

HEC – Right Care Challenge Official Terms and Conditions

1. About HEC:

Healthcare Excellence Canada (“**HEC**”) is a not-for-profit organization primarily funded by Health Canada. HEC collaborates with people and organizations across the country to spread innovations, build capability and catalyze policy changes that improve healthcare safety and quality. The views expressed herein do not necessarily represent the views of Health Canada.

2. About the Challenge:

For the purposes of the *HEC Right Care Challenge* (the “**Challenge**”), HEC is challenging eligible healthcare innovator organizations that provide publicly funded or private health and/or social services within Canada, to share and grow approaches that expand access to the right care, in the right place, at the right time, by the right provider, and thus ease pressure on emergency departments (“**ED**”), as set out in Section 7 below. Examples of approaches may include (without limitation): supporting community-based health promotion and disease prevention; expanding access to primary care; enhancing appropriate care through service integration in innovative models of care; and strengthening the health workforce.

3. Eligibility:

The Challenge is open only to participation by eligible Teams (defined below) of eligible Lead Organizations (defined below).

Lead Organizations:

For the purposes of the Challenge, a lead organization (a “**Lead Organization**”) must consist of an organization that provides publicly funded health and/or social services in Canada. Regulated public and private organizations and/or charitable and non-profit organizations providing health and social care related services in Canada are eligible Lead Organizations.

A Lead Organization may have multiple Teams (defined below) register to participate in the Challenge, however the Reported Data (defined below) from one Team may not be used by more than one Team from the same Lead Organization.

Teams and Team Leads:

A participant of the Challenge must consist of an eligible team (a “**Team**”). To be eligible, a Team must be endorsed by one (1) Lead Organization in the Challenge and, at minimum, be comprised of: (i) one (1) or more Team Leads (defined below); and (ii) one (1) Team Member (defined below) who is an executive sponsor (i.e., senior officer or director) from the Lead Organization, to demonstrate such endorsement. A Team may (but is not required to) also consist of additional Team Members, as set out below.

For the purposes of the Challenge, a Team must be created and registered on the Challenge portal (the “**Portal**”), as set out in Section 5 below, by an eligible individual who is designated as the Team’s lead (the “**Team Lead**”). The Team Lead will: (a) be the primary point of contact for HEC and for Team Member(s) throughout the Challenge; (b) act as coordinator for all of the Team’s activities (including, but not limited to, data submission before the appropriate deadlines, cooperation in any verification process and Award distribution); (c) be responsible for the Team’s Registration (as defined below); and (d) agree to receive correspondences on behalf of the Team at the email address provided at Registration, which serves as the primary mechanism through which HEC communicates with the Team.

To be eligible, a Team Lead must: (a) be a resident of Canada; (b) have reached the legal age of majority in their province or territory of residence; (c) have the unencumbered authority, authorization and permission from the Lead Organization and Team Member(s) (as defined below) associated with their Team to: (i) register such Lead Organization and Team Member(s) for the Challenge as part of their Team, (ii) submit any Reported Data (as defined below) on behalf of the Organization to HEC, and otherwise provide to HEC any and all other required information and/or documentation that relates to such Lead Organization and Team Member(s) for the purposes of administering the Challenge in accordance with these Terms, and (iii) legally bind such Lead Organization and Team Member(s) including, without limitation, to these Terms and to any other required documentation as contemplated in these Terms; (d) not be ineligible to participate in accordance with the exclusions in Section 4; and (e) agree to be legally bound by these Official Terms and Conditions (the “**Terms**”) and to any other required documentation as contemplated in these Terms.

Team Members:

A Team Lead can also invite other individuals to participate on their Team (each a “**Team Member**” and collectively the “**Team Members**”) – provided each such Team Member: (a) is a resident of Canada; (b) has reached the legal age of majority in their province or territory of residence; (c) agrees to be listed on the Portal as a member of the Team; (d) is not ineligible to participate in accordance with the exclusions in Section 4; and (e) agrees to be legally bound by these Terms and to any other required documentation as contemplated in these Terms.

With exception of a Team Lead, an individual may be a Team Member on more than one Team. There is no limit to the number of Team Members on a Team.

4. Additional Eligibility Rules:

Excluded from Participating – Individuals:

For the purposes of this Challenge, an individual is not eligible to participate if: (a) they are a director, officer, employee, representative or agent (or living with any such persons, whether related or not) of HEC or any other individual(s), entity or entities involved in the development, production, implementation, administration, judging or fulfillment of the Challenge (collectively, the “**Challenge Parties**”); and/or (b) they do not otherwise satisfy the requirements set forth in these Terms (as determined by HEC in its sole and absolute discretion).

Excluded from Participating – Organizations:

For the purposes of this Challenge, an organization does not qualify as a Lead Organization and is not eligible to participate if it: (a) is located outside of Canada; (b) is a department or agency of the Federal Government of Canada; and/or (c) does not otherwise satisfy the requirements set forth in these Terms (as determined by HEC in its sole and absolute discretion).

Integrated Youth Services Teams:

At the time of Registration, in accordance with the requirements set out in Section 5 below, a Team Lead may self-identify their Team as a Team that provides eligible integrated youth services (an “**IYS Team**”). To be eligible as an IYS Team, a Team must be affiliated with an official integrated youth services hub set out at the following link (an “**IYS Hub**”): <https://www.iys-sij.ca/providers>. Notwithstanding a Team’s self-identification as an IYS Team during Registration, all final decisions regarding whether a Team or a Team’s affiliation with an IYS Hub is eligible as an IYS Team in the Challenge will be made by HEC, in its sole and absolute discretion, and will not be subject to consultation or challenge.

IMPORTANT NOTE: Identification and eligibility as an IYS Team will be used for the purposes of determining winners of the GBF IYS Awards (as set out in Section 10). Teams are not required to self-identify as an IYS Team in order to be eligible to participate in the Challenge. However, in order to be eligible for a GBF IYS Award, a Team must self-identify, and be eligible, as an IYS Team as set out above.

NRR Teams:

At the time of Registration, in accordance with the requirements set out in Section 5 below, a Team Lead may self-identify their Lead Organization as an eligible organization that is in a northern, rural or remote (a “**NRR**”) area without access to a local ED (an “**NRR Team**”). To be eligible as an NRR Team: (i) the Team’s Lead Organization must serve patients who reside in geographic areas that do not have an emergency department from which they can obtain necessary and timely care; and (ii) such patients served must live in one or more of the following areas:

1. The “Provincial and Territorial North” as defined as the following regions in Canada:
 - the Yukon, Northwest Territories and Nunavut territories; and
 - the northern sub-regions of the provinces of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, and Newfoundland and Labrador, as set out in Schedule “B” of these Terms below.

2. “Rural” areas as defined a place with:

- A population of less than 10,000 people; and
- is located outside of areas from which a workforce would commute to a larger [urban centre](#) (population of 100,000 or more) for work.

3. “Remote” areas as defined as a place that is:

- geographically isolated from more densely populated and larger areas; and
- is only reachable by air, ferries, remote railways, seasonal ice roads or unreliable gravel roads.

