

HEC – Health Workforce Innovation 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. Challenge streams:

For the purposes of the *HEC Health Workforce Innovation Challenge* (the “**Challenge**”), HEC is challenging healthcare innovators to share and grow their approaches to improving retention and support of the current workforce in either of the following two (2) streams (each a “**Stream**” and collectively the “**Streams**”): (i) northern and remote stream, which encompasses organizations that provide publicly funded or private health and/or social services in the Provincial and Territorial North as defined below (“**Stream 1**”); or, (ii) other stream, which encompasses organizations that provide publicly funded or private health and/or social services within Canada (“**Stream 2**”).

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

3. Eligibility of teams, team leaders, sites, site leaders and team members:

Participating organizations in the Challenge must participate as an eligible Team (defined below). Each Team must, at minimum, be comprised of: (i) one (1) Team Leader (defined below); (ii) one (1) or more Lead Sites (defined below) and a Site Leader (defined below) of each such Lead Site; (iii) one (1) Team Member (defined below) who is a senior officer or director from the Lead Site's organization; (iv) one (1) Team Member who is a licensed or regulated health or social care provider and/or who works as a front-line staff for the Lead Site's organization; and (v) one (1) Team Member who is a patient and/or family representative of the Lead Site's organization, involving those who experience and need care. A Team may (but is not required to) also consist of additional Team Members and/or one (1) or more Supporting Sites, as set out below.

Teams and Team Leaders:

For the purposes of the Challenge, a team (a "Team") must be created and registered on the Challenge portal (<https://hec-esc.smapply.ca/> – the "Portal") by an individual who is designated as the Team's leader (a "Team Leader"). The Team Leader will: (a) be the primary point of contact for HEC and for Team Members 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 ensuring that all Sites, Site Leaders and required Team Members register to the Portal in accordance with these Terms; 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. Each Team Leader is required to register and identify a minimum of: (a) one (1) Team Member (as defined below) who is a senior officer or director from the Team's Lead Site organization, demonstrating endorsement; (b) one (1) Team Member (as defined below) who is a licensed or regulated health or social care provider and/or who works as a front-line staff for the Team's Lead Site organization and (c) one (1) Team Member (as defined below) who is a patient and/or family representative of the Team's Lead Site organization, involving those who experience and need care.

To be eligible, a Team Leader 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 each Site (as defined below), Site Leader (as defined below) and Team Member (as defined below) associated with their Team to: (i) register any such Site (as defined below), Site Leader (as defined below) and Team Member (as defined below) for the Challenge as part of their Team, (ii) provide to HEC any and all required information and/or documentation that relates to such Site, Site Leader and Team Member for the purposes of administering the Challenge in accordance with these Terms, and (iii) legally bind such Site, Site Leader and Team Member 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.

Sites and Site Leaders:

For the purposes of the Challenge, a lead site (a “**Lead Site**”) 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 also eligible.

For the purposes of the Challenge, a supporting site (a “**Supporting Site**”) consists of a private (for-profit) organization providing health and social care related services. To be eligible to participate in the Challenge, a Supporting Site must participate with (and be registered through a Registration (defined below) as participating on the same Team as) a Lead Site that has agreed to participate with such Supporting Site.

To qualify for the Challenge, any Lead Site and Supporting Site (each, a “**Site**”) must designate one (1) individual (a “**Site Leader**”) who must be a representative of the Site and meet all other Site Leader eligibility requirements set out below.

Further, the Site Leader must: (a) be a resident of Canada; (b) have reached the legal age of majority in their province or territory of residence; (c) not be ineligible to participate in accordance with the exclusions in Section 4; (d) agree to be legally bound by these Terms and to any other required documentation as contemplated in these Terms; and (e) have the unencumbered authority, authorization and permission to: (i) legally bind the Site to these Terms and to any other required documentation as contemplated in these Terms; and (ii) submit any Data (as defined below in Section 8) on behalf of the Site to HEC, and otherwise provide to HEC any and all other required information and/or documentation that relates to the Site, for the purposes of administering the Challenge in accordance with these Terms.

A Site may participate on more than one Team, however the Data from one Site may not be used by more than one Team for a particular Stream. For the avoidance of any doubt, this means that Data from the same Site relating to a particular Stream cannot be used by more than one (1) Team in this Challenge. There is no limit to the number of Sites on a Team.

Team Members:

A Team Leader 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.

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 is 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 does not otherwise satisfy the requirements set forth in these Terms (as determined by HEC in its sole and absolute discretion).

Excluded from Participating – Sites:

For the purposes of this Challenge, a Site is not eligible to participate if it: (a) is located outside of Canada; and/or (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).

Verification:

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, HEC reserves the right, in its sole and absolute discretion at any time, to disqualify any Team, Site, Team Leader, Site Leader and/or Team Member– including, but not limited to, if, for example, HEC determines that the Team, Site, Team Leader, Site Leader and/or Team Member (as applicable) to participate in (or continue 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 during the Challenge to validate adherence to these Terms. Demonstration videos (or equivalent, 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 Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member is signifying their agreement that they have read and understands HEC's [Conflict of Interest Policy](#) (including, but not limited to, rules regarding the eligibility of HEC employees, directors, registrants and agents). Sites 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 June 27, 2023 at 12:00:00 a.m. Eastern Time (“**ET**”) and close on April 30, 2024 at 11:59:59 p.m. ET (the “**Registration Period**”). Registration for the Challenge will remain open throughout the Registration Period. Each Team Leader will be required to complete the registration process for their Team through the Portal (the “**Registration**”). In addition to any other information specified on the Portal, the Team Leader will be required to submit the:

- name and contact information of the Team Leader;
- name and contact information of each Site and its Site Leader that will be associated with the Team;
- name and contact information of each Team Member that will be associated with the Team, appropriately identifying (a) a senior officer or director within the Lead Site, demonstrating endorsement; (b) a licensed or regulated health or social care provider and/or who works as a front-line staff for the Lead Site; and (b) a patient and/or family representative of the Lead Site;
- Stream applicable to the Team; and,
- person or organization (business name) who will receive Award(s) (as defined in Section 10) if successful.

