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Canada

HEALTHCARE EXCELLENCE CANADA

2022–2023 PERFORMANCE MEASUREMENT FRAMEWORK (PMF) REPORT

RESULTS: APRIL 1, 2022–MARCH 31, 2023

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1.0 INTRODUCTION

1.1 Background

PMF development

Healthcare Excellence Canada's (HEC's) 2021–2026 Performance Measurement Framework (PMF) includes 17 indicators. This indicator set was established in conjunction with HEC's 2021–2026 strategy and provides a foundation for measuring progress toward achievement of that plan. HEC reports annually on its progress to deliver its identified outputs and outcomes, and to meet the accountability targets set for the year. This report marks the culmination of the first year HEC has reported against the new PMF.

Each indicator is aggregated across HEC and presented in section 2.0 HEC Performance Measurement Matrix. Additional breakdowns by various stratification variables are also available in the data tables presented in Annex A.

2022–2023 changes to PMF indicators

When the 2021–2026 PMF was finalized, it included 18 indicators. During fiscal 2022–2023, HEC leadership decided to remove one indicator (3.3a Number of organizations, communities and advisors re-engaging in partnership with HEC) because HEC is committed to maintaining established relationships while also diversifying those relationships to expand and grow our network of partners throughout our strategy. The indicator previously numbered 3.3b will now be numbered 3.3 moving forward.

1.2 Overview of performance

Of the 17 indicators contained in the HEC 2022–2023 PMF:

- Ten are indicators with set targets that measure improvements annually where the desired direction of change is known.
- Five are tracker (non-directional) indicators, meaning performance is tracked, but no targets are set. They include:
 - 1.1 Number of active improvement projects
 - 1.2 Number of knowledge products developed
 - 1.3 Number of knowledge exchange activities conducted
 - 1.4a Number of organizations, communities or advisors guiding HEC offerings or HEC's organizational development
 - 1.4b Percentage of participants in HEC offerings who developed relationships with other partners as a result of their participation in the offering
- Two are new indicators with no historical data to support target setting. These indicators will be closely monitored, and targets will be set once sufficient baseline data has been generated.
 - 2.2 Number of organizations and communities reached by HEC offerings
 - 3.3 Percentage of organizations reached that report their relationship with HEC is meaningful and reciprocal

Overall, HEC met its targets for all 10 indicators with set targets in 2022–2023. Of the 10 target indicators, eight exceeded their target range, while two fell within the target range. More detailed results can be found in section 2.0 HEC Performance Measurement Matrix and Annex A PMF data tables.

Table 1 summarizes the year-end status of all indicators in relation to 2022–2023 targets.

Table 1: Summary of 2022–2023 PMF results for target indicators

| Result Rating | Indicator Description | Total Indicators |
|-------------------------|--|------------------|
| Exceeded targets | 2.1 Number of leaders (intermediaries) reached by HEC offerings 3.1 Percentage of leaders (intermediaries) reporting increased preparedness as a result of their engagement with HEC 3.2 Number of teams participating in improvement projects 4.1 Percentage of settings developing characteristics known to facilitate or sustain improvement 4.2 Percentage of settings that implemented a targeted practice or behaviour change 4.3 Percentage of settings that formalized a policy designed to catalyze or sustain a practice or behaviour change 5.1b Percentage of settings formally working to spread a practice or behaviour 5.2 Percentage of settings that improved an outcome targeted by the program, initiative or team | 8 |
| Met targets | 2.3 Number of patients and caregivers (intended beneficiaries) reached by HEC offerings 5.1a Percentage of settings that sustained a practice or behaviour change for six months following implementation | 2 |
| Unmet targets | None | 0 |
| No set targets | 1.1 Number of active improvement projects 1.2 Number of knowledge products developed 1.3 Number of knowledge exchange activities conducted 1.4a Number of organizations, communities or advisors guiding HEC offerings or HEC's organizational development 1.4b Percentage of participants in HEC offerings that developed relationships with other partners as a result of their participation in the offering 2.2 Number of organizations and communities reached by HEC offerings 3.3 Percentage of organizations reached that report their relationship with HEC is meaningful and reciprocal | 7 |

