



**2024-2025
Annual Report**

Healthcare Excellence Canada's Truth and Reconciliation Action Plan



REPORTING PERIOD

Oct. 1, 2024 – Sep. 30, 2025

Cover artwork by

Simon Brascoupé

Anishinabeg/Haudenosaunee – Bear Clan

Simon is a member of Kitigan Zibi Anishinabeg First Nation, Maniwaki, Quebec living in Algonquin territory in Ottawa. He has completed public art including an Algonquin Birch Bark Basket sculpture at Abinan Place based on Algonquin Elders collaborative voices. He completed large murals for the Heart Institute, Ottawa and at Ojigkwanong Indigenous Student Centre, Carleton University. He recently completed two large public artworks for the Pimisi Station: Mamawi – Together paddle installation painted by 100 Algonquin artists and Algonquin moose. His artistic vision is to have a significant presence in public art and institutions for Algonquin and Indigenous art and culture.

Simon's artistic vision is to communicate traditional teachings and values through the continuity of imagery and narrative. Simon's work has been exhibited in the United States, Canada, Europe, China, Japan and Cuba. He is represented in the collections at the Canadian Museum of History and the Smithsonian Institution, Washington, D.C. and major corporate and private collections. He is presently in an exhibit at the National Gallery of Canada's Canadian and Indigenous Art exhibition.

Simon Brascoupé's work reflects his respect for the Algonquin Territory and land. From his perspective, animals teach humans how to see the world through their eyes and actions. For example, Simon's father taught him that the bear, when it's wounded will use the sap from a pine or cedar tree as medicine. An Algonquin teaching is that even though the bear is large it lives lightly on the land. Aboriginal People traditionally have learned by listening and learning from the animal world and nature for their profound insight and knowledge. The ability to observe is central to the artist's vision of living in harmony with nature.

Website: <https://basket.simonbrascoupe.com/biography/>

Email: simonbrascoupe@hotmail.com

About Healthcare Excellence Canada

Healthcare Excellence Canada (HEC) works with partners to spread innovation, build capability and catalyze policy change so that everyone in Canada has safe and high-quality healthcare. Through collaboration with patients, caregivers and people working in healthcare, we turn proven innovations into lasting improvements in all dimensions of healthcare excellence. Launched in 2021, HEC brings together the Canadian Patient Safety Institute and Canadian Foundation for Healthcare Improvement.

The views expressed herein do not necessarily represent the views of Health Canada.

Healthcare Excellence Canada

150 Kent Street, Suite 200
Ottawa, Ontario, K1P 0E4, Canada

Toll Free: 1-866-421-6933 / Local (Ottawa): 613-728-2238

General Enquiries: info@hec-esc.ca

Social Media

[LinkedIn](#) | [Bluesky](#) | [Instagram](#) | [Facebook](#)

Healthcare Excellence Canada (HEC) honours the traditional territories upon which our staff and partners live, work and play. We recognize that the standard of living that we enjoy today is the result of the stewardship and sacrifices of the original inhabitants of these territories. We must commit to not repeat past mistakes and to work towards more equitable and respectful relationships with First Nations, Inuit and Métis. Acknowledging the territories and the original stewards of these lands is a fundamental responsibility of our organization and part of our commitment to work towards truth and reconciliation.

[Learn more](#)

Introduction

In September 2022, Healthcare Excellence Canada launched our Truth & Reconciliation Action Plan. In the first year of implementation, we focused on building authentic relationships and engaging the Elders, Knowledge Carrier, and Coach who we would come to call Ka-odàkedjig. In the second year, we created a shared map for the journey through Nimikomà (our visual logic model) and a developmental evaluation approach with Bowman Performance Consulting. This third annual report tells the next chapter: how we are turning that shared map into shared accountability across the organization.

Over the past year, HEC staff participated in milestone workshops that asked them to translate the vision of Nimikomà into a clearer path for each team. Using the birch tree growth continuum – seedling, sapling, adult and ancestor – teams defined their current state and imagined what a future for their team would look like if they were fulfilling the goals outlined in our Truth and Reconciliation Action Plan. The milestones they created are living commitments. They help teams reflect on their responsibility toward our collective commitments, define areas for improvement and recognize progress in their ways of working. These milestones also guide planning, spark reflection and help us notice movement and gaps across programs, corporate functions, leadership and governance.

Ka-odàkedjig – *those who are steering the canoe for safe passage* – continue to anchor this work. With their guidance, we are weaving milestones into how we learn, make decisions and act. We see early signs of growth in many

places this year: more staff engaging with and caring for the sacred bundle; deeper, braver conversations about land acknowledgements; and offerings that more intentionally embed the quality and safety perspectives of culturally safe and equitable care and First Nations, Inuit and Métis priorities.

This report shares how milestones are shaping our progress across each goal of the Action Plan. You will see:

- how teams are using milestones to chart and revisit their growth over the year
- how senior leaders are leaning into their roles in shared accountability
- how program teams are building trusting relationships to support culturally safe improvements in the system
- how these practices are informing our organizational policies and partnerships

The milestones are not a checklist; they are an evolving, collective learning and practice. They help us move from intention to habit, from isolated efforts to shared responsibility.

A note about structure

The structure of our annual reports is aligned with the order in which the actions appear in HEC's Truth and Reconciliation Action Plan. This structure is intentional to ensure our activities can be clearly compared to the actions we committed to in the Action Plan.

A large, stylized yellow double quote icon.