The Team must also provide the following required information by the timeline specified in order to be eligible to qualify for the Challenge:

- at the time of Registration, a description of the current OR intended intervention(s) or pathway(s), effectively representing those components key to achieving improvements within one (1) or more of any of the six (6) Indicators set out in Table 1, Section 7; and,
- within sixty (60) days of completing Registration, an Outcomes Plan (defined below) confirming the Indicator or Indicators and Population Reach (defined below) that the Team has selected for the Challenge, as further detailed in Section 7. During such sixty (60) day period, Teams may seek guidance as needed from HEC staff and coaches to help define and confirm their outcomes Indicators.

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

After all required information has been submitted through the Portal by the Team Leader, 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 Leader will be notified accordingly.

6. Changes to team composition after registration:

After completing the Team's registration in accordance with Section 5, the Team Leader 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;
- Remove Team Members;
- Add new Sites – provided any such new Sites satisfy the eligibility requirements as set forth in these Terms; and/or
- Remove Sites.

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

7. Challenge indicators and population reach:

For the purposes of the Challenge, Teams will have six (6) thematic areas from within which to identify their outcomes indicator(s) (each an “**Indicator**” and collectively the “**Indicators**”) designed to help measure improvement within the applicable Stream. Based on the Stream and Indicator(s) identified by the Team, each Team may track and submit core measures of improvement that fall within the definitions outlined below in Table 1 (the “**Reported Data**”) (the submission of such Reported Data is further described in Section 8 below).

Within sixty (60) days of completing Registration, Teams must identify and submit an outcomes measurement plan (the “**Outcomes Plan**”) - using the template provided by HEC with formatting and word count specifications - through the Portal, identifying: (a) one (1) or more outcomes Indicators relevant to their innovation (per Table 1, in this Section 7); (b) the target provider/interprofessional healthcare worker group population to be reached (the “**Population Reach**”); and, (c) the measurement and reporting methods, with commitment to anonymized quarterly reporting (per Table 2, Section 8). If more than one (1) outcomes Indicator is identified, the Team must select a primary outcomes Indicator (the “**Primary Indicator**”) for the purposes of the quarterly data submission (Per Section 8, Table 2) and any outcomes-based awards, which includes (but not limited to) the Mid-term Retention Progress Award and Overall Retention Achievement Award (Per Section 11). If only one (1) Indicator is identified by a Team within its Outcomes Plan, such Indicator will automatically be designated by HEC as the Team's Primary Indicator for the purposes of the quarterly data submission (Per Section 8, Table 2) and any outcomes-based awards, which includes (but not limited to) the Mid-term Retention Progress Award and Overall Retention Achievement Award (Per Section 11).

IMPORTANT NOTE: For Teams Registering before October 16, 2023 at 11:59 p.m.

ET, such Teams may meet the Outcomes Plan requirements above (including, without limitation, submitting the Population Reach and, as applicable, Primary Indicator) by participating in Mini-Challenge #1 as described in Section 11 (participation in Mini-Challenge #1, for certainty, will allow for the eligible submission of the Team's Outcomes Plan, including without limitation the Team's Population Reach and, as applicable, Primary Indicator). For Teams that complete Registration after October 16, 2023, such Teams are not eligible to participate in Mini-Challenge #1 however must still meet the Outcomes Plan (including without limitation the Team's Population Reach and, as applicable, Primary Indicator) requirements described above within sixty (60) days of completing such Registration

Table 1: Reported Data

Stream	Thematic Areas	Examples of Indicators
Stream 1 and Stream 2	Fostering Physically Safe Work Environments <ul style="list-style-type: none"> • Creating work environments that prioritize the physical health and safety of all health workers. 	<ul style="list-style-type: none"> • Reduced turnover/ vacancy/absenteeism rates
	Enhancing Sustainable Staffing <ul style="list-style-type: none"> • Ensuring manageable workloads (e.g., in terms of hours, matching skills to task, etc.). 	<ul style="list-style-type: none"> • Mental Health & Wellness • Joy in Work
	Building Flexible Work Structures <ul style="list-style-type: none"> • Through an intersectional approach, implementing work structures that are responsive to health care workers' unique needs and intersecting identities. 	<ul style="list-style-type: none"> • Psychological safety measure(s) • Staff feel less stressed or burnout from work
	Providing Equitable and Appropriate Compensation <ul style="list-style-type: none"> • Supporting the matching of compensation to work expectations. 	<ul style="list-style-type: none"> • Improved workplace culture • Patient safety considerations
	Ensuring Supportive and Inclusive Workplaces <ul style="list-style-type: none"> • Promoting open, respectful, and inclusive work environments and supporting workers' psychological and mental wellness. 	<ul style="list-style-type: none"> • Increased team-based care (team-based care sensitive measure(S))
	Supporting Career Advancement <ul style="list-style-type: none"> • Helping workers grow professionally and pursue their goals within Canada's healthcare sector. 	<ul style="list-style-type: none"> • Other (to be described by the team)

8. Reporting Data:

IMPORTANT NOTE: Teams are not required to submit Baseline Data or Reported Data, as set out below, in order to be eligible to participate in the Challenge. However, in order to be eligible for a Mid-Term Retention Progress Award and Overall Retention Achievement Award (each defined below), a Team must submit Baseline Data or Reported Data, as set out below. For greater certainty, if a Team does not submit Baseline Data or Reported Data, as set out below, such Team will not be eligible for a Mid-Term Retention Progress Award or Overall Retention Achievement Award, however, may be eligible for other Awards in the Challenge based on the criteria set out in Section 11 below.

Baseline Data:

In order to be eligible for a Mid-Term Retention Progress Award and Overall Retention Achievement Award (each defined below), a Team will be required to provide baseline data (the “**Baseline Data**”) in relation to the Primary Indicator identified by the Team (Per Section 7) in accordance with the reporting schedule set forth in Table 2 below. If a Team’s Registration is completed before July 31, 2023, then the earliest Baseline Data eligible for that Team will relate to July 2023. For any Registrations completed in a subsequent month, the earliest qualifying Baseline Data will be the calendar month of which the Team’s Registration was completed in accordance with these Terms.

Baseline Data must include, for the month of Registration (with the earliest qualifying being July 2023):

- Current outcomes as they relate to the selected Primary Indicator, measured and reported per the described measurement and reporting methods as shown by the Team by submission of their Outcomes Plan in accordance with Section 7.

