

2021-2022

EXTRA: EXECUTIVE TRAINING PROGRAM Cohort 17

Call for Applications





About Healthcare Excellence Canada

Healthcare Excellence Canada (HEC) is an organization with a relentless focus on improving healthcare, with – and for – everyone in Canada. Launched in March 2021 from the amalgamation of the Canadian Patient Safety Institute and the Canadian Foundation for Healthcare Improvement, Healthcare Excellence Canada has greater capacity to support partners to turn proven innovations into widespread and lasting improvement in patient safety and all the dimensions of healthcare excellence. We believe in the power of people and evidence and know that by connecting them, we can achieve the best healthcare in the world. HEC 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



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EXTRA CALL FOR APPLICATION

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 senior 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: April 29, 2021
- Applications close: June 18, 2021 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 by July 15, 2021

EXTRA: EXECUTIVE TRAINING PROGRAM

The Challenge

To generate widespread and lasting improvement in patient safety and all the dimensions of healthcare excellence, we need strong and capable leaders — those who possess the knowledge, skills and experience to co-design innovative approaches to address complex healthcare and social services problems, and model meaningful engagement with diverse people.

Leadership capacity and capability to support and lead change is an essential ingredient to accelerating the spread of evidence-informed improvement.

The Opportunity

First launched in 2004, Healthcare Excellence Canada's EXTRA program is a recognized leadership development and quality improvement fellowship. The program is grounded in the reality of leading and managing change, and sustaining gains, in today's complex healthcare and social services environments. Together, we can build the capacity to shape excellent healthcare for everyone in Canada.

The EXTRA program is not only an investment in the individual participant, it also builds leadership and organizational capacity for participating teams (and beyond) to achieve evidence-informed improvement that enhances patient safety and experience, work life of healthcare providers, value for money and the health of everyone in Canada.

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 senior 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 the organization, region, province or territory's strategic priorities.

As a result of my learning from the EXTRA program, I am better able to lead in complex environments. There are so many examples of where I have used learning from the EXTRA program. I build better support and buy in for work through my learning about approaches to engagement, communication and influence. I approach work from a very different perspective than I would have pre-EXTRA.

- Mathew Murphy, Nova Scotia Health, EXTRA alumnus





EXTRA offers a program underpinned by Healthcare Excellence Canada's Six Levers for Healthcare Improvement and designed to build leadership and organizational capacity to transform the system.

Benefits for **participants**:

- Improve leadership skills required to lead change and large-scale improvement
- Gain access to a network of renowned Canadian and international experts and leaders
- Receive integrated coaching and guidance provided by expert Healthcare Excellence Canada faculty and coaches
- Learn through a combination of self-reflection, teamwork, workshops and delivering an improvement project
- Have the opportunity for peer-to-peer learning and networking with colleagues from across Canada
- Gain expertise in engaging with people with lived experience throughout the program, and draw on their perspectives

Benefits for **organizations**:

- Develop leaders with the expertise to transform organizational culture to enable safer care
- Develop capacity and capability to convert evidence into actionable policies and programs
- Complete a quality improvement project aligned with the organization's priorities
- Share learning within your organization and across health systems