**The road we travel is
equal in importance to
the destination we seek.
There are no shortcuts.
When it comes to truth
and reconciliation we are
forced to go the distance.”**

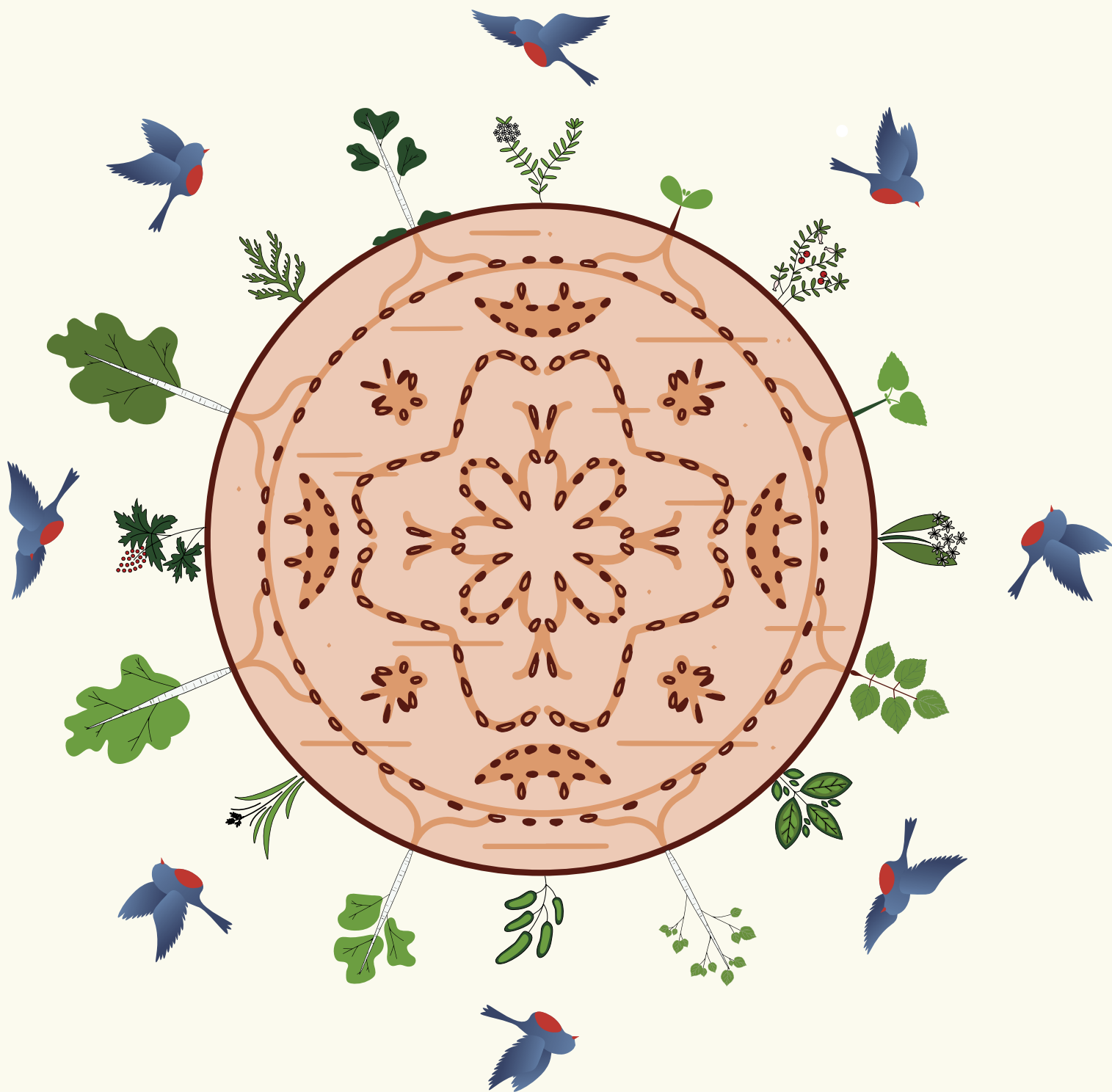
— Murray Sinclair, 1951-2024



Nimikomà:

A logic model for HEC's truth and reconciliation journey

Nimikomà is a visual logic model that serves as both a reminder and a call to action for Healthcare Excellence Canada staff, leadership, and the Board of Directors. It is intended to remind us of what we will need to continue moving forward on our truth and reconciliation journey. Created by Algonquin artist Emily Brascoupé-Hoefler, Nimikomà incorporates many Algonquin symbols as well as others that nod to HEC's cross-Canada role in patient safety and quality improvement. Many of these symbols appear throughout this report. A more detailed description of Nimikomà is available in the [Truth and Reconciliation Action Plan Annual Report 2023-2024](#).



Support commitment and accountability

Our actions

- 1 Demonstrate leadership support and commitment to HEC's Truth and Reconciliation Action Plan.
- 2 Create an annual workplan based on our Truth and Reconciliation Action Plan, and evaluate and share progress through annual progress reports.