Notwithstanding a Team’s self-identification as an NRR Team during Registration, all final decisions regarding whether a Team or a Team’s Lead Organization is eligible as an NRR Team in the Challenge will be made by HEC, in its sole and absolute discretion, and will not be subject to consultation or challenge.

IMPORTANT NOTE: Identification and eligibility as an NRR Team will be used for the purposes of determining whether a Team is eligible to submit Reported Data on Measure Option C (#4) (as set out in Section 7). Teams are not required to self-identify as an NRR Team or submit Reported Data in order to be eligible to participate in the Challenge. However, in order to be eligible to submit Reported Data on Measure Option C (#4), a Team must self-identify, and be eligible, as a NRR Team as set out above.

Verification and Disqualification:

HEC reserves the right, in its sole and absolute discretion, to require proof of identity and/or eligibility (in a form acceptable to HEC) for the purposes of verifying eligibility to participate in the Challenge. Failure to provide such proof to the complete satisfaction of HEC within the timeline specified by HEC may result in disqualification in the sole and absolute discretion of HEC.

Further, without limiting any of the foregoing Terms, HEC reserves the right, in its sole and absolute discretion at any time, to disqualify any Team (including, without limitation, any Team as an IYS Team and/or NRR Team), Lead Organization, Team Lead, and/or Team Member – including, but not limited to, if, for example, HEC determines that the Team, Lead Organization, Team Lead, and/or Team Member (as applicable) participating in (or continuing to participate in) the Challenge could bring HEC into public disrepute or in any way impact the good standing or reputation of HEC in the eyes of the general public. HEC’s decisions on all matters arising in this regard shall be final and binding without right of appeal.

At HEC’s sole and absolute discretion, a Team may be required to submit video demonstrations and/or other documentation during the Challenge to validate adherence to these Terms. Demonstration videos (or equivalent documentation, as designated by HEC) must meet the requirements deemed to be appropriate by HEC based on the circumstances.

ANY INDIVIDUAL OR ENTITY DEEMED BY HEC TO BE IN VIOLATION OF HEC’S INTERPRETATION OF THE LETTER AND/OR SPIRIT OF THESE TERMS FOR ANY REASON IS SUBJECT TO DISQUALIFICATION IN THE SOLE AND ABSOLUTE DISCRETION OF HEC AT ANY TIME.

Conflicts of Interest:

By participating in the Challenge, each Team Lead (on their own behalf and on behalf of their Lead Organization) and Team Member is signifying their agreement that they have read and understand HEC's [Conflict of Interest Policy](#) (including, but not limited to, rules regarding the eligibility of HEC employees, directors, registrants and agents). Organizations from which any members of HEC's Board of Directors, or Foundation agents or employees, receive remuneration are eligible to participate in the Challenge. All participants must fully disclose any relationship with members of HEC's [Board of Directors](#).

5. Team Registration:

Registration will open on May 12, 2025 at 12:00:00 a.m. Eastern Time (“ET”) and close on October 31, 2025 at 11:59:59 p.m. ET (the “**Registration Period**”). Registration for the Challenge will remain open throughout the Registration Period. Each Team Lead will be required to complete the registration process during the Registration Period for their Team through the Portal (the “**Registration**”). In addition to any other information specified on the Portal, the Team Lead will be required to submit the:

- name and contact information of the Team Lead;
- name and contact information of the Lead Organization that will be associated with the Team;
- name and contact information of each Team Member that will be associated with the Team, including appropriately identifying an executive sponsor (i.e., senior officer or director) within the Lead Organization, demonstrating endorsement; and,
- the financial contact within the Lead Organization who can provide all necessary banking information for receiving monetary Awards (as defined in Section 10) if successful.

The Team must also provide the following required information at the time of Registration in order to be eligible to qualify for the Challenge:

- the setting type or sector of the Lead Organization;
- the estimated potential patient reach (#) in/by the Lead Organization;
- self-identify whether the Team qualifies as an eligible NRR Team, as outlined in Section 4 above; and,
- self-identify whether the team qualifies as an eligible IYS Team affiliated with an official IYS Hub, as outlined in Section 4 above.

IMPORTANT NOTE: A Team can only be registered one (1) time in the Challenge at Registration.

After all required information has been submitted through the Portal by the Team Lead, the Team will be registered in the Challenge (subject to the verification and approval of HEC in its sole and absolute discretion). If a Team is deemed qualified by HEC, as determined in its sole and absolute discretion, the Team Lead will be notified accordingly.

By completing a Registration, each Team Lead (on their own behalf and on behalf of the Lead Organization and each Team Member associated with their Team) signifies that they have read and agree to be legally bound by, and to comply with, these Terms.

6. Changes to Team Composition After Registration:

After completing the Team's registration in accordance with Section 5, the Team Lead will be permitted to make the following changes to the composition of their Team throughout the Challenge through the Portal:

- Add new Team Members – provided any such new Team Members satisfy the eligibility requirements as set forth in these Terms; or,
- Remove Team Members

In addition, a Team Lead may assign their designation as Team Lead to another Team Member – provided that such Team Member (as applicable) satisfies the eligibility requirements to become a Team Lead as set forth in these Terms.

7. Outcomes Measures and Reported Data:

For the purposes of the Challenge, Teams will be invited to collect and share up to three (3) outcomes measures (each a “**Measure**” and collectively the “**Measures**”), as set out in Table 1 below (Measure Number 1 is required along with one of the Options A, B or C set out in Table 1 below). With support from HEC (evaluation, learnings, program coaches), Teams will be invited to report de-identified data for the Measure(s) that best fit with their program and capacity, according to the reporting schedule outlined in Table 2 below (the “**Reported Data**”). Such Reported Data will be used for the purposes of determining winners of the Collective Progress Draw Awards, the Impact Journey Award, and the Overall Achievement Award (per Section 10).

IMPORTANT NOTE: Teams are not required to submit Reported Data regarding any Measures in order to be eligible to participate in the Challenge. However, in order to be eligible for a Collective Progress Draw Award, a Team must submit Reported Data, as set out below. **For greater certainty, if a Team does not submit Reported Data, as set out below, such Team will not be eligible for a Collective Progress Draw Award, however; may be eligible for other Awards in the Challenge based on the criteria set out in Section 10 below.**

To submit eligible Reported Data in the Challenge, Teams will be required to submit Reported Data on Measure #1 (the number of people reached), as well as Reported Data on at least one of Measure Option A (#2a and #2b), Measure Option B (#3) or Measure Option C (#4) in Table 1 below. For the purposes of collecting and reporting the outcome Measures and Reported Data as detailed under *Option A: Patient Survey Measures* in Table 1 below, Teams must use the questions laid out in the sample survey template set out below in Schedule “A” to these Terms.