For Teams that do not yet have the Baseline Data available at Registration (for example, in the case of a new initiative), the first earliest month included in their quarterly data submission will count as the Team’s Baseline Data, including the first Reported Data from that team (as per Table 2 of this Section 8).

Reported Data:

In order to be eligible for a Mid-Term Retention Progress Award and Overall Retention Achievement Award (each defined below), a Team will be required to track and submit progress against their Primary Indicator in accordance with the reporting schedule set forth in Table 2. All Reported Data must be submitted by the Team Leader through the Portal. 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 Award and (in order to remain eligible for Award(s) that require Reported Data) the Team will still be required to report once available for the purposes of calculating potential future Awards.

Table 2: Reported Data Submission Schedule

Data Months to be included	Reporting Deadline
July 2023 (baseline*) August 2023 September 2023	October 31, 2023
October 2023 November 2023 December 2023	January 31, 2024
January 2024 February 2024 March 2024	April 30, 2024
April 2024 May 2024 June 2024	July 31, 2024

**baseline data includes July 2023 as the earliest eligible month, whereas teams registering after July 31, 2023, will include up to the calendar month on which the Team's Registration was completed.*

All Baseline Data and Reported Data (collectively, “Data”) is subject to verification and audit in accordance with Section 9.

9. Verification and Audit of Data:

HEC may verify, or appoint an auditor to verify, any Data provided to help ensure compliance with these Terms at any time and for any reason. If any Data cannot be verified to the complete satisfaction of HEC, then the applicable Team Leader 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 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.

10. Awards:

For the purposes of this Challenge, there will be a total of \$750,000 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 11 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 11 of these Terms. Further, a Team is only eligible to earn a maximum of one (1) Innovation Kickstart Award and one (1) Collective Impact Achievement Award in the Challenge.

Once confirmed by HEC in accordance with these Terms, Awards will be deposited into

an account designated by the Team Leader 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 Leader (or associated business name) or Site, as provided at Registration.

The Team Leader will be solely responsible for the administration and disbursement of any and all Awards received by the Team. HEC will not intervene in any decision(s) and/or dispute(s) regarding the allocation of an Award among individuals and/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.

HEC may require, in its sole and absolute discretion, that the Team Leader 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.

11. Award determination process:

Innovation Kickstart Awards:

Upon successful Registration in accordance with Section 5, qualifying Teams will be entered into one (1) or more Draws for Innovation Kickstart Awards (the "**Innovation Kickstart Award(s)**") per the schedule outlined in Table 3 (Section 11).

There will be four (4) Draws throughout the Challenge as outlined in Table 3 of this Section 11 below. At the start of the Registration Period, a total of forty-five (45) Innovation Kickstart Awards are available in the Challenge (there are ten (10) or fifteen (15) Innovation Kickstart Awards available per Draw, as outlined in Table 3 of this Section 11 below). The total number of Innovation 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 Innovation 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 Innovation Kickstart Award draw (a "**Innovation Kickstart Award Draw**"), based on the date that such Registration is received by HEC, for the chance to receive an Award of \$2,000.

On each of the Innovation Kickstart Award Draw dates (each, a "**Draw Date**") listed in the following Table 3 at approximately 12:00 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 3 below. All unselected ballots in a Innovation Kickstart Award Draw will carry over into any subsequent Innovation 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 Innovation Kickstart Award is not eligible for any remaining Innovation Kickstart Draws and such Team's ballot will not carry over into any subsequent Innovation 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 Innovation Kickstart Awards will be drawn in accordance with the schedule outlined in Table 3 (Section 11).

Table 3: Innovation Kickstart Awards

Innovation Kickstart Award Draw	Draw Deadline	Draw Date	Total Available Innovation Kickstart Awards (CAD)
1	July 31, 2023	August 15, 2023	20 Awards drawn of \$2,000
2	October 31, 2023	November 15, 2023	20 Awards drawn of \$2,000
3	January 31, 2024	February 15, 2024	20 Awards drawn of \$2,000
4	April 30, 2024	May 15, 2024	10 Awards drawn of \$2,000
Total Innovation Kickstart Awards			\$140,000

Shared Reach Challenge and Collective Impact Achievement Awards:

Starting on August 1, 2023 at 12:00 a.m. ET and running until June 3, 2024 at 11:59 p.m. ET, the Shared Reach Challenge (the “**Shared Reach Challenge**”) will be open to participating Teams to contribute data pertaining to a collective Reach Indicator (“**Reach Indicator**”) related to interprofessional healthcare worker reach, as outlined in Table 4 (Section 11). As a collective, participating Teams will contribute monthly data, in accordance with the quarterly reporting schedule set out in Table 2, Section 8 above, with the goal of reaching or exceeding the target number (the “**Target Number**”), as determined by HEC at its sole and absolute discretion and published on the Portal by HEC by February 2024. The Target Number is a specific quantitative goal or outcome that Teams, together as a collective group, aim to achieve in a certain timeline.

Table 4: Reported Data

Reach Data
Common Indicator that Teams collectively contribute data to:
<i>Participating Teams provide data (numbers) to support increased reach over the course of the Challenge:</i>
<ul style="list-style-type: none"> • Interprofessional reach (health workforce staff), for example number of staff impacted.

During the Shared Reach Challenge period set out above, for every one (1) month of eligible data submitted by a Team (in accordance with the reporting schedule set out in Table 2, Section 8 above)—up to a maximum of ten (10) months total – the Team will receive one (1) ballot to be entered into the random Shared Reach Challenge draw for the chance to receive a Collective Impact Achievement Award (the “**Collective Impact Achievement Awards Draw**”). Therefore, Teams are eligible to receive a maximum of ten (10) total ballots in the Shared Reach Challenge for the chance to receive a Collective Impact Achievement Award. The Collective Impact Achievement Awards Draw will take place on or around June 12, 2024 in Ottawa, Ontario at approximately 12:00 p.m. ET, on the condition that the Target Number was met or exceeded.

Each Team associated with a ballot drawn in accordance with the schedule outlined in Table 5 (Section 11) will be eligible to receive a Collective Impact Achievement Award (each, a “**Collective Impact Achievement Award**”). There are eight (8) Collective Impact Achievement Awards available.