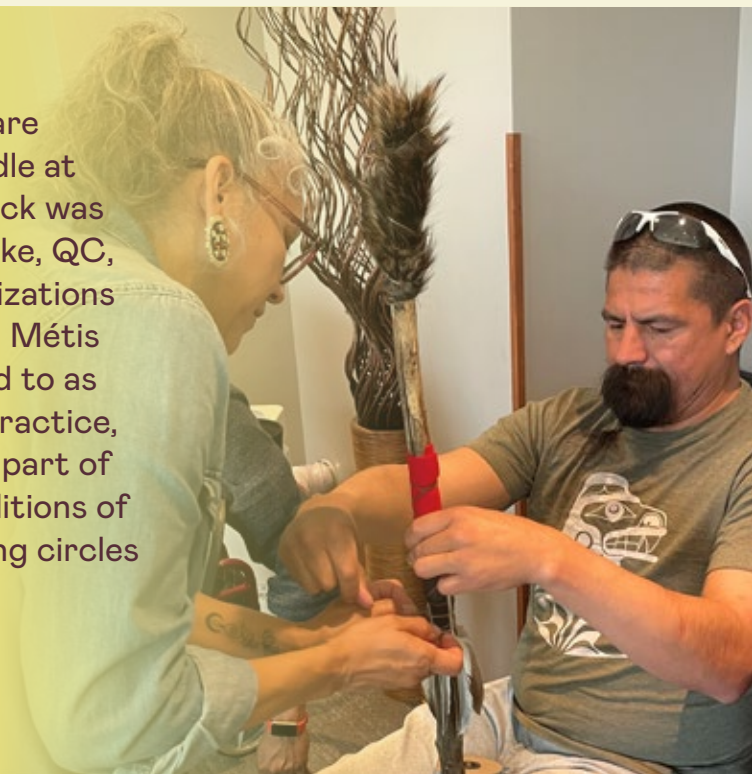
1 The sacred bundle

In 2018, HEC was gifted a bundle during the closing ceremony of the Promoting Life Together Collaborative. The bundle is intended to be used and cared for by all staff within the organization. Over this past year staff, leadership and the Board of Directors have received education and guidance from Ka-odàkedjig and the Northern and Indigenous Health (NIH) team to engage with the bundle. This has allowed more people within the organization to become familiar with the bundle and learn how to use it appropriately. The NIH team received more requests this year from staff wanting to take

the bundle items to in-person events and meetings. In response, the NIH team created resources to support staff to travel more confidently with items from the bundle.

In June 2025, we coordinated the annual feasting ceremony of the bundle to coincide with our all-staff meeting in Ottawa. This created the opportunity to invite staff to attend the ceremony and learn more about the items that make up our bundle. Thirty-six people attended the ceremony, guided by Algonquin Knowledge Carrier Monique Manatch.

The Improving Equity in Access to Palliative Care (IEAPC) team gifted a talking stick to the bundle at the feasting ceremony this year. The talking stick was created at their May 2025 gathering in Wendake, QC, which brought together five teams from organizations that are led by or serve First Nations, Inuit and Métis communities. These teams, collectively referred to as the Indigenous-centred IEAPC community of practice, worked together to create the talking stick as part of a workshop to learn about the history and traditions of the local Huron-Wendat and the value of sharing circles in listening and learning from one another.





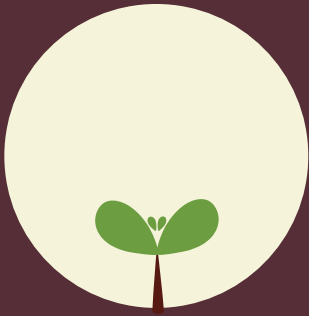
Thank you to the NIH team and Ka-odàkedjig for creating such a warm and welcoming environment. It was so special to participate in the feasting of the sacred bundle.”

— HEC staff participant



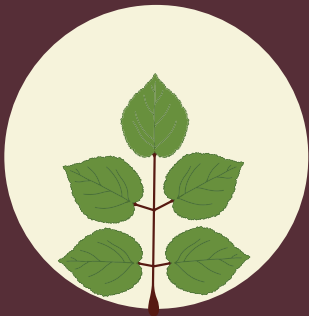
Reminder

Ceremony is a powerful way to connect with those you are working with. This connection is represented in our visual logic model by the roots of the trees. Each tree supports and lends strength to one another.



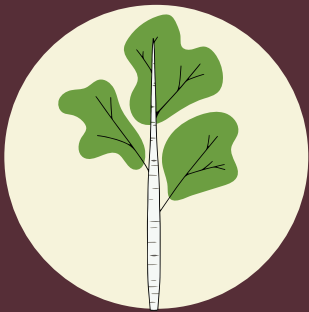
Seedling

Starting Point: Where your team is today and where your journey begins.



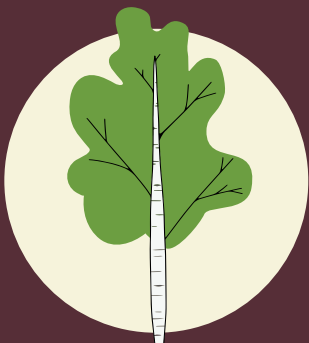
Sapling

Growth Phase: Building on what you've learned.



Adult Tree

Action & Improvement:
Actively applying your knowledge and making real progress.



Ancestor Tree/ Healing Forest

Wisdom & Sharing: Gained deep insights and are making significant, lasting changes.

2 Measuring progress

As we continued to implement the evaluation approach to our Action Plan, we hosted workshops with each team across the organization to develop team milestones documenting their progress along a growth continuum. The continuum uses the development of a birch tree from seedling, to sapling, to adult tree and finally, to ancestor tree. The ancestor tree represents the stage at which a team has developed practices reflective of truth and reconciliation and is able to share this wisdom with others. The tree is represented in Nimikomà where the alternating depictions of the birch trees represent the cycles of growth and change in the work of reconciliation.

This developmental process required staff to work together, as depicted in Nimikomà by the birch canoes carrying two people.

The teams articulated their current state (described as their seedling) and imagined what their ways of working could look like if they were at the ancestor tree stage. Through this process, teams documented their milestones to review regularly and support reflection and team discussions.

The milestone workshop with our Senior Leadership Team generated individual and collective curiosity about the role of leadership in an organization committed to truth and reconciliation.

Informal virtual coffee chats between leaders and HEC's Truth and Reconciliation Coach are one way leaders can continue to explore their role and identify actions they can take individually and with their teams.



Learning and development for staff, leadership and the Board

Our actions

- 3 Embed truth and reconciliation learning objectives within HEC's Employee Professional Development Plan framework.
- 4 Continue to offer cultural safety training with check-in support for HEC staff, senior leadership and the Board of Directors.
- 5 Quarterly education sessions offered to staff and partners supporting HEC's work in the healthcare system.

4 Staff learning and development

- 5 For three years, staff have been required to include a truth and reconciliation learning goal as part of their annual Employee Performance and Development Plan (EPDP). Most of the goals and actions are focused on building awareness and acknowledgement, and this information guides internal learning activities.

All incoming staff participate in the San'yas Indigenous Cultural Safety (ICS) Online Training. This self-directed, online training is complemented by four live, virtual group discussions facilitated by Algonquin Knowledge Carrier Monique Manatch and HEC's Truth and Reconciliation Coach Shannon Dunfield.