IMPORTANT NOTE: Measure Option A (#2a and #2b) requires Teams to administer a 2-question multiple-choice survey to patients at the end of their visit, via paper, electronic or verbal means. Reported Data must include the total number of surveys completed and the number of times each of the response options was chosen for both questions. If the Team has access to ED usage data in their administrative system (such as NACRS, EMR, etc.), they can

instead report Measure Option B (#3): the number of ED visits for primary care sensitive conditions by the patients in their program. Finally, eligible NRR Teams can report Measure Option C (#4): NRR Alternative Measure.

Table 1: Measures and Reported Data

	Measures (Must include Reach + one of Options A, B or C)	Data Collection Method	Quarterly Data Reported to HEC
#	<i>Required for all submissions: Reach Measure</i>		
1	Number of people reached.	Number of patients who were served, had appointments, received support or treatment, etc. in your program or service. Data pulled from existing records or other administrative data.	Number of patients reached in a fiscal quarter.
	<i>Option A: Patient Survey Measures</i>		
2a	Number of patients who said they avoided going to the ED because of the care they received in the program.	Question 1 in electronic/paper/verbal patient survey at end of visit, multiple choice response.	Number of surveys completed. Sum of responses to each multiple-choice option for Question 1.
2b	Number of patients who said their last ED visit could have been avoided.	Question 2 in electronic/paper/verbal patient survey at end of visit.	Sum of responses to each multiple-choice option for Question 2.
	<i>Option B: ED Usage Measure</i>		
3	Number of ED visits for primary care sensitive	ED visits for conditions that are included on a list of Primary Care Sensitive	Total of ED visits made by your patients for PCSC.

	Measures (Must include Reach + one of Options A, B or C)	Data Collection Method	Quarterly Data Reported to HEC
	conditions made by your patients.	Conditions (PCSC), pulled from administrative databases (NACRS, EMR, etc.).	
	<i>Option C: NRR Alternative Measure</i>		
4	NRR Alternative Measure (chosen by the Team, with support/approval from HEC).	To be outlined by the Team, with support/approval from HEC.	To be outlined by the Team, with support/approval from HEC.

Reported Data Submission Schedule:

In order for Reported Data to be eligible in the Challenge, a Team will be required to track and submit the applicable Reported Data (as outlined in Table 1) in accordance with the reporting schedule set forth in Table 2. All Reported Data must be submitted by the Team Lead to HEC. In the event a Team fails to submit Reported Data in accordance with these Terms, the applicable Reported Data will not be counted towards an applicable Award and (in order to remain eligible for subsequent applicable Award(s) that require Reported Data) the Team will still be required submit the Reported Data once available for the purposes of calculating such potential future Awards.

Table 2: Reported Data Submission Schedule

Data Months (in full) to be included	Reporting Deadline
<ul style="list-style-type: none"> • May 2025 • June 2025 • July 2025 	<ul style="list-style-type: none"> • August 28, 2025
<ul style="list-style-type: none"> • August 2025 • September 2025 • October 2025 	<ul style="list-style-type: none"> • November 28, 2025
<ul style="list-style-type: none"> • November 2025 • December 2025 	<ul style="list-style-type: none"> • February 27, 2026

Data Months (in full) to be included	Reporting Deadline
<ul style="list-style-type: none"> January 2026 	
<ul style="list-style-type: none"> February 2026 March 2026 April 2026 	<ul style="list-style-type: none"> May 28, 2026

All Reported Data is subject to verification and audit in accordance with Section 8.

8. Verification and Audit of Data:

HEC may verify, or appoint an auditor to verify, any Reported Data provided to help ensure compliance with these Terms at any time and for any reason. If any Reported Data cannot be verified to the complete satisfaction of HEC, then the applicable Team Lead will be informed accordingly and will have three (3) business days to address the issue to the complete satisfaction of HEC. When addressing an issue relating to Reported Data, HEC will determine, in its sole and absolute discretion, the appropriate course of action – which may include, but is not limited to, disqualifying the Team in question from the Challenge, or taking whatever other action HEC deems to be appropriate in the circumstances by exercising all rights and remedies permitted by law.

9. Awards:

For the purposes of this Challenge, there will be a total of \$964,000 CAD in awards (each, an “Award” and collectively the “Awards”) available to be earned in accordance with these Terms. The amount of each Award is set forth in Section 10 of these Terms.

IMPORTANT NOTE: There is no limit to the number of Awards a Team may earn in accordance with these Terms. However, a Team must achieve a minimum threshold (the “Threshold”) in order to be eligible to receive an Award. The Threshold applicable to each Award is as set forth in Section 10 of these Terms. Further, a Team is only eligible to earn a maximum of one (1) Registration Kickstart Award, one (1) Final Survey Award and up to four (4) Collective Progress Awards.

If a Team is deemed eligible to receive an Award by HEC, as determined in its sole and absolute discretion in accordance with these Terms, the Team Lead will be notified through the Portal. Once confirmed by HEC in accordance with these Terms, Awards will be deposited into an account designated by the Team Lead at Registration. The account must: (a) reside at a Canadian financial institution; (b) be an interest-bearing account; and (c) be in the legal name of the Team Lead (or associated business name) or corresponding Lead Organization, as provided at Registration.

The Team Lead will be solely responsible for the administration and disbursement of any and all Awards received by the Team. **HEC will not intervene in, and the Released Parties (defined**

below) accept no obligation or liability in respect of, any decision(s) and/or dispute(s) regarding the allocation, distribution, use or misuse of an Award among individuals, Lead Organizations and/or any other persons or entities who may or may not have participated as part of the Team in the Challenge.

All Awards provided by HEC pursuant to this Challenge are inclusive of all applicable taxes.

IMPORTANT NOTE: HEC may require, in its sole and absolute discretion, that the Team Lead of a Team that is eligible to receive an Award first sign and return HEC's form of declaration and release prior to the Team being confirmed as an Award recipient.

10. Award Determination Process:

Registration Kickstart Awards:

Upon successful Registration in accordance with Section 5, qualifying Teams will be entered into one (1) or more draws (each, a "**Registration Kickstart Award Draw**") for a Registration Kickstart Award (the "**Registration Kickstart Award(s)**") per the schedule outlined in Table 3.

There will be three (3) Registration Kickstart Award Draws throughout the Challenge as outlined in Table 3 below. At the start of the Registration Period, a total of one-hundred and twenty (120) Registration Kickstart Awards are available in the Challenge (there are forty (40) Registration Kickstart Awards available per Registration Kickstart Award Draw, as outlined in Table 3 below). The total number of Registration Kickstart Awards available in the Challenge will decrease as such Awards are claimed in accordance with these Terms.

To be eligible, Teams that meet the eligibility requirements to participate in the Challenge and complete a Registration during the Registration Period in accordance with these Terms, all as determined by HEC in its sole and absolute discretion, will each receive one (1) ballot to be entered into a Registration Kickstart Award Draw, based on the date that such Registration is received by HEC, for the chance to receive an Award of \$1,000.