Table 5. Collective Impact Achievement Awards

Stream	Shared Reach Challenge Launch	Shared Reach Challenge Close	Total Available Collective Impact Achievement Awards (CAD)
Stream 1 and Stream 2	August 1, 2023	June 3, 2024	8 Awards drawn of \$10,000
Total Collective Impact Achievement Awards			\$80,000

Odds of being selected depend on the Target Number being met or exceeded and the total number of ballots entered into the Collective Impact Achievement Awards Draw.

Innovation Description Awards:

By September 15, 2023 at 11:59 p.m. ET, Teams can submit a brief Challenge story (a “**Story**”) that introduces their Team Leader, patient and/or family representative, licensed or regulated health or social care provider and/or who works as a front-line staff and senior officer or director (as set-out in Section 3) and demonstrates: (a) their current work underway relevant to their chosen intervention or pathway; and (b) their intended aim and anticipated outcomes pursuant to their participation in the Challenge.

Stories must meet the following requirements:

- a maximum of 300 written words or maximum of 3 minutes recorded video submitted in acceptable file format (for example, Mp4)
- demonstrate that their current and intended work falls within one (1) of the six (6) Indicators (i.e., the thematic areas Per Table 1, Section 7);
- describe the intervention(s) or pathway(s) (as set out in Section 5) being applied to achieve progress against one (1) or more of the six (6) Indicators (i.e., thematic areas per Table 1, Section 7);
- include a quote from at least one user (either provider and/or user) about how the intervention(s) or pathway(s) (as set out in Section 5) has affected, or will affect, their experience and/or practice as a clinician or healthcare provider. They must be explicitly identified by name and role in the story.

Stories received by the deadline above will be judged by HEC and given a score (a “**Story Score**”) based on the following weighted criteria: (1) having met the requirements above (50%); and (2) creativity/originality (50%). Each Story must achieve a threshold Story Score of at least 75% (the “**Threshold Story Score**”) (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Innovation Description Award. Each Team that submits an eligible Story that obtains one (1) of the top ten (10) Story Scores (and satisfies the Threshold Story Score) will be eligible to receive an Innovation Description Award (each, an “**Innovation Description Award**”) as follows:

Stream	Ranking Based on Story Score	Innovation Description Award (CAD)
Stream 1 and Stream 2	10 highest Story Scores	\$5,000
Total Innovation Description Awards		\$50,000

Odds of being selected depend on the number and caliber of eligible Stories submitted and received that satisfy the Threshold Story Score.

In the event of a tie between two (2) or more Stories based on Story Score, then the Team associated with the Story that obtained the highest Score on the creativity/originality 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.

Mini-Challenge #1: Outcomes Measurement Awards

By October 16, 2023 at 11:59 p.m. ET, teams can submit an Outcomes Plan - using the template provided by HEC with formatting and word count specifications – identifying outcomes Indicators and the Population Reach relevant to their innovative solution and strategies for measuring them. Reports must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (a “**Mini-Challenge #1 Score**”) based on the following weighted criteria:

Outcomes Plan Criteria	Weighting
1. Relevance to the innovative solution <ul style="list-style-type: none"> Outcomes indicators align with the goals and objectives outlined by the team The target population to be reached (healthcare worker group) has been identified and the selected outcomes indicators can be used to measure and demonstrate potential impact on retention and support of this group 	50%
2. Clarity and feasibility <ul style="list-style-type: none"> The plan is clear and concise Strategies for the measuring and reporting of the selected indicator(s) have been articulated Consideration has been given for the resources required to implement the proposed solution 	30%
3. Innovation and creativity <ul style="list-style-type: none"> The plan demonstrates creative thinking and originality for identifying relevant outcomes indicators and the proposed approaches for measuring them 	10%
4. Primary Indicator <ul style="list-style-type: none"> The plan clearly identifies the selected primary outcomes indicator that will be used for the purposes of quarterly data submission and relevant outcomes-based Award opportunities, pursuant to Section 7 of the Challenge Terms 	10%
Total % 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 Outcomes Measurement Award in Mini-Challenge #1. Each Team that submits an eligible submission that obtains one (1) of the top ten (10) Mini-Challenge #1 Scores (and satisfies the Threshold Submission Score) will be eligible to receive a mini-challenge #1 Award (each, an “**Outcomes Measurement Award**”) as follows:

Stream	Ranking Based on Submission Score	Outcomes Measurement Award (CAD)
Stream 1 and Stream 2	10 highest Mini-Challenge #1 Scores	\$5,000
Total Outcomes Measurement Awards		\$50,000

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

In the event of a tie between two (2) or more submissions based on Mini-Challenge #1 Scores, then the Team associated with the submission that obtained the highest Mini-Challenge #1 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.

Impact Awards #1: Outcomes Measurement Progress Award #1

By December 15, 2023 at 11:59 p.m. ET, Team Leaders can submit a maximum three (3) page report (the “**Impact #1 Report**”) – using the template provided by HEC with formatting and word count specifications – demonstrating clear and measurable progress of improvements against the Indicator associated with the Team (per Section 7) and total healthcare worker reach. Impact #1 Reports must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (a “**Impact Award #1 Score**”) based on the following weighted criteria:

Impact Report #1 Criteria	Weighting
1. Measurable progress is demonstrated against the indicator associated with the team’s registration	40%
2. The progress demonstrated against the selected indicator demonstrates an impact on improving total healthcare work	40%
3. The information is presented concisely, with all necessary information included to evaluate the progress made against the selected outcome indicator and healthcare worker reach	20%
Total % 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 Outcomes Measurement Progress Award #1. Each Team that submits an eligible submission that obtains one (1) of the top ten (10) Impact Award #1 Scores (and satisfies the Threshold Submission Score) will be eligible to receive an impact Award #1 (each, an “**Outcomes Measurement Progress Award #1**”) as follows:

Stream	Ranking Based on Submission Score	Outcomes Measurement Progress Award #1 (CAD)
Stream 1 and Stream 2	10 highest Impact Award #1 Scores	\$5,000
Total Outcomes Measurement Progress Award #1s		\$50,000

Odds of being selected depend on the number and caliber of eligible Impact #1 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 Award #1 Scores, then the Team associated with the submission that obtained the highest Impact Award #1 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.