The team-based milestone workshops were also a learning opportunity, often generating discussions about discomfort and uncertainty as we delved together into developmental evaluation. As a learning organization we recognize discomfort is a catalyst for growth and this is an important part of truth and reconciliation work. To grow we need to step outside of what we already know.

The encouragement to lean into discomfort generated internal discussions about land acknowledgments. Staff expressed a desire to ensure their land acknowledgments remained meaningful and avoided being tokenistic. The NIH team recognized that the conversation

both internally at HEC and externally about land acknowledgements led us to question whether our established approach continued to align with the original intention. To explore this, we hosted a panel and discussion circles with Ka-odàkedjig as a space for staff to hear different perspectives, ask questions and share their own experiences and approaches. Recognizing that language and terminology are significant in the context of land acknowledgements, French-speaking staff had the opportunity to discuss terminology with a French-speaking facilitator.

In tandem with this event, we augmented onboarding content to support staff to develop their own personal and meaningful land acknowledgement.

Reminder



Depicted by the robins flying in both directions in Nimikomà, we need to create space for discomfort in the learning process.



14

staff completed ICS
in this reporting
period

89.9%

of HEC staff have
completed the San'yas
ICS Online Training

85%

of staff participated
in the team-based
milestone workshops

43

staff participated in
the optional all-staff
milestone workshop
for Goal 1



Being able to learn about the situation in Québec in my first language has really built confidence around land acknowledgements.”

— Feedback from French discussion circle participant

Reminder



Language and terminology are significant in the context of land acknowledgements. It is important to support staff to discuss terminology in the language of their choice.

Hopeful

proud

supported

grateful

gratitude

committed

progress

intrigued

intentional

excited

reassured

informed

confident

authentic

safe

appreciative

inspired

grounded

reflective

action-oriented

smarter

Word cloud generated from responses of HEC staff who were asked at a January 2025 all-staff huddle to describe how they were feeling about HEC's truth and reconciliation journey.

Internal processes and policies

Our actions

9

Review and update all relevant HEC policies and processes to be reflective of First Nations, Inuit and Métis perspectives, data governance, and the protection of Traditional Knowledge.

New



Guidance for travelling with bundle items

Policies reviewed



Official languages policy and procedures



Procurement policy and procedures



Gift & honoraria policy and procedures

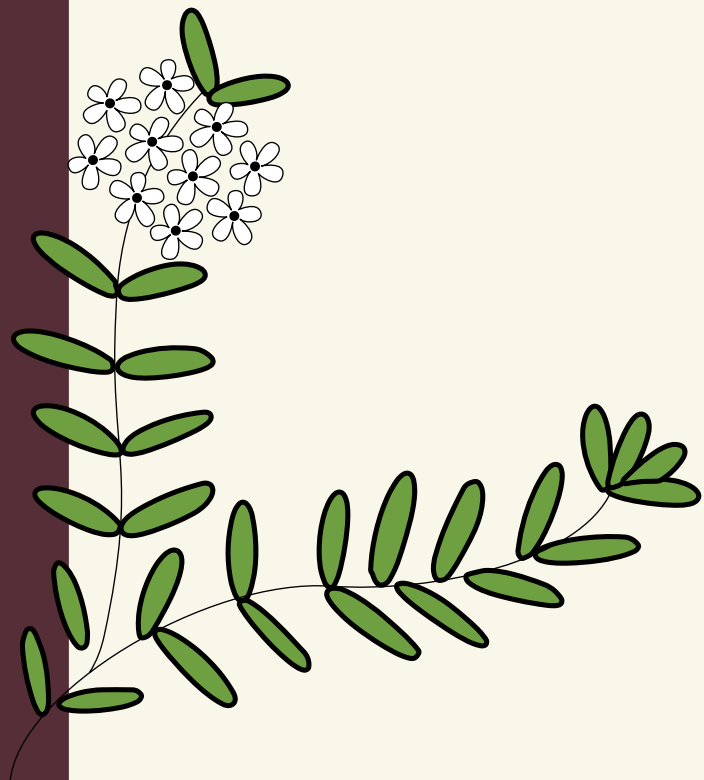


Employee recognition policy

9

Vendor engagement

This year, HEC launched Care Forward, a pan-Canadian movement of people sharing knowledge and applying proven approaches to improve healthcare quality and safety for at least one million people across the country. The NIH team reviewed and updated vendor contracts for this work to refine terminology for the protection of First Nations, Inuit and Métis Traditional Knowledge, based on feedback from First Nations, Inuit and Métis partners.



Building trusting relationships to support meaningful engagement

Our actions

- 17 Develop and integrate guidance mechanisms into existing HEC program life cycle processes that support staff to include First Nations, Inuit and Métis priorities where appropriate.
- 18 Create and implement advisory mechanisms with representation from First Nations, Inuit and Métis when planning projects aligned with their priorities.

17 Ka-odàkedjig

To support relationship building between staff and the Ka-odàkedjig Elders we began offering coffee chats. Staff can sign up to be paired with the Elders for a one-on-one virtual coffee chat as an opportunity to build relationships on a personal level. This also provides a safe space for staff to ask questions and seek guidance to support their own learning.

Reminder



In a virtual context, scheduling opportunities for visiting can be a helpful strategy to build relationships.

17 Moving from awareness to action

- 18 Throughout the lifecycle of HEC programs, we are identifying opportunities to apply our collective learning about how to move from awareness to action. Figure 1 shares specific examples of what that looks like at different stages of the cycle.

Application Process

The application process now invites organizations to describe their relationships and engagements with First Nations, Inuit and Métis communities to demonstrate how they will embed truth and reconciliation into their work. This prompts teams to think about their approach early in the process.

Agreements

In preparing to launch Care Forward, we reviewed and update all contracts and agreements. This included reviewing and refining language related to Traditional Knowledge based on feedback we have received from First Nations, Inuit and Métis partners.