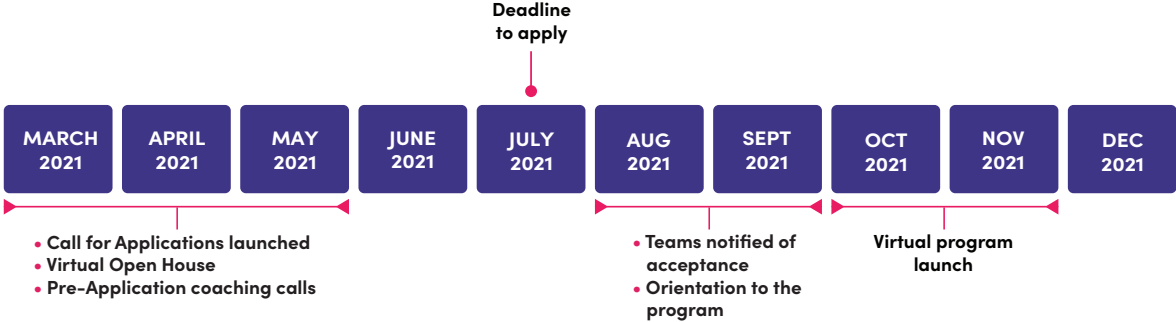
THE EXPERIENCE



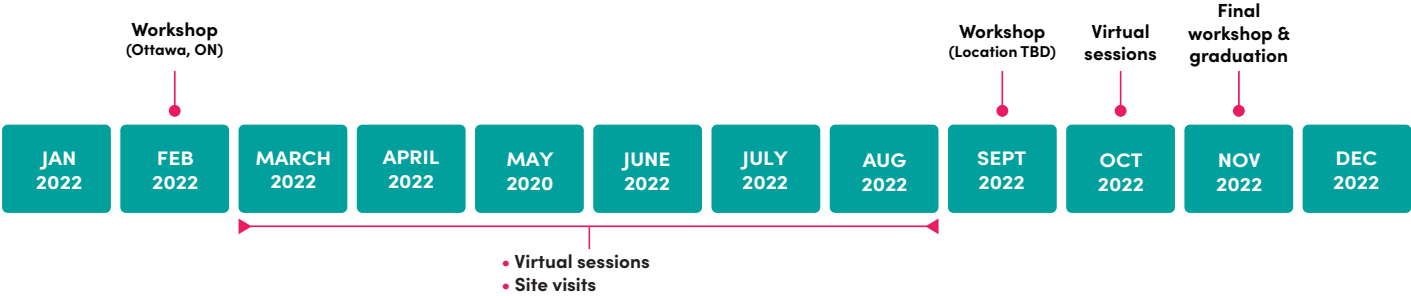
EXTRA focuses on leadership development through learning by doing and interactive modules. The modules provide a balance of theory, improvement science, self-reflection and practical tools. These modules are delivered through:

- **WORKSHOPS:** hybrid workshops, attended by all core EXTRA team members for peer-to-peer learning, knowledge sharing and practical application opportunities.
- **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 senior leadership at the midpoint of the program. Fellows will discuss the project evolution, enablers, barriers, organizational capacity to support improvement and next steps.
- **COACHING CALLS:** Teams will have monthly coaching calls with their assigned coach for support and guidance throughout the duration of the program. Teams also have access to customized coaching based on individual team needs.
- **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.

Timeline: 2021



Timeline: 2022



Timeline: 2023



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 release time for staff, and secure resources to enable the implementation and sustainability of the project.

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

CORE EXTRA TEAM

The core EXTRA 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 or 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 core EXTRA team.

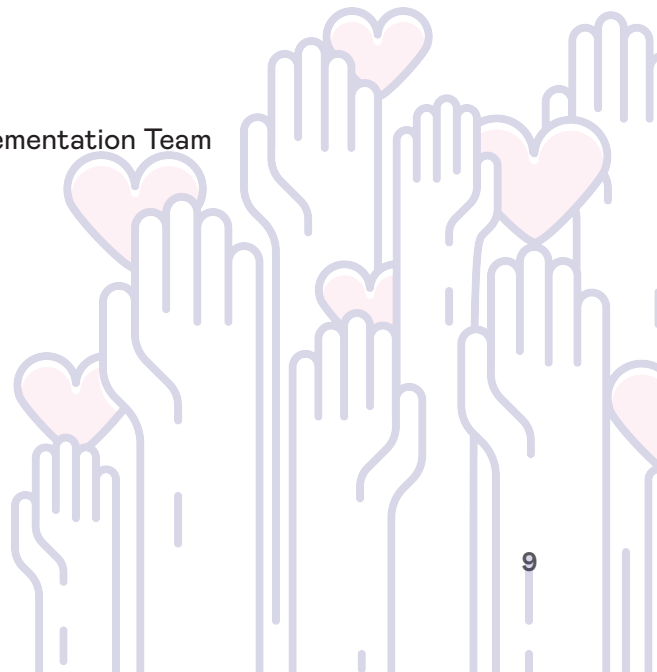
The team should appoint a team lead who will be the primary contact between the team, Healthcare Excellence Canada and the executive sponsor. The team lead should plan for and provide guidance and oversight of the initiative to ensure milestones are met.