Mid-Term Retention Progress Awards

Starting on or about January 31, 2024 at 11:59 p.m. ET, HEC will calculate, in its sole and absolute discretion based on the Data submitted in accordance with these Terms, the Team’s mid-term score (the “**Mid-Term Score**”) based on the combination of the Team’s percentage increase between its Baseline Data and its Reported Data (up to and including the Reported Data for December, 2023). In order to be eligible for a Mid-Term Retention Progress Award, the Team must achieve a threshold Mid-Term Score of at least 75% (the “**Threshold Mid-Term Score**”) (as determined by HEC in its sole and absolute discretion). If, in relation to any Stream, there are fewer Teams that satisfy the Threshold Mid-Term Score than there are Mid-Term Retention Progress Awards available to be received, then fewer Mid-Term Retention Progress Awards will be awarded accordingly. Each Team that obtains one (1) of the top three (3) Mid-Term Scores per Stream (and satisfies the Threshold Mid-Term Score) will be eligible to receive a Mid-Term Retention Progress Award (each, a “**Mid-Term Retention Progress Award**”) as follows:

Category	Ranking Based on Mid-Term Score	Mid-Term Retention Progress Award (CAD)
Stream 1	1st Place (Gold)	\$25,000
Stream 2	1st Place (Gold)	\$25,000
Stream 1	2nd Place (Silver)	\$15,000
Stream 2	2nd Place (Silver)	\$15,000
Stream 1	3rd Place (Bronze)	\$10,000
Stream 2	3rd Place (Bronze)	\$10,000
Total Mid-Term Retention Progress Awards		\$100,000

Odds of being selected depend on the number and caliber of eligible Teams performance (based on Mid-Term Score) in the applicable Stream. In the event of a tie between two (2) or more eligible Teams in a Stream based on Mid-Term Score, the Team associated with the Mid-Term Score – from amongst all such eligible Teams that are tied – with the most available Reported Data will be selected as the eligible recipient of the applicable Mid-Term Retention Progress Award.

Mini-Challenge #2: Senior Leadership Engagement Awards

By February 8, 2024 at 11:59 p.m. ET, Teams can submit a plan (“**Action Plan for Senior Leadership Engagement**”) - using the template provided by HEC with formatting and word count specifications – identifying strategies for engaging senior leadership in the actions and practices 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 “**Mini-Challenge #2 Score**”) based on the following weighted criteria:

Action Plan for Senior Leadership Engagement Criteria	Weighting
1. Alignment with overall objectives, considering: <ul style="list-style-type: none"> An identified problem that can be best improved through thoughtful engagement with Senior Leadership An AIM statement that is specific, measurable, attainable, realistic, timely, and identified aspects of current practices that will be improved 	40%
2. Impact on outcomes is demonstrated, considering: <ul style="list-style-type: none"> Anticipated benefits for healthcare workers, specifically on indicator outcomes as they relate to improved retention and support 	30%
3. Feasibility and sustainability are achievable over the long-term, considering: <ul style="list-style-type: none"> Necessary resources and potential challenges are identified 	20%
4. Innovative and creative approaches are utilized in recommended engagement strategies	10%
Total % 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 Senior Leadership Engagement Award in Mini-Challenge #2. Each Team that submits an eligible submission that obtains one (1) of the top ten (10) Mini-Challenge #2 Scores (and satisfies the Threshold Submission Score) will be eligible to receive a mini-challenge #2 Award (each, a “**Senior Leadership Engagement Award**”) as follows:

Stream	Ranking Based on Submission Score	Senior Leadership Engagement Award (CAD)
Stream 1 and Stream 2	10 highest Mini-Challenge #2 Scores	\$5,000
Total Senior Leadership Engagement Awards		\$50,000

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

In the event of a tie between two (2) or more submissions based on Mini-Challenge #2 Score, then the Team associated with the submission that obtained the highest Mini-Challenge #2 Score 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.

Impact Awards #2: Outcomes Measurement Progress Award #2

By March 7, 2023 at 11:59 p.m. ET, Teams can submit a maximum three (3) page report (the “**Impact #2 Report**”) – using the template provided by HEC with formatting and word count specifications – demonstrating clear and measurable progress of improvements against the Indicator associated with the Team (per Section 7) and total healthcare worker reach. Impact #2 Reports must be in English or French.

Submissions received by the deadline above will be judged by HEC and given a score (an “**Impact Award #2 Score**”) based on the following weighted criteria:

Impact #2 Report Criteria	Weighting
1. Measurable progress is demonstrated against the indicator associated with the team’s registration	40%
2. The progress demonstrated against the selected indicator demonstrates an impact on improving total healthcare worker reach	40%
3. The information is presented concisely, with all necessary information included to evaluate the progress made against the selected outcome indicator and healthcare worker reach	20%
Total % 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 Outcomes Measurement Progress Award #2. Each Team that submits an eligible submission that obtains one (1) of the top ten (10) Impact Award #2 Scores (and satisfies the Threshold Submission Score) will be eligible to receive an impact Award #2 (each, an “**Outcomes Measurement Progress Award #2**”) as follows:

Stream	Ranking Based on Submission Score	Outcomes Measurement Progress Award #2 (CAD)
Stream 1 and Stream 2	10 highest Impact Award #2 Scores	\$5,000
TOTAL OUTCOMES MEASUREMENT PROGRESS AWARD #2s		\$50,000

Odds of being selected depend on the number and caliber of eligible Impact #2 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 Award #2 Scores, then the Team associated with the submission that obtained the highest Impact Award #2 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.

IMPORTANT NOTE: Teams who received an Outcomes Measurement Progress Award #1 are ineligible to submit an Impact #2 Report or receive an Outcomes Measurement Progress Award #2. Teams who submitted an Impact #1 Report may participate in submitting an Impact #2 Report, however, such Impact #2 Report must be unique and original – it must be a new report and cannot be the same as the Team’s Impact #1 Report (the submission of the same report will not be considered and will be disqualified), all as determined by HEC in its sole and absolute discretion.

Mini-Challenge #3: Sustainable Solutions Awards

By May 16, 2024 at 11:59 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.

Teams registering between February 9, 2024 and April 30, 2024 (inclusive) may choose to submit either the Action Plan Senior Leadership Engagement from Mini-Challenge #2 or Action Plan for Sustainability for this Mini-Challenge #3. Teams participating in the Challenge prior to February 9, 2024, are ineligible to submit the Action Plan for Senior Leadership Engagement completed from Mini-Challenge #2 for Mini-Challenge #3.