1.3 Challenges and limitations

Program delivery cycle

HEC's PMF indicators are also impacted by the natural cycle through which our programs operate. In many cases, HEC offerings straddle multiple fiscal years. This means that programs that start and/or are active during a given fiscal year do not necessarily finish during that same fiscal year. Consequently, HEC can report the status of projects and in many cases, program reach, but does not have outcome and/or sustainability data for those programs. The program delivery cycle is considered when targets are set and is therefore not a potential

source of variation from targets. However, it does mean that the cohort of programs for which we can report outputs and reach differs, to some degree, from the cohort for which we can report outcomes.

Breadth of indicator applicability

HEC continues to work to expand the relevance and usefulness of its indicators across a broader cross-section of its programming. While all our indicators are measurable and reported on as part of this report, some indicators are not, at this stage, fully applicable to all types of HEC programming. This is likely to continue throughout the current 2021–2026 HEC strategy and PMF. Nevertheless, HEC continues to work to revise and improve measurement practices so that more programs can report on more indicators, and data that is gathered is used to support program planning and decision-making.

1.4 HEC programs

Table 2 below lists a total of 39 active programs that contributed to the PMF indicators in 2022–2023. Each program contributed only to the indicators that were relevant to its work.

Table 2: Active HEC programs in 2022–2023

| Collaboratives (total = 15) |
|---|
| 1. Advancing Frailty Care in the Community |
| 2. Bridge-to-Home |
| 3. EXTRA Cohort 17 |
| 4. EXTRA Cohort 18 |
| 5. Healing after Harm |
| 6. Health Workforce |
| 7. Implementation Science Teams |
| 8. Improving Equity in Access to Palliative Care |
| 9. LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) |
| 10. LTC+ Acting on Pandemic Learning Together |
| 11. OPUS-AP (Phase 3) |
| 12. Paramedics and Palliative Care |
| 13. Partnering on Appropriate Virtual Care |
| 14. Reimagining LTC |
| 15. Virtual Care Together |
| Initiatives (total = 24) |
| 1. Canadian Northern and Remote Health Network (CNRHN) |
| 2. Care Closer to Home – Primary Care |
| 3. Cultural Safety Design Collaborative |
| 4. Deteriorating Patient Condition |
| 5. Enhanced Recovery Canada |
| 6. Equity, Diversity and Inclusion Virtual Learning Exchange |
| 7. Essential Together |
| 8. Health Policy |
| 9. Canadian Patient Safety Week |
| 10. HEC General |
| 11. Indigenous Partnership Development |
| 12. Innovation Pathway |
| 13. Leaders Forum |
| 14. Measuring and Improving Safety: Measurement and Monitoring of Safety (MMS) through the eyes of patients |
| 15. Pan-Canadian Health Organization (PCHO) collaborations |
| 16. Pandemic Recovery & Resilience |
| 17. Patient Partnership and Engagement Strategy Development |
| 18. Presence of Safety |
| 19. Program Lifecycle |
| 20. HEC Coaching Model |
| 21. Safety at HEC |
| 22. Spotlight Series |
| 23. TeamSTEPPS Canada Essentials |
| 24. Truth and Reconciliation at HEC |