Evaluation

Across multiple programs First Nations, Inuit and Métis evaluation approaches are being used to help demonstrate impact. Storytelling, expressive arts and the use of metaphors are all valuable and relevant data sources. Turtle Island Consulting and Proactive Information Services have been guiding participating teams and HEC staff in this process.

Curriculum Development

Foundations of Healthcare Excellence is a new self-paced learning series that explores how patient safety, cultural safety, engagement-capable environments and health equity are interconnected in shaping care experiences. Each foundation includes a mix of individual and team activities and can be explored in any order. Modules feature videos, readings, reflection questions, and practical steps to apply in daily work.

Figure 1

17 Enabling Aging in Place

Enabling Aging in Place is a collaborative focused on helping older adults age at home with formal support. The program supported 26 teams from across the country to plan and implement initiatives that meet the health and social needs of older adults in their communities. A primary focus of the collaborative was exploring how to build trusting relationships to support meaningful engagement with community members, partners and potential partners. At an in-person workshop at Wanuskewin Heritage Park in Saskatchewan, teams experienced the value of relationships within their community of practice, gathering in circle to learn and unlearn together about equity, cultural safety and creating safe communities.

At the end of the workshop HEC was gifted with many beautiful reflections on how to meet people to build trusting relationships. One participant offered their appreciation for “making space for discomfort and uncertainty.” The journey of the workshop was captured by Métis artist Leah Dorion and shared back as stories about the gifts and growth during the time together.



Reminder

Hosting events in spaces that provide experiential learning, like the tipi-teachings at Wanuskewin gifted by Elder Mary Lee, creates the space for strengthening relationships and sharing experiences related to equity and cultural safety.

17 Cultural Safety Design Collaborative

Engagement and relationships were at the heart of the work of the 12 Cultural Safety Design Collaborative teams. At a final gathering in February teams were asked to share the story of their journey in this work. The Newfoundland and Labrador Health Services team from Happy Valley-Goose Bay reflected on learning three valuable lessons throughout their partnership with Nunatsiavut Government:

- Building trust takes time,
- First Nations, Inuit and Métis voices must be central, and
- Cultural safety is an ongoing commitment.

“The early morning light bathed the coastline of Hopedale in a golden hue, reflecting off the still waters. The crisp Labrador air carried a quiet sense of history and resilience, qualities deeply embedded in the people who call this land home. As we stepped off the small aircraft onto the gravel runway, a familiar feeling settles in, this was more than just a visit. This was the heart of our work, building trust, strengthening relationships, and ensuring culturally safe healthcare for Indigenous communities in Labrador.”

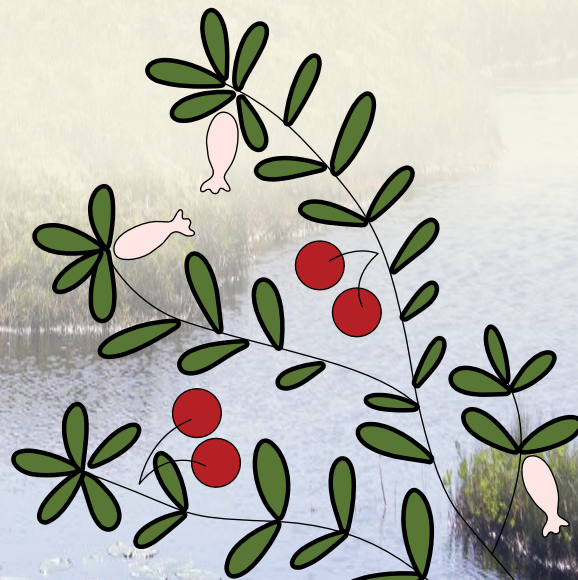
— Poem created by the Newfoundland and Labrador Health Services team from Happy Valley-Goose Bay

17 HEC Strategy Refresh

To help inform HEC’s new five-year strategy, HEC connected with people across Canada to understand what better healthcare means to them and how we can work together to achieve it. Throughout the winter and spring of 2025, HEC hosted several in-person and virtual opportunities for strategy engagement, which included regional and national First Nations, Inuit and Métis governments and organizations, as well as First Nations, Inuit, and Métis healthcare leaders and members of the health workforce.

“We talked about a lot of head stuff, but it also needs to come from the heart [...] What if we all worked together, what would life be like, where would we be?”

— Elder Norman Opekokew at the Saskatoon Accelerated Design Event for Strategy Refresh





Knowledge is in the forest, on your travels always turn around and look behind you so you know where you've been. Notice the landmarks around you so you won't get lost – in your life, those landmarks are your goals, they are what you're striving and planning for.”

– Monique Manatch, Algonquin Knowledge Carrier, reminding participants of the Ottawa Accelerated Design Event for Strategy Refresh to reflect on where we've been as we move forward into the future.

Coaching

Our actions

- 19 Develop, deliver and evaluate truth and reconciliation content in training resources for coaches involved in HEC programming to improve their capacity to support teams to meaningfully engage with First Nations, Inuit and Métis.
- 20 Review and update the process for recruiting and onboarding coaches to ensure they reflect HEC's values, as well as the quality and safety perspectives of culturally safe and equitable care and First Nations, Inuit and Métis priorities.
- 21 Develop relationships with First Nations, Inuit and Métis coaches to support programs across HEC.

21 Engaging with First Nations, Inuit and Métis

In the EXTRA program, the NIH team delivered content for coaches to improve their awareness of HEC's commitment to truth and reconciliation and begin to build their capability to support teams to meaningfully engage with First Nations, Inuit and Métis.

"We learned about the thoughtful and participatory process HEC used to arrive at its action plan for truth and reconciliation and the resources it has embedded in the organization to make the plan come to life. This was invaluable as I reflect on the organization in which I and the teams I am coaching work. During the session, we had the opportunity to introduce ourselves, our true selves... This simple activity reinforced our bonds and helped to create the trust we need to support each other in our work. It was a very powerful experience that I am still reflecting on today."