PATIENT, FAMILY AND CAREGIVER ENGAGEMENT

There is an expectation that two 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. Furthermore, the curriculum includes a focus on multiple methods that can be used by fellows to better understand the issues faced by patients and families related to the problem focus of the improvement project.

Patient partners:

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





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, a minimum of two patient partners and 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 recommended team members with expertise in the following roles, or having such people available for as-needed consultation/collaboration include:

- 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 core 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

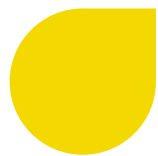
Prospective teams are strongly encouraged to request a free 30-minute coaching call with an EXTRA lead coach and Healthcare Excellence Canada staff member before submitting their application. This call will provide applicants and/or CEOs with guidance on scoping and framing of the improvement project,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

How to Apply



STEP 1

Read the EXTRA Call for Applications and attend the EXTRA virtual Open House on April 29. Join the Open House to hear from a fellow who will share insight from their experience of the program and speak to the impact on their leadership development and on their organization. To join, please register using [this link](#) before April 28.



STEP 2

Go to [this link](#) to access the application form.



STEP 3

Complete and submit your application by July 15, 2021. Applications may be submitted in English or in French.

MERIT REVIEW PROCESS

In summer 2021, 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?
- Have the names of two patient/family/caregiver partners been included at the time of application?
- 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 CORE EXTRA TEAM

- Do team members have an appropriate level of responsibility?
- Do team members have an appropriate mix of skills, attributes and experience necessary to be successful?
- Do team members demonstrate an aptitude for and/or have a record of successfully leading quality improvement projects?
- 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.

To help equalize costs across teams, successful applicants contribute a one-time fee of \$2,500 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) is an important step towards adding value to the fellows in the EXTRA program. This strategic alliance demonstrates the commitment by Healthcare Excellence Canada and CCHL 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](#) (2016).

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, or 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](#).

As the CEO of Michael Garron Hospital, I am always looking for ways to strengthen partnerships in our community. The EXTRA program allowed senior leaders from our and partner organizations (WoodGreen Community Services and VHA Home Healthcare) to work together to improve integration of care in our community. It also allowed us to work with our patients every step of the way to improve transitions of care. We continue to see the learnings applied and shared.

- Sarah Downey, CEO, Michael Garron Hospital, EXTRA alumnus



Training Agreement

Organizations invited to join cohort 17 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	March 2021
Deadline to register for the EXTRA virtual Open House	April 28, 2021
EXTRA virtual Open House	April 29, 2021 French: 12:00 – 13:00 ET English: 13:30 – 14:30 ET
Pre-application coaching calls	April and May 2021
Deadline to apply	July 15, 2021
Teams notified of acceptance and Training Agreements shared	September 2021

Program*

Orientation	Two sessions: One Core Team session and one with all Fellows September and October 2021
Virtual Program Launch	October 2021
Workshop	February 2022 in Ottawa, ON
Workshop	September 2022 (Location: TBD)
Workshop, Final Presentations and Graduation	November 2022 (Location: TBD)

* Please note, all dates are to be confirmed.

KEY DATES

Post-Program*

Final report due	January 2023
Final Survey due	January 2023
18-month follow-up survey due	April 2024

* Please note, all dates are to be confirmed.