2.0 HEC Performance Measurement Matrix

| Index | Indicator | Baseline 2021–2022 | Result 2022–2023 Target met Target not met No set target | Target 2022–2023 | Notes |
|-------|--|----------------------|---|------------------|---|
| 1.1 | Number of active improvement projects | 23 | 16 | - | This is a tracker indicator. No desired target was set because there is no clear directionality for this indicator. |
| 1.2 | Number of knowledge products developed | 282 | 142 | - | This is a tracker indicator. No desired target was set because there is no clear directionality for this indicator. |
| 1.3 | Number of knowledge exchange activities conducted | 288 | 586 | - | This is a tracker indicator. No desired target was set because there is no clear directionality for this indicator. |
| 1.4a | Number of organizations, communities or advisors guiding HEC offerings or HEC's organizational development: (i) Number of organizations (ii) Number of individual advisors | - | 157 268 | - | This is a tracker indicator. No target was set because this is a new indicator and there is no clear directionality for this indicator. |
| 1.4b | Percentage of participants in HEC offerings that developed relationships with other partners as a result of their participation in the offering | - | 77% (62/81) | - | This is a tracker indicator. No target was set because this is a new indicator and there is no clear directionality for this indicator. |
| 2.1 | Number of leaders (intermediaries) reached by HEC offerings | 10,918 | 10,301 | 6,200 (+/-10%) | |
| 2.2 | Number of organizations and communities reached by HEC offerings | - | 4,858 | - | No target was set because this is a new indicator. |
| 2.3 | Number of patients and caregivers (intended beneficiaries) reached by HEC offerings | Direct reach: 15,433 | Direct reach: 9,389 | 10,000 (+/-10%) | |
| 3.1 | Percentage of leaders (intermediaries) reporting increased preparedness as a result of their engagement with HEC | 88% | 95% (2,117/2,220) | 90% ± 5% | |
| 3.2 | Number of teams participating in improvement projects | 1,200 | 1,355 | 800 (+/-10%) | |

Appendix A – 2022-2023 Performance Measurement Framework Report

| Index | Indicator | Baseline 2021–2022 | Result 2022–2023 Target met Target not met No set target | Target 2022–2023 | Notes |
|-------|--|-----------------------|---|---------------------|--|
| 3.3 | Percentage of organizations reached that report their relationship with HEC is meaningful and reciprocal | - | 100% (46/46) | - | No target was set because this is a new indicator. HEC is currently working to expand measurement of this indicator to a broader segment of its programming. The denominator is expected to increase considerably in future years. In 2022–2023, all 46 respondents who were able to measure this indicator reported that their relationship with HEC was meaningful and reciprocal. None indicated otherwise. |
| 4.1 | Percentage of settings developing characteristics known to facilitate or sustain improvement | - | 98% (114/116) | 90% ± 5% | No baseline because this is a new indicator. |
| 4.2 | Percentage of settings that implemented a targeted practice or behaviour change | - | 95% (105/110) | 85% ± 5% | No baseline because this is a new indicator. |
| 4.3 | Percentage of settings that formalized a policy designed to catalyze or sustain a practice or behaviour change | 78% | 98% (85/87) | 80% ± 5% | |
| 5.1a | Percentage of settings that sustained a practice or behaviour change for six months following implementation | 92% | 87% (13/15) | 80% ± 10% | |
| 5.1b | Percentage of settings formally working to spread a practice or behaviour | 87% | 87% (83/95) | 75% ± 10% | |
| 5.2 | Percentage of settings that improved an outcome targeted by the program, initiative or team | 95% | 94% (110/116) | 75% ± 10% | |

Annex A – PMF data tables

1.1 Number of active improvement projects

Total: 16

| Current phase of programs as of March 31,2023 | |
|---|---|
| Completed | 6 |
| Implementation | 5 |
| Development | 4 |
| Post-implementation | 1 |

1.2 Number of knowledge products developed

Total: 142

| By type | |
|-----------------------------|----|
| Webinar/workshop recordings | 53 |
| Other | 15 |
| Report papers | 14 |
| Blog posts | 13 |
| Toolkits | 7 |
| Articles | 6 |
| Guides | 6 |
| Posters | 6 |
| Research summaries | 5 |
| Brochures | 3 |
| Fact sheets | 3 |
| Online courses | 3 |
| Resource hubs | 3 |
| Website | 2 |
| Environmental scans | 1 |
| Hand-outs | 1 |
| Press release | 1 |

| By language | |
|-------------------|----|
| Both | 98 |
| English | 27 |
| French | 16 |
| Other language(s) | 1 |