Submissions received by the deadline above will be judged by HEC and given a score (a “**Mini-Challenge #3 Score**”) based on the following weighted criteria:

Action Plan for Sustainability Criteria	Weighting
1. Alignment with improvement objectives, considering: <ul style="list-style-type: none"> The Team’s objectives for improvement against their selected outcomes indicator The overall objective of the Challenge to improve Healthcare Worker retention and support 	35%
2. Impact and potential outcomes are identified, considering: <ul style="list-style-type: none"> The anticipated improvements over time on outcomes related to healthcare worker retention and support 	30%
3. Alignment with the organization’s strategic goals	25%
4. Innovative and creative approaches are utilized in the recommended sustainability measures	10%
Total % 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 Sustainable Solutions Award in Mini-Challenge #3. Each Team that submits an eligible submission that obtains one (1) of the top ten (10) Mini-Challenge #3 Scores (and satisfies the Threshold Submission Score) will be eligible to receive a mini-challenge #3 Award (each, a “**Sustainable Solutions Award**”) as follows:

Stream	Ranking Based on Submission Score	Sustainable Solutions Award (CAD)
Stream 1 and Stream 2	10 highest Mini-Challenge #3 Scores	\$5,000
TOTAL SUSTAINABLE SOLUTIONS AWARDS		\$50,000

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 Mini-Challenge #3 Scores, then the Team associated with the submission that obtained the highest Mini-Challenge #3 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.

Dinosaur Mini-Challenge

By December 1, 2023 at 11:59 p.m. ET, Teams can submit a dinosaur plan, using the template to be provided by HEC with formatting and word count specifications, identifying and sharing how they decommissioned and/or developed a brief plan to decommission old practices that are no longer contributing to patient safety and quality of care (each, a “**Dinosaur Plan**”). Dinosaur Plans must be in English or French.

Dinosaur Plan submissions received by the deadline above will be judged by HEC and given a score (a “**Dinosaur Mini-Challenge Score**”) based on the following weighted criteria:

Dinosaur Plan Criteria	Weighting
1. Impact on Patient Outcomes: <ul style="list-style-type: none"> How effectively does the solution contribute to improved patient safety and care quality? 	15%
2. Promotion of Joy at Work and/or the Safety of Healthcare Workers <ul style="list-style-type: none"> To what extent does the solution foster a positive and supportive work culture? 	30%
3. Impact on Time for Patient Care <ul style="list-style-type: none"> How effectively does the solution contribute more time released to provide safe and high-quality patient care 	15%
4. Feasibility and Sustainability <ul style="list-style-type: none"> Is the solution feasible to implement, and can it be sustained over the long term? Does the solution address root causes? 	20%
5. Others <ul style="list-style-type: none"> Is the solution creative, innovative and inspiring, whether it is a new solution or a creative use or combination of existing solutions? Is the solution articulated clearly and in a compelling way? 	20%
Total % Score	Maximum 100%

Each Dinosaur Plan submission must achieve the Threshold Submission Score (as determined by HEC in its sole and absolute discretion) in order to be eligible to receive a Dinosaur Award (as defined below). Each Team that submits an eligible Dinosaur Plan submission that obtains one (1) of the top ten (10) Dinosaur Mini-Challenge Scores (and satisfies the Threshold Submission Score) will be eligible to receive an Award (each, a “Dinosaur Award”) in accordance with the following:

Stream	Ranking Based on Submission Score	Dinosaur Award (CAD)
Stream 1 and Stream 2	10 highest Dinosaur Mini-Challenge Scores	\$5,000
TOTAL DINOSAUR AWARDS		\$50,000

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

In the event of a tie between two (2) or more submissions based on Dinosaur Mini-Challenge Scores, then the Team associated with the submission that obtained the highest Dinosaur Mini-Challenge Score 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.

Dinosaur Pitch Challenge

By March 29, 2024 at 11:59 p.m. ET, a Team representative from the Teams with the then (10) highest Dinosaur Mini-Challenge Scores will be invited to present to a live audience, convened by HEC, of up to one hundred (100) peers (in person and/or virtually), using a presentation format provided by HEC with timing, formatting and word count specifications, identifying and sharing their Dinosaur Plan and outcomes to date (“**Dinosaur Presentations**”). Dinosaur Presentations must be in English or French.

Each Dinosaur Presentation conducted by the deadline above will be judged by HEC and given a score (a “**Dinosaur Pitch Score**”) based on the following weighted criteria:

Dinosaur Pitch Challenge Criteria	Weighting
<p>1. Impact on Healthcare Worker, Patient Safety and Quality of Care</p> <ul style="list-style-type: none"> How effectively does the pitch demonstrate the negative impact of the outdated healthcare practice on the healthcare worker, patient safety and quality of care? Is the proposed plan or solution promising enough to substantially improve patient outcomes? 	20%
<p>2. Innovation and Creativity</p> <ul style="list-style-type: none"> How original and innovative is the approach to decommissioning the outdated practice? Does the pitch showcase creative problem-solving and out-of-the-box thinking? 	20%
<p>3. Feasibility and Scalability</p> <ul style="list-style-type: none"> Is the plan to decommission the outdated practice practical and feasible to implement within their context and/or others? Can the proposed solution be easily replicated or scaled up to impact broader workforce and patient populations? 	15%
<p>4. Team Expertise and Collaboration</p> <ul style="list-style-type: none"> Does the pitch demonstrate that the team members were meaningfully engaged; have the necessary expertise and qualifications to execute the plan effectively? Is the team collaborative and well-suited to work together towards the common goal? 	15%
<p>5. Sustainability and Long-Term Impact</p> <ul style="list-style-type: none"> How likely is the proposed plan to have a lasting impact on eliminating the outdated practice from healthcare systems? Does the pitch consider the sustainability of the solution beyond the initial implementation phase? 	15%

Dinosaur Pitch Challenge Criteria		Weighting
6. Presentation and Communication <ul style="list-style-type: none"> How well does the presenter articulate their ideas, engage the audience, and deliver a compelling pitch? Is the content well-organized, clear, and easy to understand? 	15%	
Total % Score	Maximum 100%	

