

2024-2025

EXTRA™: EXECUTIVE TRAINING PROGRAM Cohort 19

Call for Applications





About Healthcare Excellence Canada

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

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

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



Table of Contents

ABOUT HEALTHCARE EXCELLENCE CANADA	2
EXTRA CALL FOR APPLICATIONS	4
EXTRA: EXECUTIVE TRAINING PROGRAM	5
How EXTRA works	5
THE EXPERIENCE	6
CURRICULUM AND TIMELINE	7
Leading improvement	7
Building a culture of innovation	7
Developing leadership	7
Timeline	7
Involving partners	8
APPLYING TO EXTRA	9
Who should apply?	9
Pre-application coaching call	9
How to apply	9
SELECTION CRITERIA	10
ADDITIONAL INFORMATION	11
Program Fees and Cost Sharing	11
Certified Health Executive (CHE) designation	11
Working with First Nations, Inuit and Métis communities	11
Ethics	12
Conflict of Interest	12
Training Agreement	12
Contact	12

EXTRA CALL FOR APPLICATIONS

THE EXTRA APPROACH

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

LEAD BY EXAMPLE

WHO SHOULD APPLY?

Teams of 3 to 5 leaders

BENEFITS

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

LEARN BY DOING

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

KEY DATES

- Applications now open!
- Applications close July 3, 2024
- Team notified by August 15, 2024
- Program starts: September 2024
- Graduation: October 2025

APPLY NOW

1. Read the Call for Applications
2. Log into the Application Portal and review the form
3. Request a pre-application coaching call
4. Submit application by July 3, 2024



Program Objectives

- Enhance the capacity of leaders and teams to accelerate improvement
- Develop increased organizational capacity to achieve excellence
- Accelerate sustainable design, implementation, and evaluation of improvement projects.
- Create an EXTRA pan-Canadian community of leaders committed to continuous improvement

EXTRA: EXECUTIVE TRAINING PROGRAM

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

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

How EXTRA works

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

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

THE EXPERIENCE

20
Years Running

177
Canadian
Organizations have
participated

565
Fellows

271
Improvement
Projects

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

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

CURRICULUM AND TIMELINE

The EXTRA curriculum uses leading edge tools and methodologies to support teams in quality improvement for complex problems, building a culture of innovation and developing leadership skills. The program's curriculum continually adapts to the reality of today's healthcare and social services environment.

Leading improvement

- Engage patient, family and caregivers
- Foster evidence-based and situational decision making
- Promote cultural safety
- Advance equity, diversity and inclusion for patients, families, and communities
- Create a culture for safer care

Building a culture of innovation

- Apply implementation science/design thinking/value-based healthcare
- Build partnerships
- Lead sustainable change in complex systems
- Cultivate an inclusive and energizing team dynamic (organizational energy)

Developing leadership

- Lead with emotional intelligence
- Develop individual, collaborative, and system leadership
- Navigate complexity, policy and politics
- Communicate effectively
- Lead system transformation

Timeline



Teams will apply learnings to develop the following deliverables:

- Driver Diagram
- Patient and provider journeys
- Measurement plan
- Status presentations to peers during in-person workshops
- Final presentation and report



Involving partners

ADVISORY COMMITTEE

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

IMPLEMENTATION TEAM

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

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

APPLYING TO EXTRA

Who should apply?

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

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

Pre-application coaching call

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

How to apply



STEP 1

Read the EXTRA Call for Applications



STEP 2

Access the [application form](#).



STEP 3

Complete and submit your application by July 3, 2024. Applications may be submitted in English or in French.

APPLICATION REVIEW PROCESS

In the summer of 2024, an expert panel will review applications. All applications are initially screened by Healthcare Excellence Canada staff to ensure essential program requirements are met. Teams may be required to submit additional information.

SELECTION CRITERIA

Applications are assessed according to the following criteria.

ORGANIZATION(S)

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

ENGAGEMENT

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

THE EXTRA TEAM

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

THE IMPROVEMENT PROJECT

- Is the improvement project problem statement clearly articulated and well supported by documented sources of evidence including local and comparative data?
- Is the aim statement clearly articulated?

ADDITIONAL INFORMATION

Program Fees and Cost Sharing

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

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

If the cost of EXTRA is your organization's only barrier to applying, please email the EXTRA team at EXTRA-FORCES@hec-esc.ca to discuss.

Certified Health Executive (CHE) designation

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

Working with First Nations, Inuit and Métis communities

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

It is important to consider relevant data governance principles and consult with the appropriate partners before gathering data about First Nations, Inuit and Métis.

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

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

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

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

Ethics

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

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

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

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

For more information, please consult the [Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans](#) (2022) and the [Tri-Agency Framework: Responsible Conduct of Research](#) (2021).

Conflict of Interest

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

Training Agreement

Organizations invited to join cohort 19 of the EXTRA program will be asked to sign a Training Agreement (TA). The TA outlines the program’s commitments and expectations. Further details about the TA will be provided at the time of acceptance.

Contact

For more information about EXTRA, or if you have additional questions, Please email the EXTRA team at EXTRA-FORCES@hec-esc.ca.