On each of the Registration Kickstart Award Draw dates listed in the following Table 3 at approximately 12:00:00 p.m. ET in Ottawa, Ontario, HEC or its designated representative will perform a random draw from among all eligible ballots received in accordance with these Terms prior to the close of the corresponding draw deadline listed in Table 3 below. All unselected ballots in a Registration Kickstart Award Draw will carry over into any subsequent Registration Kickstart Award Draw(s) (as determined by HEC at its sole discretion). For certainty, a Team that is drawn as an eligible recipient of a Registration Kickstart Award is not eligible for any remaining Registration Kickstart Draws and such Team's ballot will not carry over into any subsequent Registration Kickstart Draw(s). Odds of being selected depend on the number of eligible ballots received prior to the close of the applicable draw deadline.

Recipients of the Registration Kickstart Awards will be drawn in accordance with the schedule outlined in Table 3 below.

Table 3: Registration Kickstart Awards

Registration Kickstart Award Draw	Draw Deadline	Draw Date	Total Available Registration Kickstart Awards (CAD)
1	June 30, 2025	July 15, 2025	40 Awards drawn of \$1,000
2	August 28, 2025	September 15, 2025	40 Awards drawn of \$1,000
3	October 31, 2025	November 14, 2025	40 Awards drawn of \$1,000
Total Registration Kickstart Awards			\$120,000

Collective Progress Awards:

Upon submission of Reported Data on or before a Reporting Deadline, as outlined in Section 7 and in accordance with Table 2 above, qualifying Teams will be entered into the applicable draw (a “**Collective Progress Awards Draw**”) for a Collective Progress Award (the “**Collective Progress Award(s)**”) per the schedule outlined in Table 4 below.

There will be four (4) Collective Progress Award Draws throughout the Challenge as outlined in Table 4 below. At the start of the Registration Period, a total of one-hundred and sixty-five (165) Collective Progress Awards are available in the Challenge (there are forty-five (45) Collective Progress Awards available per each of the first three (3) Collective Progress Award Draws, and thirty (30) Collective Progress Awards available for the fourth Collective Progress Award Draw, as outlined in Table 4 below). The total number of Collective Progress Awards available in the Challenge will decrease as such Awards are claimed in accordance with these Terms.

To be eligible, Teams that meet the eligibility requirements to participate in the Challenge and complete a submission of Reported Data in accordance with the schedule as outlined in Table 2 above, all as determined by HEC in its sole and absolute discretion, will each receive one (1) ballot to be entered into the applicable Collective Progress Awards Draw, based on the date the submission is received by HEC, for the chance to receive an Award of \$2,000.

On each of the Collective Progress Award Draw dates (each, a “**Draw Date**”) listed in the following Table 4 at approximately 12:00:00 p.m. ET in Ottawa, Ontario, HEC or its designated

representative will perform a random draw from among all eligible ballots received in accordance with these Terms prior to the close of the corresponding draw deadline (each, a “**Draw Deadline**”) listed in Table 4 below. All unselected ballots in a Collective Progress Award Draw will be void and will not carry over into any subsequent Collective Progress Award Draw(s) (as determined by HEC in its sole and absolute discretion). For certainty, to be eligible to receive a ballot for a Collective Progress Award Draw, the Team must submit the applicable Reported Data on or before the applicable Reporting Deadline for such Collective Progress Draw. Odds of being selected depend on the number of eligible ballots received prior to the close of the applicable Reporting Deadline.

Recipients of the Collective Progress Awards will be drawn in accordance with the schedule outlined in Table 4 below.

Table 4: Collective Progress Draw Awards

Collective Progress Award Draw	Reporting Deadline	Draw Date	Total Available Collective Progress Awards (CAD)
1	August 28, 2025	September 15, 2025	45 Awards drawn of \$2,000
2	November 28, 2026	December 15, 2026	45 Awards drawn of \$2,000
3	February 27, 2026	March 13, 2026	45 Awards drawn of \$2,000
4	May 28, 2026	June 15, 2026	30 Awards drawn of \$2,000
Total Collective Progress Awards			\$330,000

Innovation Plan Awards

By August 28, 2025 at 11:59:59 p.m. ET, Team Leads of Teams that have submitted an eligible Registration by such deadline, can submit a Project Plan (a “**Plan I**”) - using the template provided by HEC with formatting and word count specifications – that details key components of the Team and associated initiative, including (but not limited to) aim statement and associated outcome and population targets, data collection and project management components. Each Plan I must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (a “**Innovation Plan Score**”) based on the following weighted criteria:

Table 5: Innovation Plan I Award Scoring Criteria

Innovation Plan I Award Scoring Criteria	Weighting
1. The plan demonstrates that current and intended work aligns with efforts to reduce avoidable ED visits that could have been managed in primary/community care.	30%
2. The intervention or program is detailed in a way that merit or potential merit is understood.	20%
3. The plan includes accounts from at least one (1) user (either provider and/or patient/client/caregiver) about how the care pathway or intervention has affected, or will affect, their experience.	20%
4. The current or intended work is likely to demonstrate positive outcomes and progress.	30%
Total Submission Score (%)	Maximum 100%

Each submission must achieve a threshold Submission Score of at least 75% (the “Threshold Submission Score”) (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Innovation Plan Award I. Each Team that submits an eligible submission that obtains one (1) of the top fifteen (15) Innovation Plan Award Scores (and satisfies the Threshold Submission Score) will be eligible to receive an Award (each, an “**Innovation Plan Award I**”) as follows:

Table 6: Ranking Based on Innovation Plan I Score

Ranking Based on Innovation Plan I Score	Innovation Plan Award (CAD)
15 highest Innovation Plan I Scores	\$5,000
Total Innovation Plan I Awards	\$75,000

Odds of being selected depend on the number and caliber of eligible Plan Is submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more Plan Is based on Innovation Plan Score, then the Team associated with the Plan I that obtained the highest Score on the first criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Innovation Plan II Awards:

By November 20, 2025 at 11:59:59 p.m. ET, Team Leads of Teams that: (i) have submitted an eligible Registration by such deadline, and (ii) did not submit a Plan I as set out above, can submit a Project Plan II (a “**Plan II**”) - using the template provided by HEC with formatting and word count specifications – that details key components of the Team and associated initiative, including (but not limited to) aim statement and associated outcome and population targets, data collection and project management components. Each Plan II must be in English or French. For certainty, Teams that submitted a Plan I as set out above are not eligible to submit a Plan II or qualify for an Innovation Plan II Award (defined below).