Reach of knowledge products (KPs)

Total page views by program: **50,486**

Total unique page views: **42,977**

| Page views by program | Total page views | Unique page views |
|---|------------------|-------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 10,962 | 9,036 |
| Presence of Safety | 10,654 | 9,204 |
| Canadian Patient Safety Week | 9,413 | 7,670 |
| Deteriorating Patient Condition | 4,879 | 4,308 |
| TeamSTEPPS Canada Essentials | 3,836 | 3,319 |
| Spotlight Series | 3,345 | 3,009 |
| Reimagining LTC | 2,833 | 2,351 |
| Paramedics and Palliative Care | 1,205 | 1,072 |
| Pandemic Recovery & Resilience | 1,041 | 971 |
| Virtual Care Together | 495 | 450 |
| Healing after Harm | 454 | 386 |
| Implementation Science Teams | 371 | 329 |
| Improving Equity in Access to Palliative Care | 319 | 293 |
| LTC+ Acting on Pandemic Learning Together | 274 | 240 |
| HEC General | 194 | 168 |
| Health Workforce | 149 | 135 |
| Enhanced Recovery Canada | 62 | 36 |

| Page views by KP type | Total page views | Unique page views |
|-----------------------------|------------------|-------------------|
| Webinar/workshop recordings | 18,515 | 15,541 |
| Articles | 7,863 | 6,861 |
| Brochures | 4,879 | 4,308 |
| Online courses | 3,836 | 3,319 |
| Blog posts | 3,621 | 3,135 |
| Toolkits | 3,202 | 2,766 |
| Resource hubs | 3,193 | 2,586 |
| Website | 2,634 | 2,173 |
| Posters | 1,671 | 1,324 |
| Guides | 767 | 691 |
| Fact sheets | 305 | 273 |

KP downloads

Total downloads by program: **7,467**

Total unique downloads: **6,703**

| KP downloads by program | Total downloads | Unique downloads |
|---|-----------------|------------------|
| Canadian Patient Safety Week | 4,022 | 3,702 |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 1,332 | 1,056 |
| Pandemic Recovery & Resilience | 580 | 535 |
| Deteriorating Patient Condition | 563 | 515 |

| KP downloads by program | Total downloads | Unique downloads |
|---|-----------------|------------------|
| Presence of Safety | 374 | 350 |
| Paramedics and Palliative Care | 336 | 312 |
| Implementation Science Teams | 98 | 92 |
| Spotlight Series | 84 | 66 |
| Health Workforce | 47 | 44 |
| Enhanced Recovery Canada | 18 | 18 |
| LTC+ Acting on Pandemic Learning Together | 13 | 13 |

| KP downloads by type | Total downloads | Unique downloads |
|-----------------------------|-----------------|------------------|
| Webinar/workshop recordings | 1,625 | 1,321 |
| Toolkits | 1,590 | 1,457 |
| Posters | 1,555 | 1,420 |
| Resource hubs | 1,477 | 1,379 |
| Brochures | 563 | 515 |
| Guides | 336 | 312 |
| Articles | 206 | 190 |
| Fact sheets | 98 | 92 |
| Blog posts | 17 | 17 |

1.3 Number of knowledge exchange activities conducted

Total: 586

| By type | |
|-------------------------|-----|
| Coaching call | 295 |
| Webinar | 82 |
| Working group | 61 |
| Others | 52 |
| Workshop | 19 |
| Presentations | 17 |
| Training courses | 17 |
| Conference | 13 |
| Site visit | 11 |
| Focus group | 9 |
| Roundtable | 6 |
| Conference presentation | 4 |

| By language | |
|-------------|-----|
| English | 388 |
| French | 107 |
| Both | 91 |

1.4a Number of organizations, communities or advisors guiding HEC offerings or HEC's organizational development

