | |
| **Manage oneself**  You take responsibility for your own performance and health. | **No opinion N/O** | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | |
| **Develop oneself**  You actively seek opportunities and challenges for personal learning, character building and growth. | **No opinion N/O** | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | |
| **Demonstrate character**  You model qualities, such as honesty, integrity, resilience and confidence. | **No opinion N/O** | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | |

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| ***REFEREE FEEDBACK —* LEAD SELF DOMAIN** |
| **Referee comments:** Please provide your comments about the candidate’s capability related to the Lead Self domain. Where possible, please support your rationale with specific examples. Your observations are extremely valuable to the Peer Assessment Panel. |
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## **ENGAGE OTHERS DOMAIN:**

## **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.**

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| **LEADERSHIP CAPABILITY** | **No opinion N/O** | **Developing level 1** | | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
| **Foster the development of others**  You support and challenge others to achieve professional and personal goals. |  |  | |  |  |  |  |
| **Candidate’s example/evidence**: | | | | | | | |
| **Contribute to the creation of healthy organizations**  You create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Communicate effectively**  You listen well and encourage open exchange of information and ideas using appropriate communication media. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Build teams**  You facilitate environments of collaboration and cooperation to achieve results. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |

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| ***REFEREE FEEDBACK —* ENGAGE OTHERS DOMAIN** |
| **Referee comments:** Please provide your comments about the candidate’s capability related to the Engage Others domain. Where possible, please support your rationale with specific examples. Your observations are extremely valuable to the Peer Assessment Panel. |

**ACHIEVE RESULTS DOMAIN:**   
**As the only outcome domain, this 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.**

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| **LEADERSHIP CAPABILITY** | **No opinion N/O** | **Developing level 1** | | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
| **Set direction**  You inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes. |  |  | |  |  |  |  |
| **Candidate’s example/evidence**: | | | | | | | |
| **Strategically align decisions with vision, values and evidence**  You integrate organizational missions, values and reliable, valid evidence to make decisions. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Take action to implement decisions**  You act in a manner consistent with organizational values to yield effective, efficient public-centred service. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Assess and evaluate**  You measure and evaluate outcomes. You hold yourself and others accountable for results achieved against benchmarks and correct the course as appropriate. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |

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| ***REFEREE FEEDBACK —* ACHIEVE RESULTS DOMAIN** |
| **Referee comments:** Please provide your comments about the candidate’s capability related to the Achieve Results domain. Where possible, please support your rationale with specific examples. Your observations are extremely valuable to the Peer Assessment Panel. |

**DEVELOP COALITIONS DOMAIN:**   
**This process domain embodies the capabilities used in building relationships at a strategic level through the creation of partnerships and networks to achieve results.**

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| **LEADERSHIP CAPABILITY** | **No opinion N/O** | **Developing level 1** | | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
| **Purposefully build partnerships and networks to achieve results**  You create connections, trust and shared meaning with individuals and groups. |  |  | |  |  |  |  |
| **Candidate’s example/evidence**: | | | | | | | |
| **Demonstrate a commitment to customers and service**  You facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence:** | | | | | | | |
| **Mobilize knowledge**  You employ methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Navigate socio-political environments**  You are politically astute. You negotiate through conflict and mobilize support. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |

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| ***REFEREE FEEDBACK —* DEVELOP COALITIONS DOMAIN** |
| **Referee comments:** Please provide your comments about the candidate’s capability related to the Develop Coalitions domain. Where possible, please support your rationale with specific examples. Your observations are extremely valuable to the Peer Assessment Panel. |

## **SYSTEMS TRANSFORMATION DOMAIN:** **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”.**

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| **LEADERSHIP CAPABILITY** | **No opinion N/O** | **Developing level 1** | | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
| **Demonstrate systems/critical thinking**  You think analytically and conceptually, questioning and challenging the status quo to identify issues, solve problems and design and implement effective processes across systems and stakeholders. |  |  | |  |  |  |  |
| **Candidate’s example/evidence**: | | | | | | | |
| **Encourage and support innovation**  You create a climate of continuous improvement and creativity aimed at systemic change. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Orient oneself strategically to the future**  You scan the environment for ideas, best practices and emerging trends that will shape the system. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |
| **Champion and orchestrate change**  You actively contribute to change processes that improve health service delivery. | **No opinion N/O** | | **Developing level 1** | **Mature level 2** | **Distinguished level 3** | **Mastery level 4** | **Referee Ranking** |
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| **Candidate’s example/evidence**: | | | | | | | |

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| ***REFEREE FEEDBACK —* SYSTEMS TRANSFORMATION DOMAIN** |
| **Referee comments:** Please provide your comments about the candidate’s capability related to the Systems Transformation domain. Where possible, please support your rationale with specific examples. Your observations are extremely valuable to the Peer Assessment Panel. |

**PART II: ACCOMPLISHMENTS**

*The following section is designed to better understand the candidate’s role and career accomplishments to-date. Please provide concrete examples to support qualitative responses in this section.*

1. What is the most significant change initiative that you have led, or were a significant driver of, that resulted in healthcare improvements? Describe its impact and your role in the initiative.

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1. To what extent are you involved in the development of strategic plans within your organization/hospital/program?

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1. Do you have influence or oversee any of the following within your organization/hospital/program? Check those that apply:

□ Strategic workforce planning

□Management of budgets

□Team leadership

□Day to day human resource decisions

If you responded yes to any of the above, please describe your role:

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1. Are there other accomplishments that you wish to share that have had a significant impact in healthcare (*optional*)?

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| ***REFEREE FEEDBACK —* ACCOMPLISHMENTS** |
| **Referee comments:** In your experience, what do you think has been the most significant accomplishment the candidate has achieved that exemplified mastery in leadership? |

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| **Overall Recommendation by Referee** |
| **Based on your assessment, would you recommend this candidate for the CCPE credential**?  □ **Highly recommend**  *Please state why:*  **□** **Recommend with reservations**  *Please state why:*  **□ Do not recommend**  *Please provide rationale:*  **Other comments**: |

**THANK YOU FOR PARTICIPATING IN THE CCPE PROGRAM.**