Submissions received by the deadline above will be judged by HEC and given an Innovation Plan Score based on the following weighted criteria:

Table 7: Innovation Plan II Award Scoring Criteria

Innovation Plan II Award Scoring Criteria	Weighting
1. The plan demonstrates that current and intended work aligns with efforts to reduce avoidable ED visits that could have been managed in primary/community care.	30%
2. The intervention or program is detailed in a way that merit or potential merit is understood.	20%
3. The plan includes accounts from at least one (1) user (either provider and/or patient/client/caregiver) about how the care pathway or intervention has affected, or will affect, their experience.	20%
4. The current or intended work is likely to demonstrate positive outcomes and progress.	30%
Total Submission Score (%)	Maximum 100%

Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Innovation Plan II Award. Each Team that submits an eligible submission that obtains one (1) of the top fifteen (15) Innovation Plan II Award Scores (and satisfies the Threshold Submission Score) will be eligible to receive an Award (each, an “**Innovation Plan II Award**”) as follows:

Table 8: Ranking Based on Innovation Plan II Score

Ranking Based on Innovation Plan II Score	Innovation Plan II Award (CAD)
15 highest Innovation Plan II Scores	\$5,000
Total Innovation Plan II Awards	\$75,000

Odds of being selected depend on the number and caliber of eligible Plan IIs submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more Plan IIs based on Innovation Plan Score, then the Team associated with the Plan II that obtained the highest Score on the first criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Graham Boeckh Foundation IYS Challenge Awards:

By December 15, 2025 at 11:59:59 p.m. ET, Team Leads of eligible IYS Teams that have submitted an eligible Registration can submit a detailed creative submission (a “**GBF IYS Submission**”) - using the templates with specifications provided by HEC – to deliver a report of their initiative. GBF IYS Submissions must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (a “**GBF IYS Submission Score**”) based on the following weighted criteria:

Table 9: GBS IYS Award Scoring Criteria

GBS IYS Award Scoring Criteria	Weighting
1. The submission demonstrates expanded care, integrated strategies and/or innovations to reduce pressures on emergency departments of hospitals or similar types of services.	30%
2. The submission demonstrates collaborative and equitable approaches including partnership, youth engagement, and cultural competence.	30%
3. The submission is presented concisely with impact and outcomes that are both measurable and understood.	30%

GBS IYS Award Scoring Criteria	Weighting
4. The submission demonstrates collaboration with the team's provincial/territorial central IYS office and includes a letter in support of this initiative.	10%
Total Submission Score (%)	Maximum 100%

Each GBF IYS Submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive a GBF IYS Award. Each Team that submits an eligible submission that obtains one (1) of the top five (5) GBF IYS Submission Scores (and satisfies the Threshold Submission Score) will be eligible to receive an Award (each, a “**GBF IYS Award**”) as follows:

Table 10: Ranking Based on GBF IYS Submission Score

Ranking Based on GBF IYS Submission Score	GBF IYS Challenge Awards (CAD)
5 highest GBF IYS Submission Scores	\$10,000
Total GBF IYS Awards	\$50,000

Odds of being selected depend on the number and caliber of eligible GBF IYS Submissions submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on GBF IYS Submission Scores, then the Team associated with the submission that obtained the highest Scores on Criteria 1 will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Impact Journey Awards:

By January 15, 2026 at 11:59:59 p.m. ET, Team Leads can submit a report based on impact of their work (the “**Impact Report**”) – using the template provided by HEC with formatting and word count specifications – demonstrating clear and measurable progress of improvements against the Measures associated with the Challenge (per Section 7). Impact Reports must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (an “Impact Score”) based on the following weighted criteria:

Table 11: Impact Report Criteria

Impact Report Criteria	Weighting
1. The Report demonstrates qualitative and/or quantitative impacts of the intervention.	30%
2. The Report illustrates that the intervention or program has been well-conceived and that the team is adapting to any changes or challenges.	30%
3. The information is presented concisely, with all necessary information included to evaluate the progress.	40%
Total Submission Score (%)	Maximum 100%

Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Impact Journey Award. Each Team that submits an eligible submission that obtains one (1) of the top twenty-five (25) Impact Scores (and satisfies the Threshold Submission Score) will be eligible to receive an Impact Journey Award (each, an “Impact Journey Award”) as follows:

Table 12: Ranking Based on Impact Score

Ranking Based on Impact Score	Impact Journey Awards (CAD)
25 highest Impact Scores	\$5,000
Total Impact Journey Awards	\$125,000

Odds of being selected depend on the number and caliber of eligible Impact Reports submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Impact Scores, then the Team associated with the submission that obtained the highest Impact Scores on Criteria 1 criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Sustainability Plan Awards:

By March 5, 2026 at 11:59:59 p.m. ET, teams can submit a plan (“**Action Plan for Sustainability**”) – using the template provided by HEC with formatting and word count specifications – identifying strategies for long-term sustainability planning of the efforts and outcomes that have

resulted as part of the work undertaken through this Challenge. Plans must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (a “**Sustainability Plan Score**”) based on the following weighted criteria:

Table 13: Action Plan for Sustainability Criteria

Action Plan for Sustainability Criteria	Weighting
1. Alignment with improvement objectives, considering the team’s progress against the Challenge measures (as outlined in Section 7) and the overall objective of the Challenge to reduce avoidable ED visits.	35%
2. Impact and potential outcomes are identified, considering anticipated improvements over time on outcomes related to reducing avoidable ED visits that could have been in primary/community care.	30%
3. Alignment with the organization’s strategic goals.	25%
4. Innovative and creative approaches are utilized in the recommended sustainability measures.	10%
Total Submission Score (%)	Maximum 100%

Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive a Sustainability Plan Award. Each Team that submits an eligible submission that obtains one (1) of the top twenty-five (25) Sustainability Plan Scores (and satisfies the Threshold Submission Score) will be eligible to receive a Sustainability Plan Award (each, a “**Sustainability Plan Award**”) as follows:

Table 14: Ranking Based on Sustainability Plan Score

Ranking Based on Sustainability Plan Score	Sustainability Plan Award (CAD)
25 highest Sustainability Plan Scores	\$5,000

Ranking Based on Sustainability Plan Score	Sustainability Plan Award (CAD)
Total Sustainability Plan Awards	\$125,000

Odds of being selected depend on the number and caliber of eligible Action Plans for Sustainability submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Sustainability Plan Scores, then the Team associated with the submission that obtained the highest Sustainability Plan Scores on Criteria 1 will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Overall Achievement Awards:

By May 28, 2026 at 11:59:59 p.m. ET, Team Leads can fully complete and submit a report (the “**Overall Report**”) - using the template provided by HEC with formatting and word counts specifications - demonstrating clear and measurable improvements associated with the Team’s overall participation in the Challenge. Reports must be in English or French.

IMPORTANT NOTE: The Overall Report template provided by HEC will include the Challenge’s Final Team Survey (defined below). Submission of an eligible Overall Report requires completion of the included Final Team Survey. Teams that complete an eligible Overall Report submission, including the Final Team Survey, by the deadline noted above (all as determined by HEC in its sole and absolute discretion) will each receive one (1) ballot to be entered into the Final Team Survey Awards Draw (defined below) in addition to receiving a Total Overall achievement Award Score (defined below) for the chance to receive an Overall Achievement Award (defined below) as set out below.

