

2022-2023

EXTRA™: EXECUTIVE TRAINING PROGRAM Cohort 18

Call for Applications



About Healthcare Excellence Canada

Healthcare Excellence Canada works with partners to spread innovation, build capability and catalyze policy change so that everyone in Canada has safe and high-quality healthcare. Through collaboration with patients, caregivers and people working in healthcare, we turn proven innovations into lasting improvements in all dimensions of healthcare excellence. Launched in 2021, HEC brings together the Canadian Patient Safety Institute and Canadian Foundation for Healthcare Improvement. Healthcare Excellence Canada is an independent, not-for-profit charity funded primarily by Health Canada. The views expressed herein do not necessarily represent the views of Health Canada.

Healthcare Excellence Canada
150 Kent Street, Suite 200
Ottawa, ON K1P 0E4

General Inquiries: info@hec-esc.ca | (613) 728-2238



Table of Contents

ABOUT HEALTHCARE EXCELLENCE CANADA	2
EXTRA CALL FOR APPLICATIONS	4
EXTRA: EXECUTIVE TRAINING PROGRAM	5
How EXTRA Works	5
THE EXPERIENCE	6
ASSEMBLING THE TEAM	7
Executive sponsor	7
Fellowship team	7
Patient, family and caregiver engagement	7
Involving stakeholders	8
APPLYING TO EXTRA	9
Who should apply?	9
Pre-application coaching call	9
How to apply	9
SELECTION CRITERIA	10
ADDITIONAL INFORMATION	11
Program Fees and Cost Sharing	11
Certified Health Executive (CHE) Designation	11
Working with First Nations, Inuit and Métis Communities	11
Ethics	12
Conflict of Interest	12
Training Agreement	12
Contact	12
KEY DATES	13
Call for applications	13
Program start	13

EXTRA CALL FOR APPLICATIONS

THE EXTRA APPROACH

- ✓ Individualized team coaching
- ✓ Hybrid learning opportunities
- ✓ Peer-to-peer learning with teams from across Canada
- ✓ Personalized site visits with coaches and staff

LEAD BY EXAMPLE

WHO SHOULD APPLY?

Teams of 3 to 5 leaders

BENEFITS

- ✓ Graduate from a recognized leadership development and quality improvement fellowship
- ✓ Collaborate with those with lived experience
- ✓ Learn from renowned Canadian and international experts and organizational leaders

LEARN BY DOING

Connect with colleagues across Canada to enhance capacity and readiness to transform the health system.

TIMELINES

- Applications now open!
- EXTRA Virtual Open House: September 22, 2022
- Applications close: November 3, 2022 at 11:59pm ET

APPLY NOW

1. Read the Call for Applications
2. Register for the EXTRA virtual Open House
3. Log in to the Application Portal and review the form
4. Request a pre-application coaching call
5. Submit application

**DEADLINE EXTENDED:
DECEMBER 5, 2022**



EXTRA: EXECUTIVE TRAINING PROGRAM

EXTRA is Healthcare Excellence Canada's team-based leadership development program focusing on building the capabilities of leaders to improve quality and safety in healthcare.

Together with other leaders from across the country, help your team create innovative, evidence-informed ways to make health and social system improvements – generating lasting change in your organization.

How EXTRA Works

EXTRA is unique in its approach of delivering a truly 'hands-on' program where fellows enhance their leadership skills and expand their network of quality improvement colleagues. A foundational element of this program is the co-design with people with lived experience, including patients, families and caregivers. Partnering teams of three to five leaders (including leaders with lived experience) with experts, faculty and coaches sets fellows up for success in addressing real-life health system challenges.

EXTRA offers the opportunity to co-design, implement and evaluate an improvement project aligned with your organization, region, province or territory's strategic priorities.

THE EXPERIENCE

17
Years Running

168 Canadian Organizations
Have Participated

530 Fellows

262
Improvement Projects

EXTRA is a bilingual program that focuses on leadership development and change management through learning by doing, coaching and networking. Modules are delivered through:

- **WORKSHOPS:** in-person* and virtual, attended by all core EXTRA team members for peer-to-peer learning, knowledge sharing and practical application opportunities.
- **STRATEGIC COACHING:** Teams will have monthly coaching calls with a senior leader for support and guidance throughout the duration of the program. Faculty and subject matter experts are also available to support the teams.
- **VIRTUAL or IN-PERSON SITE VISIT:** The lead coach and a Healthcare Excellence Canada staff member will meet with the EXTRA team and their organization's senior leadership at the midpoint of the program. Fellows will discuss the project evolution, enablers, barriers, organizational capacity to support improvement and next steps.
- **WEBINARS:** Regular interactive webinars or discussion forums over the course of the program will delve into relevant topics to support leadership development, implementation and system change.
- **ONLINE PLATFORM:** Tools, readings and activities will be made available on a secure document repository to supplement webinars and in-person sessions.