Each Dinosaur Presentation must achieve the Threshold Submission Score (as determined by HEC in its sole and absolute discretion) in order to be eligible to receive a Dinosaur Pitch Den Challenge Award (as defined below). Each Team that makes an eligible Dinosaur Presentation that obtains one (1) of the top three (3) Dinosaur Pitch Scores (and satisfies the Threshold Submission Score) will be eligible to receive a dinosaur pitch award (each, a “**Dinosaur Pitch Award**”) in accordance with the following:

Stream	Ranking Based on Dinosaur Pitch Score	Dinosaur Pitch Award (CAD)
Stream 1 and Stream 2	1st Place (Gold)	\$5,000
Stream 1 and Stream 2	2nd Place (Silver)	\$2,500
Stream 1 and Stream 2	3rd Place (Bronze)	\$1,000
TOTAL DINOSAUR AWARDS		\$8,500

Odds of being selected depend on the number and caliber of eligible Dinosaur Presentations that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more presentations based on Dinosaur Pitch Scores, then the Team associated with the presentation that obtained the highest Dinosaur Pitch Scores on Criteria 6 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.

Overall Retention Achievement Awards:

By July 31, 2024 at 11:59 p.m. ET, Team Leaders can submit a maximum five (5) page report (the “**Overall Report**”) using the template provided by HEC with formatting and word counts specifications demonstrating clear and measurable improvements within the Stream associated with the Team’s overall participation in the Challenge. Reports must be in English or French.

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

Overall Report Criteria	Weighting
1. Innovation and Originality – Are the improvements (i.e., intervention and/or care pathway) innovative and inspiring, whether it is a new solution or a creative use or combination of existing solutions? Please describe.	15%
2. Value for Providers – Overall, how well has the Team met the needs of providers in relation to the Thematic Areas identified in the Challenge for improvement? Have such improvements been well integrated in the system and/or with clinical or other workflow? Is it improving retention and support of providers and/or the quality of care? Please describe.	20%
3. Impact – Has the Team provided evidence of the overall impact of improvements including how they have reached more people in a sustainable manner? Please describe.	20%
4. Evidence of Improvements – Does the Data demonstrate that the Team is making improvements related to one or more of the Thematic Areas? Please describe.	15%
Subtotal Overall Retention Achievement Award % Score	Maximum 70%
5. Team improvement between Baseline Data and Reported Data (and/or any other data provided to HEC)	Maximum 30%
Total Overall Retention Achievement Award Score	Maximum 100%

The Total Overall Retention Achievement Award Score shall be determined by the Judges in their sole and absolute discretion. Odds of being selected depend on the number and caliber of eligible Overall Reports as well as the Data submitted throughout the Challenge in the applicable Stream.

In the event of a tie between two (2) or more Teams based on the Total Overall Retention Achievement Award Score, then the Team associated with the highest score on Criteria 5 (followed in the event of a further tie by Criteria 1, then Criteria 2, then Criteria 3, then Criteria 4) will be selected as the eligible recipient of the applicable Overall Retention 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.

Each Team that obtains one (1) of the top three (3) Total Overall Retention Achievement Award Scores per Stream will be eligible to receive an Overall Retention Achievement Award (each, an “**Overall Retention Achievement Award**”) as follows:

Category	Ranking Based on Overall Retention Achievement Award Score	Overall Retention Achievement Award (CAD)
Stream 1	1 st Place (Gold)	\$50,000
Stream 2	1 st Place (Gold)	\$50,000
Stream 1	2 nd Place (Silver)	\$25,000
Stream 2	2 nd Place (Silver)	\$25,000
Stream 1	3 rd Place (Bronze)	\$15,000
Stream 2	3 rd Place (Bronze)	\$15,000
TOTAL OVERALL RETENTION ACHIEVEMENT AWARDS		\$180,000

12. 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.

13. 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, the Data, Story, Outcomes Plan, Impact #1 Report, Action Plan for Senior Leadership Engagement, Impact #2 Report, Action Plan for Sustainability Overall Report and any other submission materials submitted to HEC by a Team in relation to the Challenge) (collectively the “**Submission Materials**”), each Team Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member hereby:

- grants to HEC, in perpetuity, a non-exclusive, royalty-free license to publish, display, reproduce, modify, edit or otherwise use the Submission Materials, in whole or in part, for administering or promoting the Challenge (including, but not limited to, by posting such information on the Portal);
- 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 agents, employees, shareholders, officers, directors, members, agents, representatives, successors and assigns (collectively, the “**Released Parties**”) from and against any and all claims, damages, liabilities, costs, and expenses arising from use of the Submission Materials (including, but not limited to, any claim based on publicity rights, defamation, invasion of privacy, copyright infringement, trade-mark infringement or any other intellectual property related or other cause of action whatsoever); and

- further understands, acknowledges and agrees that:
 - HEC is not considering the Submission Materials in confidence and that HEC may disclose the Submission Materials in accordance with these Terms and HEC's Privacy Policy (linked below);
 - HEC is not, and will not be, bound by any confidentiality obligations, unless specifically stated in a written and signed agreement executed with HEC;
 - HEC is not admitting that the Submission Materials are novel, proprietary, or original;
 - any Submission Materials, projects or other ideas that 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 Submission Materials (including, but not limited to, to pay any compensation or otherwise provide any funding or other form of investment, unless specifically stated in a written and signed agreement executed between with HEC).

By participating in the Challenge, each Team Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member hereby agrees to release, indemnify and hold harmless the Released Parties from and against any and all claims, damages, liabilities, costs, and expenses arising from use of the Submission Materials (including, but not limited to, any claim based on publicity rights, defamation, invasion of privacy, copyright infringement, trade- mark infringement or any other intellectual property related or other cause of action whatsoever). THIS RELEASE AND INDEMNITY SHALL CONTINUE IN FORCE FOLLOWING THE TERMINATION OF THE CHALLENGE AND/OR AWARDDING OF ANY AWARDS.

14. Requirements for submission materials:

By participating in the Challenge, each Team Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member hereby warrants and represents to HEC that any and all Submission Materials submitted in this Challenge:

- i. 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;
- ii. do not violate any law, statute, ordinance or regulation;
- iii. 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;
- iv. will not give rise to any claims whatsoever (including, but not limited to, claims of infringement, invasion of privacy or publicity, or infringe on any rights and/or interests of any third party); and
- v. 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 Leader 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.