A panel of Judges appointed by HEC will judge and assign a score (a “**Total Overall Achievement Award Score**”) to each Overall Report on the basis of the following weighted criteria:

Table 15: Overall Report Criteria

Overall Report Criteria	Weighting
1. The Report demonstrates qualitative and/or quantitative impact of the intervention(s), including impact on avoidable ED visits.	30%
2. The Report demonstrates improvements have been integrated into the system.	30%

Overall Report Criteria	Weighting
3. The Report is presented clearly and concisely, with all information included to evaluate progress.	40%
Total Overall Achievement Award Score (%)	Maximum 100%

The Total Overall Achievement Award Score shall be determined by the Judges in their sole and absolute discretion. Each Team that obtains one (1) of the top twenty-two (22) Total Overall Achievement Award Scores will be eligible to receive an Overall Achievement Award (each, an **"Overall Achievement Award"**), determined based on their applicable Total Overall Achievement Award Score ranking, as set out in the table below. Odds of being selected depend on the number and caliber of eligible Overall Reports submitted and received.

In the event of a tie for any Overall Achievement Award (as set out in the table below) between two (2) or more Teams based on the Total Overall Achievement Award Score, then the Team associated with the highest score on Criteria 3 (followed in the event of a further tie by Criteria 1, then Criteria 2,) will be selected as the eligible recipient of the applicable Overall Achievement Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

The Overall Achievement Awards available are as follows:

Table 16: Ranking Based on Total Overall Achievement Award Score

Ranking Based on Total Overall Achievement Award Score	Overall Achievement Award (CAD)
1 st Place, 2 nd Place, 3 rd Place (Diamond)	\$10,000
4 th Place, 5 th Place, 6 th Place (Platinum)	\$5,000
7 th Place, 8 th Place, 9 th Place (Gold)	\$2,000
10 th Place, 11 th Place, 12 th Place (Silver)	\$1,000
13 th Place, 14 th Place, through 22 nd Place (Bronze)	\$500
Total Overall Achievement Awards	\$59,000

Final Team Survey Draw:

By May 28, 2026 at 11:59:59 p.m. ET, Team Leads can fully complete and submit a response to a program survey (the **"Final Team Survey"**) – using the Portal and the response fields provided by HEC with formatting and word counts specifications – providing feedback to HEC on Team progress and outcomes, in addition to anecdotal insights on the experience of participating in the Challenge. Responses must be in English or French.

IMPORTANT NOTE: Teams who submit an Overall Report must complete the Final Team Survey included in the Overall Report template, as set out above. Limit of one (1) Final Team Survey submission per Team (regardless of the method of submission).

To be eligible, Teams that meet the eligibility requirements to participate in the Challenge and complete an eligible submission of the Final Team Survey by the deadline noted above (regardless of the method of submission), all as determined by HEC in its sole and absolute discretion, will each receive one (1) ballot to be entered into the Final Team Survey Awards Draw (the **"Final Team Survey Awards Draw"**) for the chance to receive a Final Team Survey Award (the **"Final Team Survey Award(s)"**) per the schedule outlined in Table 17 below.

On the Final Team Survey Award Draw date (the **"Draw Date"**) listed in the following Table 17 at approximately 12:00:00 p.m. ET in Ottawa, Ontario, HEC or its designated representative will perform a random draw from among all eligible Final Team Survey Awards Draw ballots received in accordance with these Terms to select twenty (20) Final Team Survey Award winners. Odds of being selected depend on the number of eligible Final Team Survey Awards Draw ballots received.

Table 17: Final Team Survey Draw Awards

Final Team Survey Award	Draw Deadline	Draw Date	Total Available Final Team Survey Awards (CAD)
1	May 28, 2026	June 15, 2026	20 Awards drawn of \$250
Total Final Team Survey Awards			\$5,000

11. Other Award Opportunities:

From time to time, HEC, in its sole and absolute direction, will make available additional monetary and other incentives to Challenge Teams. The details of, as well as the terms and conditions applicable to, any such other opportunities will be made available on the challenge Portal.

12. License and Indemnity:

In relation to any and all materials submitted to HEC by a Team in relation to the Challenge (including, but not limited to, Reported Data, submission materials submitted in connection with any Award submission form as set out above, Final Surveys, and any other submission materials submitted to HEC by a Team in relation to the Challenge) (collectively, the “**Submission Materials**”), each Team Lead (on their own behalf and on behalf of their Team, Lead Organization, and each Team Member) hereby:

- grants to HEC a perpetual, worldwide, irrevocable, non-exclusive, sublicensable, royalty-free license to publish, display, reproduce, modify, edit, translate, perform in public, disseminate, synchronize with other content and materials, communicate by telecommunication or otherwise use and exploit the Submission Materials, in whole or in part, and any materials based upon or derived therefrom, in any manner, method and media now or hereafter known, for the purpose of administering or promoting the Challenge (including, but not limited to, by posting such information on the Portal) and such other business purposes as HEC may determine in its sole and absolute discretion;
- waives all moral rights in and to the Submission Materials in favour of HEC (and anyone authorized by HEC to use such Submission Materials);
- agrees to release and hold harmless the Challenge Parties and each of their respective representatives, agents, directors, officers, shareholders, members, successors and assigns (collectively, the “**Released Parties**”) from and against any and all claims, damages, liabilities, costs, and expenses (including, but not limited to, any claim based on publicity rights, defamation, invasion of privacy, copyright infringement, trademark infringement or any other intellectual property related or other cause of action whatsoever) (collectively, “**Claims**”) arising from use of the Submission Materials; and
- further understands, acknowledges and agrees that:
 - HEC is not considering the Submission Materials in confidence and may disclose the Submission Materials in accordance with these Terms and HEC’s Privacy Policy (as defined below);
 - HEC is not, and will not be, bound by any confidentiality obligations, unless specifically stated in a written agreement executed with HEC;
 - HEC is not admitting that the Submission Materials are novel, proprietary, or original;
 - any Submission Materials, projects or other ideas submitted to HEC may be similar or identical to projects, ideas, or other materials that HEC may already be aware of and/or developed or in the process of developing; and
 - HEC is not, and will not be, under any obligation with respect to the Submission Materials (including, but not limited to, paying any compensation or otherwise providing any funding or other form of investment), unless specifically stated in a written agreement executed with HEC.

By participating in the Challenge, each Team Lead (on their own behalf and on behalf of their Team, Lead Organization and Team Members) hereby agrees to release, indemnify and hold harmless the Released Parties from and against any and all Claims arising from any Released Party's use of the Submission Materials in accordance with these Terms. THIS RELEASE AND INDEMNITY SHALL CONTINUE IN FORCE FOLLOWING THE TERMINATION OF THE CHALLENGE AND/OR AWARDING OF ANY AWARDS.

13. Requirements for Submission Materials:

By participating in the Challenge, each Team Lead (on their own behalf and on behalf of their Team, Lead Organization and Team Members) hereby warrants and represents to HEC that any and all Submission Materials submitted in connection with the Challenge:

- are original and/or that all rights have been properly obtained in and to such Submission Materials for the purposes of submitting such Submission Materials in relation to participation in the Challenge;
- do not violate any law, statute, ordinance or regulation;
- do not contain any reference to or likeness of any identifiable third parties, unless consent has been obtained from all such individuals and their parent/legal guardian if they are under the legal age of majority in their jurisdiction of residence;
- will not give rise to any Claims whatsoever; and
- will not contain, depict, include, discuss or otherwise involve any materials that are or could be considered inappropriate, unsuitable or offensive, all as determined by HEC in its sole and absolute discretion.