– Chantale LeClerc, EXTRA Coach

This year HEC developed Foundations of Healthcare Excellence, which offer all HEC coaches and program participants a consistent learning experience to support high-performing health systems to deliver safer, equitable, engagement capable, and culturally safe care.

HEC has developed relationships with many people from across Turtle Island who take on the role of coach and bring a variety of experiences and perspectives to support our work. Through a few of our offerings with a focus on cultural safety, we were able to recruit First Nations, Inuit and Métis coaches over the last couple of years who brought their gifts and knowledge to enhance the support provided to participating teams, HEC staff and to each other. Many of these individuals have chosen to continue to support HEC by engaging as a coach with other programs.





HEC's Indigenous team doesn't just collaborate; they care with intention. They honour the work by honouring the people behind it – through clear communication, shared celebration of wins, and a genuine commitment to growth. In a world that often prioritizes transaction over connection, HEC stands out by nurturing the relationship as sacred.”

– HEC coach

Support capacity development in the system

Our actions

- 23** Co-develop and co-design distinctions-based supports for leadership where aligned with the priorities of First Nations, Inuit and Métis health system leaders.
- 24** Share resources and learning opportunities with other organizations, including other pan-Canadian health organizations.

23 Supporting First Nations, Inuit, Métis **24** and northern health leaders

In further commitment to our shared priority of truth and reconciliation and capacity development for First Nations health leaders and communities, HEC worked alongside the First Nations Health Managers Association (FNHMA) to support growth and development of First Nations health leadership through the First Nations Health Leaders' Network for the third year. This year, the Leaders' Network focused on a mentorship program, which paired experienced First Nations health leaders with new and emerging health leaders of FNHMA's Certified First Nations Health Managers program as a peer mentorship and learning opportunity. The participants shared that the program was a meaningful, confidence-building experience that helped sharpen their skills, grow in their leadership competencies, and broaden their professional and personal networks.

HEC also sponsored and presented the Excellence in Health Leadership award at FNHMA's 12th Annual Conference, celebrating those who have demonstrated strong leadership and a commitment to improving health management within First Nations communities.

In June, we co-hosted the Canadian Northern and Remote Health Network (CNRHN) with the Canadian Institute for Health Information

(CIHI) in Ottawa, bringing together healthcare leaders from every province and territory. Based on participant feedback we designed the agenda and setup for this year's meeting to be more responsive to the needs and perspectives of the First Nations, Inuit and Métis leaders in attendance, resulting in a generative and safer space to explore topics of cultural safety and humility.

In addition to co-hosting the CNRHN with the CIHI, we continue to collaborate and align our efforts to build internal capacity and understanding; engage in meaningful, reciprocal relationships with First Nations, Inuit and Métis governments, organizations and communities; and address racism experienced by First Nations, Inuit and Métis. We are committed to working together to support healthcare organizations and systems make improvements towards culturally safe care.

To support the capacity of Métis health leaders, we hosted learning workshops with the Métis Nation British Columbia in supporting new managers and leaders, and the Métis Nation of Ontario in having difficult conversations.

12th ANNUAL NATIONAL CONFERENCE

First Nations Health Managers Association

Celebrating our
knowledge and
leadership



We continue to be grateful for our partnership with First Peoples Wellness Circle and Thunderbird Partnership Foundation, and for their guidance along our journey towards truth and reconciliation. We are also grateful for the guidance of other governments and organizations including the Otipemisiwak Métis Government, Métis Nation-Saskatchewan and Pauktuutit Inuit Women of Canada.

We also hosted our first external partnership milestone workshop on September 18, 2025 with the Métis National Council's Technical Health Committee. Using the birch tree growth continuum, we asked them what our current state as a partner is, and what the ideal future state could look like. Their perspective will help us shape our ongoing commitment to developing relationships that enable us to advance cultural humility and cultural safety in health systems.

HEC continues to seek opportunities to share resources and learning opportunities with other organizations across the health system. As part of Canadian Patient Safety Week 2024, HEC hosted the webinar series "Broadening Our Understanding of Harm, Together", which included the First Nations, Inuit and Métis Experiences with Racism in Healthcare Systems webinar. In this session,

participants heard about safety incidents in the form of dehumanization and the harms resulting from racism. First Nations, Inuit and Métis leaders also discussed how their healthcare organizations are addressing systemic racism and improving cultural safety.

We were proud to share the virtual stage with our partners, Bowman Performance Consulting at the Canadian Evaluation Society's national conference in May 2024. Together we shared our journey of co-creating the developmental evaluation approach for HEC's Truth and Reconciliation Action Plan through a virtual panel discussion. The session generated good interest and was an opportunity to talk about our partnership and reflect on our journey together through this work.



Reminder

Seeking diverse approaches to evaluation is another way we can move through discomfort and grow along our journey towards reconciliation.