Total number of organizations: **157**

Total number of individual advisors: **268**

| Groups supported by individual advisors | |
|---|-----|
| Patient group | 105 |
| Others | 112 |
| Indigenous peoples | 36 |
| Essential care partners | 11 |
| Long-term care residents | 4 |

1.4b Percentage of participants in HEC offerings that developed relationships with other partners as a result of their participation in the offering

Total n: **62**

Total N_{Respondents}: **81**

Total %_{Respondents}: **77%**

n = Number of participants in HEC offerings that developed relationships with other partners as a result of their participation in the offering

N_{Respondents} = Total number of respondents providing data for this indicator

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 52 | 70 | 74% |
| EXTRA Cohort 17 | 7 | 8 | 88% |
| Healing after Harm | 1 | 1 | 100% |
| Presence of Safety | 1 | 1 | 100% |
| Safety at HEC | 1 | 1 | 100% |

2.1 Number of leaders (intermediaries) reached by HEC offerings

| Leaders reached by | Total count | Distinct count |
|---|-------------|----------------|
| Number of leaders (intermediaries) reached by HEC offerings | 10,301 | 6,938 |
| Leaders reached through knowledge exchange activities | 9,359 | 6,357 |
| Leaders reached through improvement teams | 942 | 914 |

*Data provided represents the number of leaders that attended HEC events. Because disaggregation variables (such as gender, language, etc.) are not available for attendance data, category breakdowns are estimated using registration data. The percentage of registrants is calculated for each category and then applied to the overall attendance data to arrive at an estimate of attendees for each category.

Total Count: The overall count of healthcare leaders including duplicate count of individuals represented through different programs and/or knowledge exchange activities.

Distinct Count: The unique count of individual healthcare leaders. In other words, 6,808 healthcare leaders were reached 10,150 times during the fiscal year.

Appendix A – 2022-2023 Performance Measurement Framework Report

| By program | |
|---|-------|
| TeamSTEPPS Canada Essentials | 1,404 |
| OPUS-AP (Phase 3) | 1,139 |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 1,038 |
| Reimagining LTC | 768 |
| Canadian Patient Safety Week | 542 |
| Health Workforce | 310 |
| Patient Partnership and Engagement Strategy Development | 279 |
| Knowledge Translation & Implementation | 254 |
| Virtual Care Together | 240 |
| Implementation Science Teams | 203 |
| Improving Equity in Access to Palliative Care | 210 |
| Paramedics and Palliative Care | 157 |
| Spotlight Series | 136 |
| EXTRA Cohort 17 | 119 |
| Health Policy | 105 |
| Cultural Safety Design Collaborative | 105 |
| EXTRA Cohort 18 | 94 |
| Essential Together | 80 |
| Partnering on Appropriate Virtual Care | 69 |
| Presence of Safety | 171 |
| Pan-Canadian Health Organization (PCHO) collaborations | 32 |
| Healing after Harm | 24 |
| Bridge-to-Home | 23 |
| Equity, Diversity and Inclusion Virtual Learning Exchange | 16 |
| Program Lifecycle – coaching model | 13 |
| Indigenous Partnership Development | 10 |
| Canadian Northern and Remote Health Network (CNRHN) | 9 |

| *Primary role of healthcare leaders | |
|--|-------|
| Administrator (includes executives, senior leaders, managers, directors) | 2,089 |
| Student | 979 |
| Other | 910 |
| Nurse (registered nurse or licensed practical nurse) | 804 |
| Allied healthcare provider | 548 |
| Quality improvement lead | 421 |
| Consultant | 410 |
| Researcher | 286 |
| Patient/family member/community member/person with lived experience | 271 |
| Policy advisor/analyst | 202 |
| Physician | 91 |
| Not disclosed | 71 |
| Personal support worker/care aide | 49 |
| Recreation therapist/activities coordinator | 41 |
| Pharmacist | 40 |
| Indigenous leader | 23 |