HEC reserves the right, in its sole and absolute discretion at any time and for any reason, to request a Team Lead to modify, edit and/or re-submit any Submission Materials related to their Team in order to ensure that such Submission Materials comply with these Terms, or for any other reason. If such an action is necessary at any point in time, then HEC reserves the right, in its sole and absolute discretion, to take whatever action it deems necessary based on the circumstances to ensure that the Challenge is being conducted in accordance with HEC's interpretation of the letter and spirit of these Terms.

14. Communications:

HEC reserves the right to conduct public communications, announcements, events, outreach and promotional activities about the Challenge. Without limiting the generality of the foregoing, where HEC elects to engage jointly with Teams to conduct public communications, HEC will give the Team Lead(s) of any such Team ten (10) business days' advance notice and advance copies of public communications related to the Challenge.

Teams reserve the right to conduct public communications, announcements, events, outreach and promotional activities about the Team's participation in the Challenge. Without limiting the generality of the foregoing, a Team may not conduct public communications about being a recipient of a monetary Award prior to HEC publicly announcing selected Teams and Award recipients.

Both HEC and the applicable Team shall receive the appropriate credit and visibility when information about the Challenge is communicated to the public. HEC's role in leading the Challenge and providing funding through the Awards will be acknowledged by Teams through appropriate written, verbal and/or visual identity.

In recognition of the Government of Canada's financial contributions to HEC, which all Teams acknowledge are used to support this Challenge, both HEC and the Teams agree that the Government of Canada may disclose its role related to the Challenge without consent of any other party.

Notwithstanding anything to the contrary in these Terms, each Team Lead (on their own behalf and on behalf of their Team, Lead Organization and Team Members) acknowledges and agrees:

- that HEC may share with its representatives and/or the Government of Canada copies of any Submission Materials submitted by it in relation to the Challenge;
- that HEC and/or the Government of Canada may publish the fact that HEC and/or the Government of Canada contributed to the funding relating to the Challenge;
- that all research conducted involving individuals shall include a research protocol that is consistent with the principles set out in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans ("**Research Protocol**"); and
- to disclose any information reasonably requested in relation to the Challenge by HEC, its Representatives and/or the Government of Canada, and to do so in a timely manner in the form and format requested.

Further, each Team Lead shall, and shall cause its Team, Lead Organization and Team Members (as applicable) to maintain and keep appropriate records of all Research Protocol and provide HEC and/or the Government of Canada with a copy, if requested.

15. General Conditions:

If a Team who is eligible to receive an Award (a) fails to have required individuals properly execute and return any documentation mandated by HEC, in its sole and absolute discretion, to HEC within the time frame specified by HEC, (b) cannot accept (or is unwilling to accept) the Award for any reason, and/or (c) is determined to be in violation of these Terms (all as determined by HEC in its sole and absolute discretion), then such Team may, in the sole and absolute discretion of HEC, be ineligible to receive the applicable Award. HEC reserves the right, but does not have the obligation, in its sole and absolute discretion, to select an alternate Team for the applicable Award in accordance with these Terms with any necessary amendment (in which case the foregoing provisions of this Section shall apply to such newly selected alternate Team).

If it is discovered by HEC (using any evidence or other information made available to or otherwise discovered by HEC) that any individual and/or entity has attempted to use any means not in keeping with HEC's interpretation of the letter and/or spirit of these Terms to participate in or to disrupt the Challenge, then such individual and/or entity may, in the sole and absolute discretion of HEC, be ineligible to participate (or to continue participating). HEC and the other Released Parties are not responsible for, and accept no liability whatsoever in relation to, any late,

lost, stolen, misdirected, delayed, incomplete or incompatible Submission Materials (all of which are void).

The Challenge is subject to all applicable federal, provincial, territorial and municipal laws. The decisions of HEC with respect to all aspects of the Challenge are final and binding on all participants without right of appeal.

Anyone deemed by HEC to be in violation of HEC's interpretation of the letter and/or spirit of these terms for any reason may no longer be considered eligible to participate.

The Released Parties will not be liable for: (a) any failure of the Portal or any other portal or website; (b) any technical malfunction or other problems of any nature whatsoever, including, without limitation, those relating to the telephone network or lines, computer on-line systems, servers, access providers, computer equipment or software; (c) the failure of any Submission Materials and/or other information to be received, captured or recorded for any reason whatsoever, including, but not limited to late, lost, stolen or misdirected data, technical problems or traffic congestion on the internet or at any website; (d) any injury or damage to any individual's and/or entity's computer(s) or other device(s) related to or resulting from participating in the Challenge; (e) anyone being incorrectly and/or mistakenly identified as an Award recipient or an eligible Award recipient; and/or (f) any combination of the above.

No individual or entity is an Award recipient unless and until HEC officially confirms such individual or entity as an Award recipient in accordance with these terms.

HEC reserves the right, in its sole and absolute discretion, to require proof (in a form acceptable to HEC): (a) for the purposes of verifying the eligibility and/or legitimacy of any Submission Materials and/or other information submitted; and/or (b) for any other reason HEC deems necessary, in its sole and absolute discretion, for the purposes of administering the Challenge in accordance with HEC's interpretation of the letter and spirit of these Terms. Failure to provide such proof to the complete satisfaction of HEC within the timeline specified by HEC may result in the inability to participate (or to continue participating) in the Challenge. The sole determinant of the time for the purposes of the Challenge will be the official time keeping device(s) used by HEC.

HEC reserves the right to withdraw, amend or suspend the Challenge (or to amend these Terms) in any way, in the event of any cause beyond the reasonable control of HEC that interferes with the proper conduct of the Challenge as contemplated by these Terms (including, but not limited to, any error, problem, computer virus, bugs, tampering, unauthorized intervention, fraud or failure of any kind whatsoever). Any attempt to undermine the legitimate operation of the Challenge in any way (as determined by HEC in its sole and absolute discretion) may be a violation of criminal and/or civil laws and should such an attempt be made, HEC reserves the right to seek remedies and damages to the fullest extent permitted by law. HEC reserves the right to cancel, amend or suspend the Challenge or to amend these Terms in any way without prior notice or obligation, in the event of any accident, printing, administrative, or other error of any kind, or for any other reason whatsoever.

HEC reserves the right to adjust any of the dates, timeframes and/or other mechanics stipulated in these Terms, to the extent deemed necessary by HEC, for purposes of verifying compliance by any participant, Submission Materials and/or other information with these Terms, or as a result

of any technical or other problems, or in light of any other circumstances which, in the opinion of HEC, in its sole and absolute discretion, affect the proper administration of the Challenge as contemplated in these Terms, or for any other reason.

If due to printing, production, online, internet, computer or other error of any kind, more Awards are awarded or claimed than intended to be distributed or awarded according to these Terms then, in addition to having the right to suspend or terminate the Challenge immediately, HEC reserves the right in its sole discretion to revise these Terms to award only the correct number of Awards at the applicable level (as stated in these Terms). The Awards may stop being awarded in the event HEC becomes aware of such an error. In no event will HEC be liable to award more than the number of Awards (at any level), as provided in these Terms.