Ongoing Work

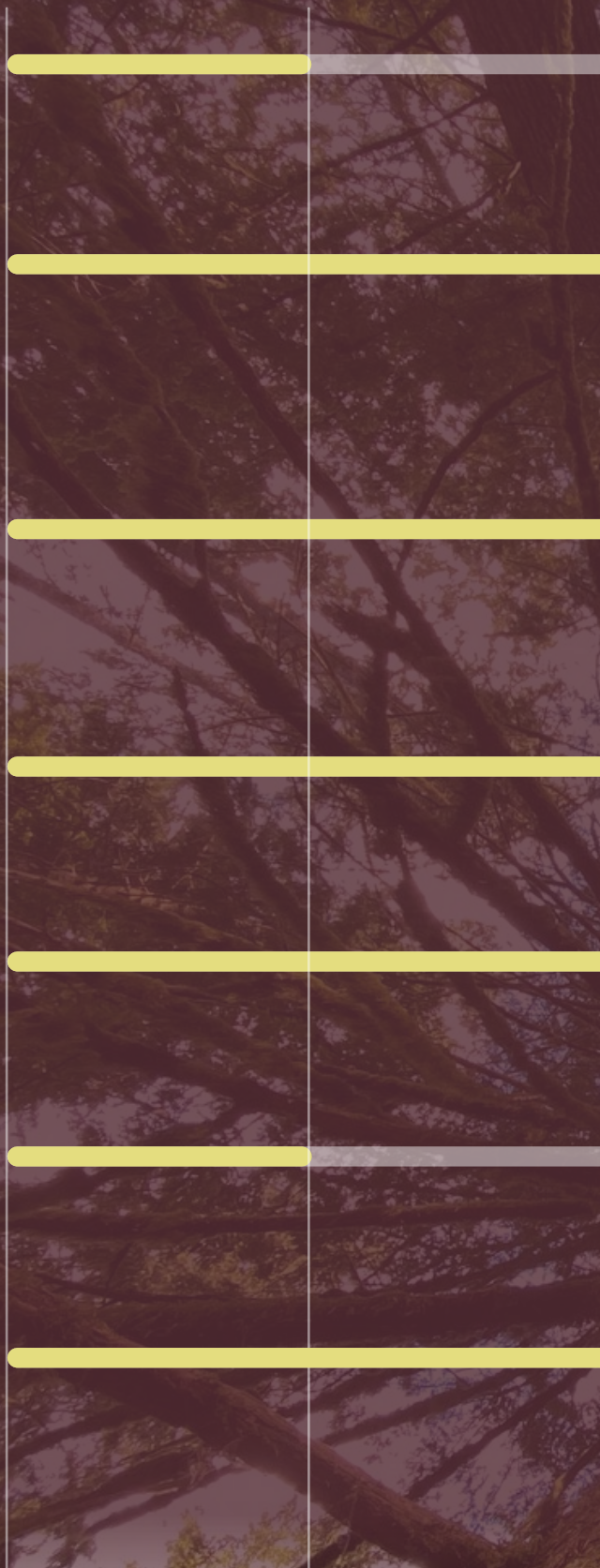
Our current Action Plan is coming to the end of its established timeline. The evaluation approach we have undertaken will be helpful in guiding us in the renewal process of our plan to occur in the next year. This will align with HEC's refreshed strategy and ensure our actions will continue to move us in the right direction.

First Nations, Inuit and Métis partners who have chosen to work with us tell us that HEC demonstrates an understanding of the spirit of truth and reconciliation through what we do, not only what we say. We will use the milestones approach as we continue to engage with First Nations, Inuit and Métis partners to establish our current state (seedling) and imagine our ideal future state (ancestor). We will use this guidance to help to refine the goals and actions as we continue to move forward.



Appendix

- 1** Demonstrate leadership support and commitment to HEC's Truth and Reconciliation Action Plan.
- 2** Create an annual workplan based on our Truth and Reconciliation Action Plan and evaluate and share progress through annual progress reports.
- 3** Embed truth and reconciliation learning objectives within HEC's Employee Professional Development Plan framework.
- 4** Continue to offer cultural safety training with check-in support for HEC staff, senior leadership and Board of Directors.
- 5** Quarterly education sessions offered to staff and partners supporting HEC's work in the healthcare system.
- 6** HEC staff and leadership participate in First Nations, Inuit and Métis knowledge-sharing events/conferences.
- 7** Create an HEC lending library to support learning for both onsite and remote employees.