| *Region | |
|---------|-------|
| Ontario | 2,855 |

| *Region | |
|---------------------------|-------|
| Quebec | 1,306 |
| British Columbia | 820 |
| Alberta | 582 |
| Manitoba | 335 |
| Nova Scotia | 254 |
| Saskatchewan | 228 |
| Newfoundland and Labrador | 157 |
| New Brunswick | 152 |
| Not disclosed | 144 |
| International | 79 |
| Prince Edward Island | 39 |
| Northwest Territories | 31 |
| Yukon | 23 |
| Nunavut | 8 |

| *Gender | |
|------------------------|-------|
| Woman | 5,782 |
| Man | 854 |
| Prefer not to disclose | 334 |
| Gender diverse | 38 |

| *Language | |
|-------------------|-------|
| English | 5,496 |
| French | 1,317 |
| Not disclosed | 125 |
| Bilingual (EN/FR) | 52 |
| Other | 3 |

2.2 Number of organizations and communities reached by HEC offerings

Number of organizations and communities reached by HEC offerings: **4,858**

Organizations reached via knowledge exchange activities (KEAs): **3,736**

Organizations reached via improvement teams: **1,261**

Organizations reached via relationships/partnership development: **157**

Numbers include:

- total distinct count of organizations reached through KEAs, improvement teams and relationships
- duplicate count of organizations reached via more than one program
- possible duplicate count of organizations due to text field data entry limitations

| Total organizations reached by program | |
|---|-------|
| Patient Engagement and Partnerships | 1,255 |
| Equity, Diversity and Inclusion Virtual Learning Exchange | 976 |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 909 |
| Not disclosed | 762 |
| Reimagining LTC | 663 |
| Canadian Patient Safety Week | 562 |
| Health Workforce | 394 |

| Total organizations reached by program | |
|---|-----|
| LTC+ Acting on Pandemic Learning Together | 351 |
| OPUS-AP (Phase 3) | 319 |
| TeamSTEPPS Canada Essentials | 286 |
| Essential Together | 260 |
| Virtual Care Together | 238 |
| Implementation Science Teams | 205 |
| Spotlight Series | 197 |
| Knowledge Translation & Implementation | 180 |
| Patient Partnership and Engagement Strategy Development | 174 |
| Improving Equity in Access to Palliative Care | 115 |
| EXTRA Cohort 18 | 92 |
| Partnering on Appropriate Virtual Care | 91 |
| Innovations and Strategic Development | 51 |
| Care Closer to Home – Primary Care | 36 |
| Health Policy | 24 |
| Cultural Safety Design Collaborative | 20 |
| EXTRA Cohort 17 | 17 |
| Indigenous Partnership Development | 9 |
| Paramedics and Palliative Care | 23 |
| Healing after Harm | 5 |
| Presence of Safety | 14 |
| Safety at HEC | 4 |
| Bridge-to-Home | 3 |
| Innovation Pathway | 3 |
| Canadian Northern and Remote Health Network (CNRHN) | 1 |

2.3 Number of patients and caregivers (intended beneficiaries) reached by HEC offerings

Total of direct patient reach: **9,389**

| Direct patient reach by program | |
|---------------------------------|-------|
| Virtual Care Together | 8,547 |
| Paramedics and Palliative Care | 842 |

| Direct patient reach by region | |
|--------------------------------|-------|
| Newfoundland & Labrador | 5,373 |
| Ontario | 2,362 |
| Nova Scotia | 1,317 |
| New Brunswick | 217 |
| Saskatchewan | 79 |
| Prince Edward Island | 41 |

Potential patient reach

Potential patient reach: **108,571**

| By program | |
|---|--------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 67,042 |
| Virtual Care Together | 16,105 |
| Implementation Science Teams | 13,710 |
| Paramedics and Palliative Care | 6,190 |
| OPUS-AP (Phase 3) | 5,524 |

| By region | |
|---------------------------|--------|
| Ontario | 37,295 |
| Quebec | 22,151 |
| Alberta | 18,561 |
| Newfoundland and Labrador | 13,240 |
| British Columbia | 6,717 |
| Nova Scotia | 4,178 |
| New Brunswick | 2,840 |
| Manitoba | 2,039 |
| Prince Edward Island | 798 |
| Saskatchewan | 752 |