In the event of any discrepancy or inconsistency between these English Terms and disclosures or other statements contained in any Challenge-related materials (including, but not limited to, the Portal, French version of these Terms, television, print or online advertising and/or any instructions or interpretations of these Terms given by any Representative of HEC), the terms and conditions of these English Terms shall prevail, govern and control to the fullest extent permitted by law. The invalidity or unenforceability of any provision of these Terms shall not affect the validity or enforceability of any other provision. In the event that any provision is determined to be invalid or otherwise unenforceable or illegal, these Terms shall otherwise remain in effect and shall be construed in accordance with the terms as if the invalid or illegal provision were not contained herein.

To the fullest extent permitted by applicable law, all issues and questions concerning the construction, validity, interpretation and enforceability of these Terms or the rights and obligations of participants, HEC or any of the other the Released Parties in connection with the Challenge will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein, without giving effect to any choice of law or conflict of law terms or provisions that would cause the application of any other jurisdiction's laws. The parties hereby consent to the exclusive jurisdiction and venue of the courts located in Ontario in any action to enforce (or otherwise relating to) these Terms or relating to the Challenge.

16. Privacy:

By participating in the Challenge, each Team Lead (on their own behalf and on behalf of their Team, Lead Organization and Team Members) hereby expressly consents to HEC and/or its representatives storing, sharing and using any personal information submitted for the purpose of administering the Challenge and in accordance with HEC's privacy policy available at: <https://www.healthcareexcellence.ca/en/privacy/> ("**Privacy Policy**"). This section does not limit any other consent(s) that an individual or entity may provide or have provided to HEC or others in relation to the collection, use and/or disclosure of personal information.

17. Ethics:

It is the responsibility of each individual or entity participating in the Challenge to determine if ethics approval from a research ethics board is required for their participation in the Challenge. Each Team Lead should identify at the Registration stage if they have determined that ethics

board approval is or may be required. If applicable, plans to attain ethics approval must be described and factored into the Registration.

For more information about the Challenge, please contact: application-demande@hec-esc.ca.

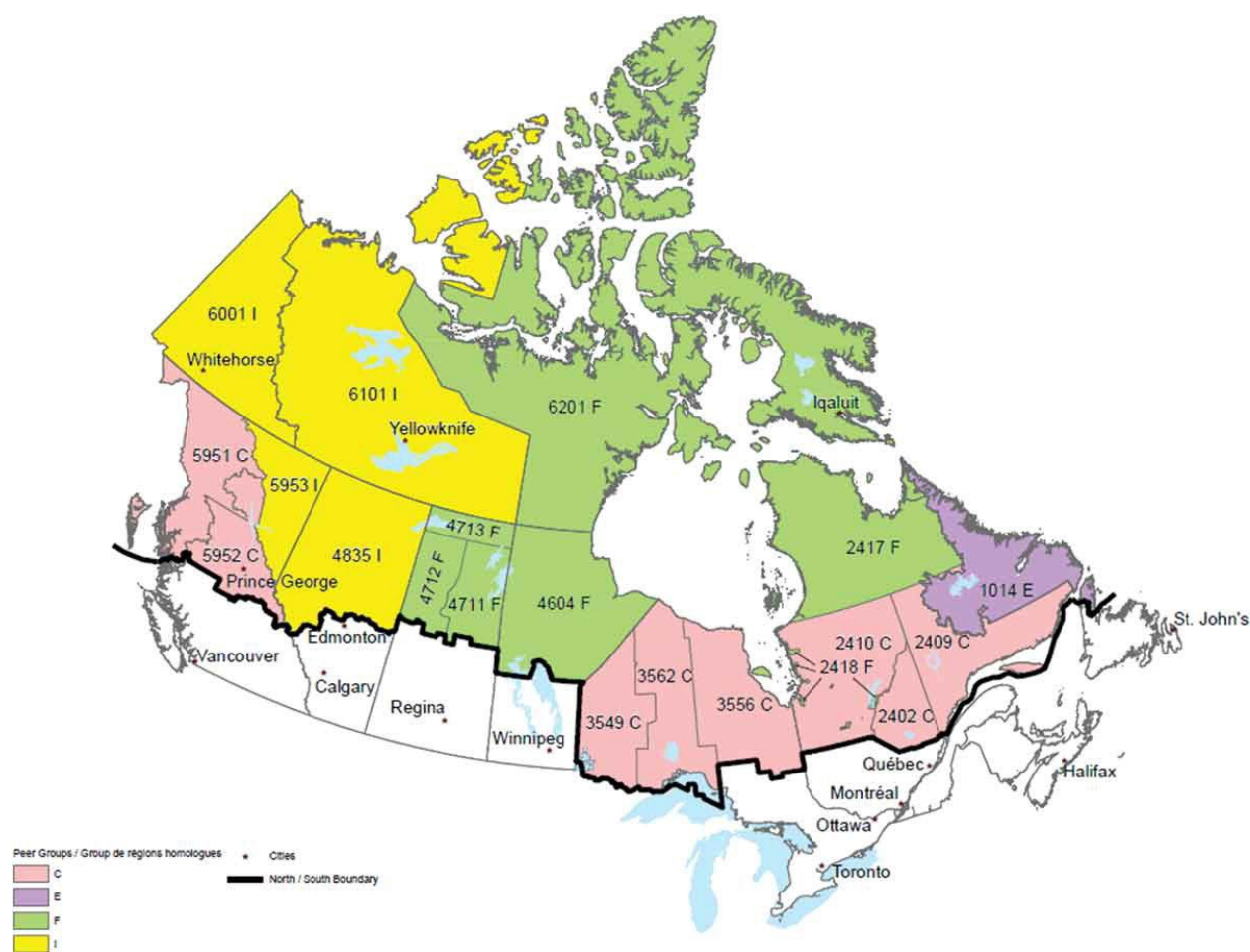
Schedule A – Measures and Reported Data Sample Survey Template

A patient survey template will be provided to eligible participating Teams. The patient survey may be administered electronically or on paper. HEC will provide eligible participating Teams with a schedule to administer the patient survey to a sample of their patients.

A patient survey is used to collect data and includes the draft questions below.

Draft Required Patient Survey Question	Response Options
1. If you did not have access to <insert care type>, would you have visited the emergency department for care?	Yes, No, Not Sure
2. The last time you visited an emergency department was it for a condition that you thought could have been treated by the doctors or staff at the place where you usually get medical care, including your general practitioner's office or your regular doctor, if they had been available?	Yes, No, Not Sure

Schedule B – The Provincial and Territorial North¹



¹ T. Kue Young, Susan Chatwood, Carmina Ng, Robin W. Young & Gregory P. Marchildon (2019) The north is not all the same: comparing health system performance in 18 northern regions of Canada, *International Journal of Circumpolar Health*, 78:1, DOI: 10.1080/22423982.2019.1697474