15. 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 Leader 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, where a Team elects to engage jointly with HEC to conduct public communications, the Team Leader will give HEC ten (10) business days advance notice and advance copies of public communications related to the Challenge.

Both HEC and the 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, providing funding through the Awards and supporting improvements in selected Indicators will be acknowledged 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 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 Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member acknowledges and agrees:

- that HEC may share with the Government of Canada copies of any Submission Materials submitted 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 Site Leader shall, and shall cause its Site to, maintain and keep appropriate records of all Research Protocol and provide HEC and/or the Government of Canada with a copy, if requested.

16. 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 and HEC reserves the right, in its sole and absolute discretion and time permitting, but does not have the obligation, to select an alternate Team for the applicable Award in accordance with these Terms (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: (i) any failure of the Portal or any other portal or website; (ii) 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; (iii) 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; (iv) 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; (v) anyone being incorrectly and/or mistakenly identified as an Award recipient or an eligible Award recipient; and/or (vi) 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): (i) for the purposes of verifying the eligibility and/or legitimacy of any Submission Materials and/or other information submitted; and/or (ii) 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). 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, subject only to the approval of the Régie des alcools, des courses et des jeux (the "**Régie**") in Quebec, 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, subject only to the approval of the Régie in Quebec, 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, subject only to the approval of the Régie in Quebec, 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.

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 domestic 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. **FOR QUEBEC RESIDENTS ONLY:** *Any litigation respecting the conduct or organization of a publicity contest may be submitted to the Régie des alcools, des courses et des jeux for a ruling. Any litigation respecting the awarding of a prize may be submitted to the board only for the purpose of helping the parties reach a settlement.*

17. Privacy:

By participating in the Challenge, each Team Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member hereby expressly consents to HEC, its agents and/or 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/>). 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

18. 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. Team Leaders 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.

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

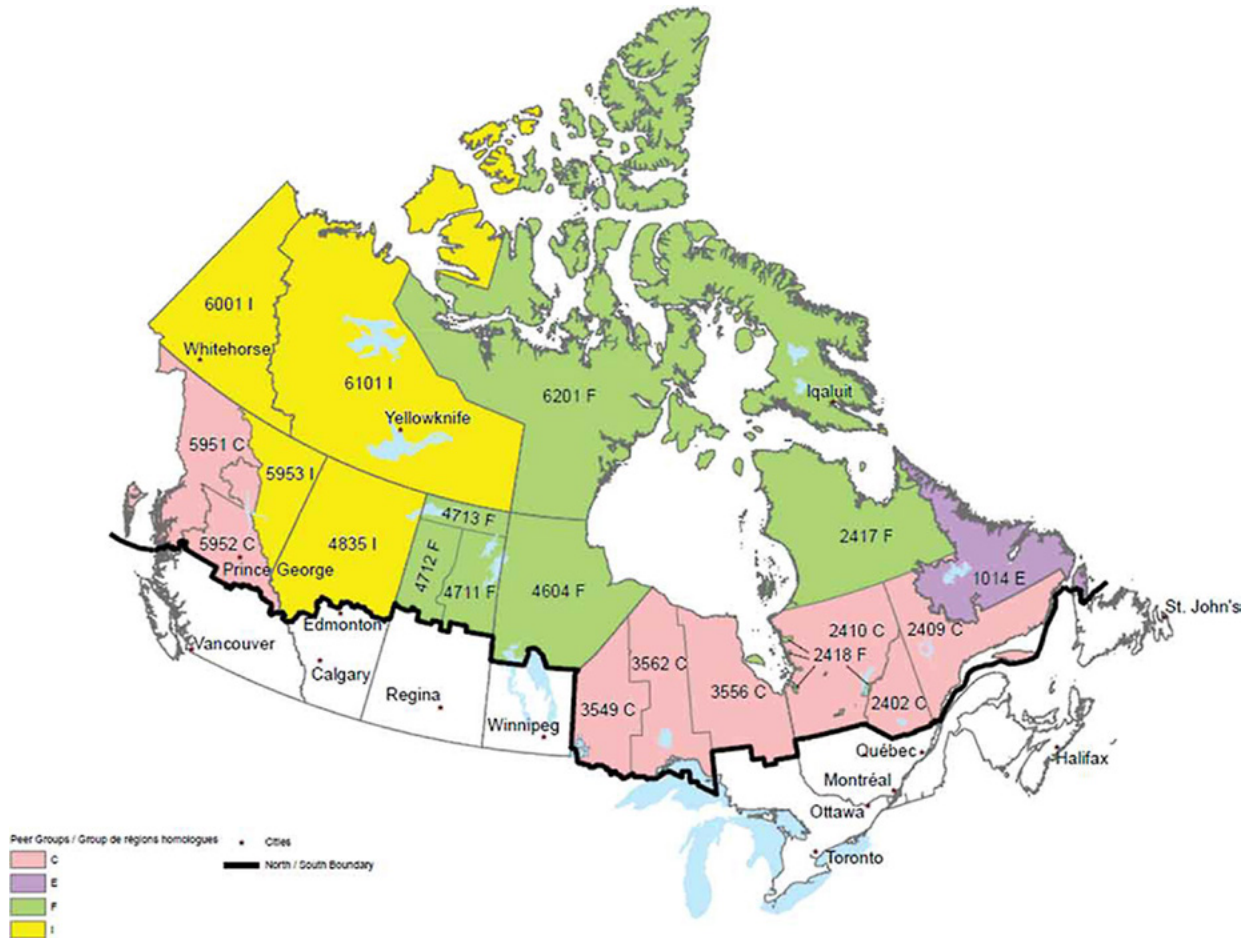
Article 2.5: "Quality assurance and quality improvement studies, program evaluation activities, and performance reviews, or testing within normal educational requirements when used exclusively for assessment, management or improvement purposes, do not constitute research for the purposes of this Policy, and do not fall within the scope of [research ethics board] review." For more information, please consult the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2014), the Tri-Agency Framework: Responsible Conduct of Research (2016), TCPS: Section 6: Research Involving Aboriginal Peoples and First Nations Principles of OCAP™ (ownership, control, access, and possession).

For more information about the Challenge, please contact:

Bill Callery, Senior Improvement Lead, HEC
or Meghan Sabeau, Improvement Lead, HEC
Challenges.Defis@HEC-ESC.ca

Schedule "A"

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