3.1 Percentage of leaders (intermediaries) reporting increased preparedness as a result of their engagement with HEC

n = Number of leaders (intermediaries) reporting increased preparedness as a result of their engagement with HEC

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: **2,117**

Total N_{Respondents}: **2,220**

Total %_{Respondents}: **95%**

| By program | n | N _{Respondents} | % _{Respondents} |
|---|-----|--------------------------|--------------------------|
| TeamSTEPS Canada Essentials | 703 | 703 | 100% |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 289 | 341 | 85% |
| Reimagining LTC | 285 | 311 | 92% |
| Canadian Patient Safety Week | 216 | 218 | 99% |
| Health Workforce | 150 | 155 | 97% |
| EXTRA Cohort 17 | 146 | 158 | 92% |
| Partnering on Appropriate Virtual Care | 126 | 127 | 99% |
| Virtual Care Together | 54 | 55 | 98% |
| Spotlight Series | 50 | 54 | 93% |
| EXTRA Cohort 18 | 44 | 44 | 100% |
| Improving Equity in Access to Palliative Care | 23 | 23 | 100% |
| Bridge-to-Home | 21 | 21 | 100% |
| Implementation Science Teams | 10 | 10 | 100% |

| By gender | n | N _{Respondents} | % _{Respondents} |
|------------------------|-------|--------------------------|--------------------------|
| Woman | 1,218 | 1,264 | 96% |
| Question not asked | 675 | 707 | 95% |
| Man | 161 | 171 | 94% |
| Prefer not to disclose | 53 | 67 | 79% |
| Gender diverse | 10 | 11 | 91% |

3.2 Number of teams participating in improvement projects

Total: 1,355

| By program | |
|---|-----|
| LTC+ Acting on Pandemic Learning Together | 351 |
| Reimagining LTC | 305 |
| OPUS-AP (Phase 3) | 292 |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 286 |
| Partnering on Appropriate Virtual Care | 35 |
| Implementation Science Teams | 22 |
| Presence of Safety | 15 |
| Virtual Care Together | 14 |
| Improving Equity in Access to Palliative Care | 10 |
| EXTRA Cohort 18 | 9 |
| EXTRA Cohort 17 | 8 |
| Paramedics and Palliative Care | 5 |
| Bridge-to-Home | 2 |

| By primary area of care | |
|--|-------|
| Long-term care | 1,257 |
| Primary care | 65 |
| Palliative and end-of-life care | 10 |
| Other | 10 |
| Community and/or home care | 4 |
| Children and youth | 2 |
| Patient, family and/or community engagement in care | 2 |
| Population health/public health | 2 |
| Indigenous health and care | 1 |
| Marginalized populations (e.g. LGBTQ+, homeless, immigrants, refugees, etc.) | 1 |
| Mental health | 1 |

| By region* | |
|------------------|-----|
| Quebec | 477 |
| Ontario | 283 |
| British Columbia | 224 |
| Alberta | 219 |
| Manitoba | 50 |
| New Brunswick | 37 |

| By region* | |
|---------------------------|----|
| Saskatchewan | 32 |
| Prince Edward Island | 15 |
| Newfoundland and Labrador | 13 |
| Nova Scotia | 12 |
| Yukon | 2 |

*Number contains improvement teams implementing projects in more than one region.