*Format may change subject to the status of the pandemic.

ASSEMBLING THE TEAM

Executive sponsor

An Executive Sponsor – often the CEO or senior leader in the organization – will provide leadership and executive endorsement and support. The executive sponsor will ensure the project is aligned with strategic priorities of their organization, ensure protected time for staff, and secure resources to enable the implementation and sustainability of the project.

Teams composed of members from different organizations are required to have executive sponsorship from each of the participating organizations.

Fellowship team

The team can be composed of three to five fellows from one or more organizations, from the same jurisdiction or across jurisdictions. A team can be composed of organizations from multiple sectors, such as health, social services, education and housing. At least one of the fellows must be a member of senior management. Teams are encouraged to include a person with lived experience as part of the EXTRA team.

The team should appoint a team lead who will be the primary contact between the team, Healthcare Excellence Canada and the executive sponsor. The team lead should plan for and provide guidance and oversight of the initiative to ensure milestones are met.

Patient, family and caregiver engagement

There is an expectation that patient partners be identified prior to the application process as it is key to incorporate their perspective from the design stage of the project. Healthcare Excellence Canada will guide teams in the recruitment and orientation of patient/family/caregiver partners. In addition, the curriculum includes multiple methods to better understand patient and family priorities.

Patient partners:

- May participate as an EXTRA fellowship team member
- If not an EXTRA team member, must be part of the Implementation Team
- Must also be included in the Advisory Committee





Involving stakeholders

A - ADVISORY COMMITTEE

The team will establish an advisory committee that will provide strategic advice and guidance regarding the design, implementation, evaluation and spread of the improvement project. The advisory committee must include the executive sponsor, patient partners, representation from relevant stakeholders, and the implementation team (larger project team).

B - IMPLEMENTATION TEAM

Teams are strongly encouraged to consider appointing a project manager/coordinator for the duration of the program. Additional team members with expertise in the following roles are recommended – or having them available for consultation or collaboration as needed:

- Person with lived experience/patient partner
- Providers/staff delivering healthcare or social services
- Patient safety and quality improvement advisor
- Information technology advisor
- Performance measurement and evaluation support
- Policy advisor
- Community organizations representation
- Change management advisor
- Human resources

APPLYING TO EXTRA

Who should apply?

A minimum of three and maximum of five fellows are required to participate in the EXTRA team. Fellows must have a significant scope of responsibility and influence within their organization(s).

EXTRA teams are drawn from the healthcare and social service sectors. The teams usually involve service delivery organizations, health authorities or ministries and include providers, administrators, patients or other people with lived experience.

Pre-application coaching call

Prospective teams are strongly encouraged to request a free 30-minute coaching call with an EXTRA lead coach and Healthcare Excellence Canada staff member before submitting their application. This call will provide applicants and/or CEOs with guidance on scoping and framing the improvement project, assembling the right team, ensuring alignment with organizational strategic priorities, stakeholder engagement, and engagement of patient partners.

How to apply

- STEP 1**
1 Read the EXTRA Call for Applications and attend the EXTRA virtual Open House on September 22. Join the Open House to hear from an EXTRA fellow about their experience with the program and speak to the impact on their leadership development and on their organization. To join, please [register](#) before September 21.
- STEP 2**
2 Access the [application form](#).
- STEP 3**
3 Complete and submit your application in English or French.

DEADLINE EXTENDED:
DECEMBER 5, 2022 . Applications may be submitted

MERIT REVIEW PROCESS

In the Fall of 2022, an expert merit review panel will review the applications. All applications are initially screened by Healthcare Excellence Canada staff to ensure essential program requirements are met. Teams may be required to submit additional information.

SELECTION CRITERIA

Applications are assessed according to the following criteria.

ORGANIZATION(S)

- Is there clear commitment and support of the CEO and senior management team?
- Does the improvement project aim clearly align with the relevant organizational strategic priorities and plan?

ENGAGEMENT

- Does the composition of the advisory committee include patient/family/caregiver partners?
- Is there an adequate description of how patient partners will be included throughout all phases of the improvement project?
- Is there an adequate description of how the implementation team will be involved throughout all phases of the improvement project?
- Does the composition of the implementation team ensure that a diversity of perspectives and voices are shared and heard?

THE EXTRA TEAM

- Do team members have an appropriate level of responsibility?
- Is the composition of the team appropriate given the aspirations of the improvement project?