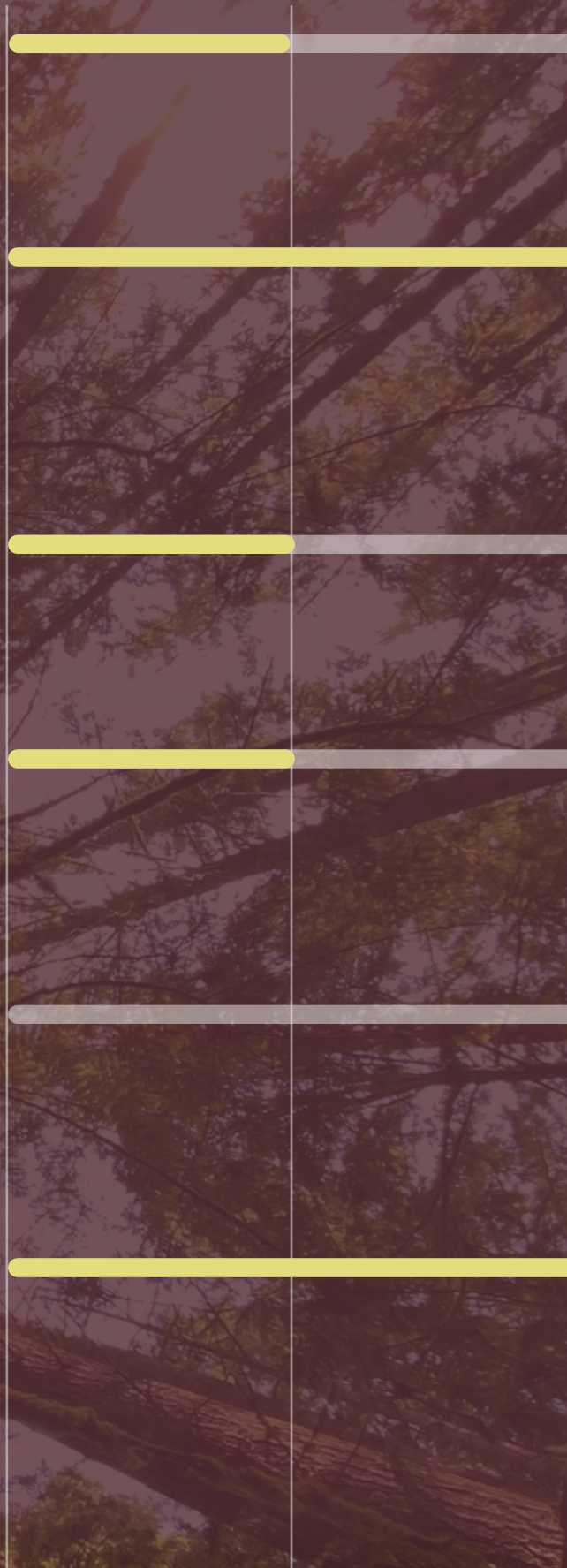


Not Started

Initiated

Completed & Ongoing

- 8 Create opportunities for HEC's Board of Directors to access learning opportunities and supports for self-reflection.
- 9 Review and update all relevant HEC policies and processes to be reflective of First Nations Inuit and Métis perspectives, data governance and the protection of Traditional Knowledge.
- 10 Develop relationships with First Nations, Inuit and Métis businesses and seek to include them in HEC's Vendor of Record list for goods and services.
- 11 Support the United Nations General Assembly's Call for Action to preserve, revitalize and promote First Nations, Inuit and Métis languages in the work of HEC.
- 12 Collaborate with HEC's People and Culture team to develop recruitment strategies intended to encourage First Nations, Inuit and Métis individuals to join HEC.
- 13 Develop, deliver and evaluate the truth and reconciliation content in HEC's onboarding process for new employees and determine their training needs in this area.

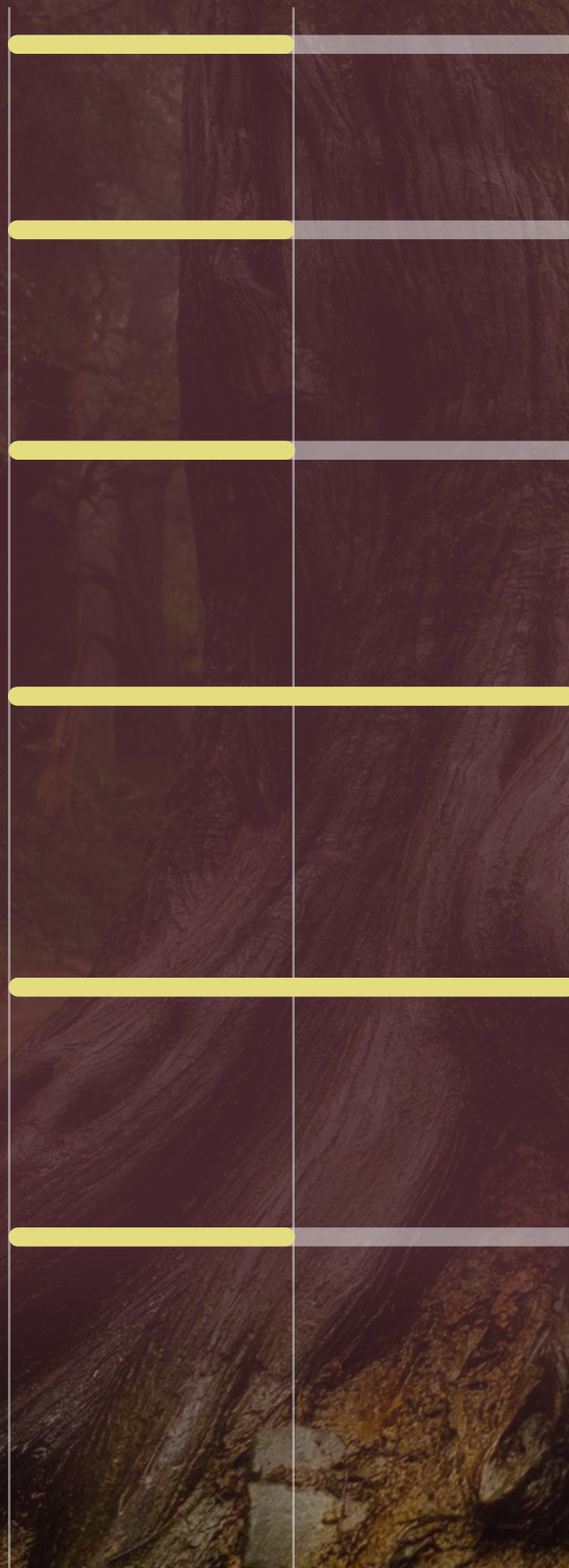


Not Started

Initiated

Completed & Ongoing

- 14 Explore opportunities to develop formal partnerships with First Nations, Inuit and Métis organizations.
- 15 Develop formal partnerships with regional and local organizations to promote the work of HEC and collaborate to create engagement strategies.
- 16 Create a communication strategy for knowledge sharing and increase our reach, brand recognition and trust among First Nations, Inuit and Métis partners.
- 17 Develop and integrate guidance mechanisms into existing HEC program life cycle processes that support staff to include First Nations, Inuit and Métis priorities where appropriate.
- 18 Create and implement advisory mechanisms with representation from First Nations, Inuit and Métis when planning projects aligned with their priorities.
- 19 Develop, deliver and evaluate truth and reconciliation content in training resources for coaches involved in HEC programming to improve their capacity to support teams to meaningfully engage with First Nations, Inuit and Métis.



Not Started

Initiated

Completed & Ongoing

20 Review and update the process for recruiting and onboarding coaches to ensure they reflect HEC values, as well as the quality and safety perspectives of culturally safe and equitable care and First Nations, Inuit and Métis priorities.

21 Develop relationships with First Nations, Inuit and Métis coaches to support programs across HEC.

22 Create knowledge-sharing opportunities between and among First Nations, Inuit and Métis and non-Indigenous health system partners.

23 Co-develop and co-design distinctions-based support for leadership where aligned with the priorities of First Nations, Inuit and Métis health system leaders.

24 Share resources and learning opportunities with other organizations, including other pan-Canadian health organizations.

Not Started

Initiated

Completed & Ongoing



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