3.3 Percentage of organizations reached that report their relationship with HEC is meaningful and reciprocal

n = Number of organizations reached that report their relationship with HEC is meaningful and reciprocal

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 46
Total N_{Respondents}: 46
Total %_{Respondents}: 100%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| Presence of Safety | 18 | 18 | 100% |
| Safety at HEC | 17 | 17 | 100% |
| EXTRA Cohort 17 | 8 | 8 | 100% |
| Healing after Harm | 1 | 1 | 100% |
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 1 | 1 | 100% |
| OPUS-AP (Phase 3) | 1 | 1 | 100% |

4.1 Percentage of settings developing characteristics known to facilitate or sustain improvement

n = Number of settings developing characteristics known to facilitate or sustain improvement

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 114
Total N_{Respondents}: 116
Total %_{Respondents}: 98%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 68 | 70 | 97% |
| Presence of Safety | 15 | 15 | 100% |
| Virtual Care Together | 15 | 15 | 100% |
| EXTRA Cohort 16 | 8 | 8 | 100% |
| EXTRA Cohort 17 | 8 | 8 | 100% |

4.2 Percentage of settings that implemented a targeted practice or behaviour change

n = Number of settings that implemented a targeted practice or behaviour change

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 105

Total N_{Respondents}: 110

Total %_{Respondents}: 95%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 66 | 69 | 96% |
| Presence of Safety | 15 | 15 | 100% |
| Virtual Care Together | 11 | 12 | 92% |
| EXTRA Cohort 16 | 7 | 8 | 88% |
| EXTRA Cohort 17 | 6 | 6 | 100% |

4.3 Percentage of settings that formalized a policy designed to catalyze or sustain a practice or behaviour change

n = Number of settings that formalized a policy designed to catalyze or sustain a practice or behaviour change

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 85

Total N_{Respondents}: 87

Total %_{Respondents}: 98%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 57 | 57 | 100% |
| Virtual Care Together | 12 | 14 | 86% |
| EXTRA Cohort 16 | 8 | 8 | 100% |
| EXTRA Cohort 17 | 8 | 8 | 100% |

5.1a Percentage of settings that sustained a practice or behaviour change for six months following implementation

n = Number of settings that formalized a policy designed to catalyze or sustain a practice or behaviour change

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 13

Total N_{Respondents}: 15

Total %_{Respondents}: 81%

| By program | n | N _{Respondents} | % _{Respondents} |
|--------------------------------|---|--------------------------|--------------------------|
| EXTRA Cohort 15 | 7 | 9 | 78% |
| Paramedics and Palliative Care | 1 | 1 | 100% |
| Presence of Safety | 5 | 5 | 100% |

5.1b Percentage of settings formally working to spread a practice or behaviour

n = Number of settings formally working to spread a practice or behaviour

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 83

Total N_{Respondents}: 95

Total %_{Respondents}: 87%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 38 | 45 | 84% |
| Virtual Care Together | 12 | 14 | 86% |
| EXTRA Cohort 15 | 8 | 9 | 89% |
| EXTRA Cohort 16 | 5 | 7 | 71% |
| EXTRA Cohort 17 | 4 | 4 | 100% |
| Paramedics and Palliative Care | 1 | 1 | 100% |
| Presence of Safety | 15 | 15 | 100% |

5.2 Percentage of settings that improved an outcome targeted by the program, initiative or team

n = Number of settings that improved an outcome targeted by the program, initiative or team

N_{Respondents} = Total number of respondents providing data for this indicator

Total n: 110

Total N_{Respondents}: 116

Total %_{Respondents}: 94%

| By program | n | N _{Respondents} | % _{Respondents} |
|---|----|--------------------------|--------------------------|
| LTC+ Acting on Pandemic Learning Together – Quality Improvement (Phase 2) | 70 | 70 | 100% |
| Presence of Safety | 15 | 15 | 100% |
| Virtual Care Together | 13 | 15 | 87% |
| EXTRA Cohort 16 | 7 | 8 | 88% |
| EXTRA Cohort 17 | 5 | 8 | 63% |

| By quadruple aim | n | N _{Respondents} | % _{Respondents} |
|---|---|--------------------------|--------------------------|
| Improving experience of care (including patient outcomes) | | 88 | 80% |
| Improving provider experience | | 19 | 17% |
| Improving population health | | 3 | 3% |
| Reducing cost | | - | - |