THE IMPROVEMENT PROJECT

- Is the improvement project problem statement clearly articulated and well supported by documented sources of evidence including local and comparative data?
- Is the aim statement clearly articulated?
- Is the project “doable” within the 16-month program?

ADDITIONAL INFORMATION

Program Fees and Cost Sharing

Healthcare Excellence Canada subsidizes most of the financial costs of participating in the EXTRA program by covering travel, accommodation, and two meals per day at in-person workshops. Healthcare Excellence Canada also covers the cost for our expert faculty, coaches and the online learning platform.

Successful applicants contribute a one-time fee of \$5,000 per fellow. Organizations are encouraged to work together to share costs of the EXTRA program.

If the cost of EXTRA is your organization's only barrier to applying, please [email the EXTRA team](#) to discuss.

Certified Health Executive (CHE) Designation

The strategic alliance between the Healthcare Excellence Canada's EXTRA program and the Canadian College of Health Leaders (CCHL) demonstrates the commitment of both organizations to foster lifelong leadership development for health leaders. The alliance allows fellows to fulfill some of their requirements to earn the CHE designation while enrolled in the EXTRA program.

Working with First Nations, Inuit and Métis Communities

In response to the Truth and Reconciliation Commission Calls to Action, Healthcare Excellence Canada recognizes the need to support reconciliation efforts in all our work. We will work to develop respectful relationships and partnerships with First Nations, Inuit, and Métis governments and organizations. The relationships will guide our efforts to support cultural safety in the healthcare system and enhance the capacity of the health system to meet the needs of First Nations, Inuit, and Métis peoples. We are committed to supporting the training of all leaders in areas of cultural competency, safety and humility.

If your project will include First Nations communities, ensure you are applying OCAP® (Ownership, Control, Access, Possession) principles.

[More information about OCAP® principles can be found here.](#)

If your project will include Métis communities, ensure you determine if OCAS (Ownership, Control, Access, Stewardship) principles should be applied.

[More information about OCAS principles can be found here.](#)

Ethics

It is the responsibility of each organization applying to the EXTRA program to determine if ethics approval from a research ethics board is required for their project.

Tri-Council Policy Statement (TCPS2), which governs requirements pertaining to research ethics in Canada, distinguishes quality improvement and research and advises when seeking ethics approval is required.

Article 2.5: “Quality assurance and quality improvement studies, program evaluation activities, and performance reviews, or testing within normal educational requirements when used exclusively for assessment, management or improvement purposes, do not constitute research for the purposes of this Policy, and do not fall within the scope of [research ethics board] review.”

At the application stage, organizations should identify if the nature of their improvement project will require approval from the ethics board. If applicable, plans to attain ethics approval must be described and factored into the timeline of the proposed improvement project.

For more information, please consult the [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans](#) (2018) and the [Tri-Agency Framework: Responsible Conduct of Research](#) (2021).

Conflict of Interest

By completing the application form, the organization and team members confirm that they have reviewed and understood [Healthcare Excellence Canada’s Conflict of Interest Policy](#), including the rules regarding the eligibility of employees, directors, registrants and agents. Organizations from which any members of the Healthcare Excellence Canada’s Board of Directors, agents or employees receive remuneration are eligible to apply to this competition. Applicants must fully disclose any relationship with members of [Healthcare Excellence Canada’s Board of Directors](#).

Training Agreement

Organizations invited to join cohort 18 of the EXTRA program will be asked to sign a Training Agreement (TA). The TA outlines the program’s commitments and expectations. Further details about the TA will be provided at the time of acceptance.

Contact

For more information about EXTRA, or if you have additional questions, please [email the EXTRA team](#).

KEY DATES

Call for Applications

Call for applications launched	August 31, 2022
Deadline to register for the EXTRA virtual Open House	September 21, 2022
EXTRA virtual Open House	September 22, 2022 11 :30-12 :15 ET (French) 12 :30-13 :15 ET (English)
Pre-application coaching calls	September and October 2022
Deadline to apply	DEADLINE EXTENDED: DECEMBER 5, 2022
Teams notified of acceptance and Training Agreements shared	December 8, 2022

Program*

Orientation	Two sessions: One Team session and one with all Fellows December 2022
Virtual Program Launch	January 2023
Workshop	February 2023 (Ottawa, ON)
Virtual sessions	March to August 2023
Workshop	September 2023 (Location: TBD)
Virtual sessions	October 2023
Workshop, Final Presentations and Graduation	November 2023 (Location: TBD)

* Please note, all dates are to be confirmed.

KEY DATES

Post-Program*

Final report due	January 2024
Final Survey due	January 2024
18-month follow-up survey due	April 2025

* Please note, all dates are to be confirmed.