


**The Story Behind
Our Strategy**

OUR PURPOSE

**To shape a future where
everyone in Canada has safe
and high-quality healthcare.**



HEC is an independent, not-for-profit charity funded primarily by Health Canada. The views expressed herein do not necessarily represent the views of Health Canada.



Healthcare Excellence Canada is a new organization with a relentless focus on improving healthcare, with – and for – everyone in Canada. We were born of a belief that everyone in Canada wants and deserves excellent healthcare. But as was evident before the pandemic and COVID-19 has made even more clear, we're not there yet. The scale of our solutions needs to match the scale of the challenges facing our health systems as they recover and begin to rebuild.

Despite all our achievements as the Canadian Patient Safety Institute and Canadian Foundation for Healthcare Improvement, safe and high-quality healthcare is not yet a reality for everyone in Canada. So, we joined together and strengthened our capacity to help you turn proven innovations into lasting, widespread improvement in patient¹ safety and all the dimensions of healthcare excellence.

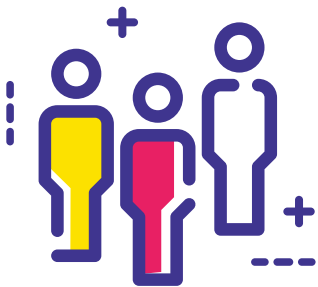
Right now, there's a tremendous opportunity to expand the reach of successful innovations so more people can benefit. We can take these points of light and shine them across the country. But we can't do it without you.

If you share our commitment to the pursuit of excellence, then we hope our strategy will resonate with you. If you'd like to get involved, you can explore [ways we can work together](#), subscribe to [our newsletter](#), follow us on [social media](#) and more at [HealthcareExcellence.ca](#).

¹ Our use of the term "patient" includes people receiving services in diverse settings, who may also be referred to as clients, residents, etc.

Our Strategy

This five-year strategy – the first for our new organization – builds on our legacy and was developed with input from people in every province and territory. It captures what excellence in healthcare means to them, the issues that matter most and how we can help.



We engaged more than **1,100 people** to inform HEC's 2021–2026 strategy.

Thank you to everyone who contributed. Through a global pandemic, you made the time to help us set a course for this new organization and for quality and safety across Canada.

We conducted



40
key informant
interviews



25
focus groups



**Asked for
your input**
via our launch webinar,
public survey and social
media campaign

What is excellence in healthcare?

Excellence sits at the heart of our new name for a reason. It's a standard we strive for in our own work, and the work we do with people and health systems across the country. We help our partners pursue improved quality and safety outcomes with – and for – more people based on what matters to them.

Excellence means taking a more integrated view of safety and quality that spans the health system and journey of patients and families. It means safe and quality care, in the right place, at the right time. It means culturally safe, inclusive services that reflect the needs, preferences and priorities of diverse patients, caregivers and communities, including First Nations, Inuit and Métis.

Ultimately, excellence in healthcare should be accessible to everyone, and optimize patient, caregiver and community experiences, health outcomes, and value for time and money.

Our Partners

Meaningful partnerships are central to our pursuit of excellence. We're committed to working with people and communities who have diverse experiences, cultures and perspectives like those with lived experience and First Nations, Inuit and Métis.

Together, with patients, caregivers and communities, health and social service providers, quality and safety organizations, governments, health regions and many more – we make improvements that matter to those who will benefit.

Our How

Working with people
across the country, we:

Find and promote innovators and innovations

- Identify promising innovations that can deliver the safest and highest quality healthcare for more people in Canada. (e.g. [Priority Health Innovation Challenge](#))
- Raise awareness of these innovations to spark further improvement in healthcare policies and practices. (e.g. [Enhanced Recovery Canada](#))

Drive rapid adoption and spread of quality and safety innovations

- Lead partnerships to spread and scale innovations that deliver excellence in healthcare in our areas of focus (e.g. [Virtual Care Together](#) collaborative with Canada Health Infoway and [Advancing Frailty Care in the Community Collaborative](#)).
- Co-design, test and share tools for implementing safe and high-quality healthcare with patients, providers and other healthcare leaders.
- Share these [tools](#) widely to benefit more people in Canada.

Build capabilities to enable excellence in healthcare

- Work with leaders and teams across Canada to enhance their ability to make improvements and sustain them (e.g. [EXTRA program](#) and [TeamSTEPPS Canada™](#)).
- Connect leaders across communities and health systems to share, learn, and improve together (e.g. [Canadian Northern and Remote Health Network](#)).

Catalyze policy change

- Guided by perspectives of people with diverse experiences and cultures, foster learning and relationship building to advance cultural safety and humility, equity and inclusion in health systems (e.g. [Promoting Life Together Collaborative](#)).
- Support leaders to share policy insights, identify levers for change and drive large-scale change (e.g. [Essential Together Policy Guidance](#)).
- Work with partners – including other pan-Canadian health organizations – to advance shared federal, provincial and territorial health priorities (e.g. [Paramedics and Palliative Care program](#) with the Canadian Partnership Against Cancer).



Innovation:

A practice, policy or program that yields greater benefit for people compared to the status quo

Our Focus

Care of older adults with health and social needs

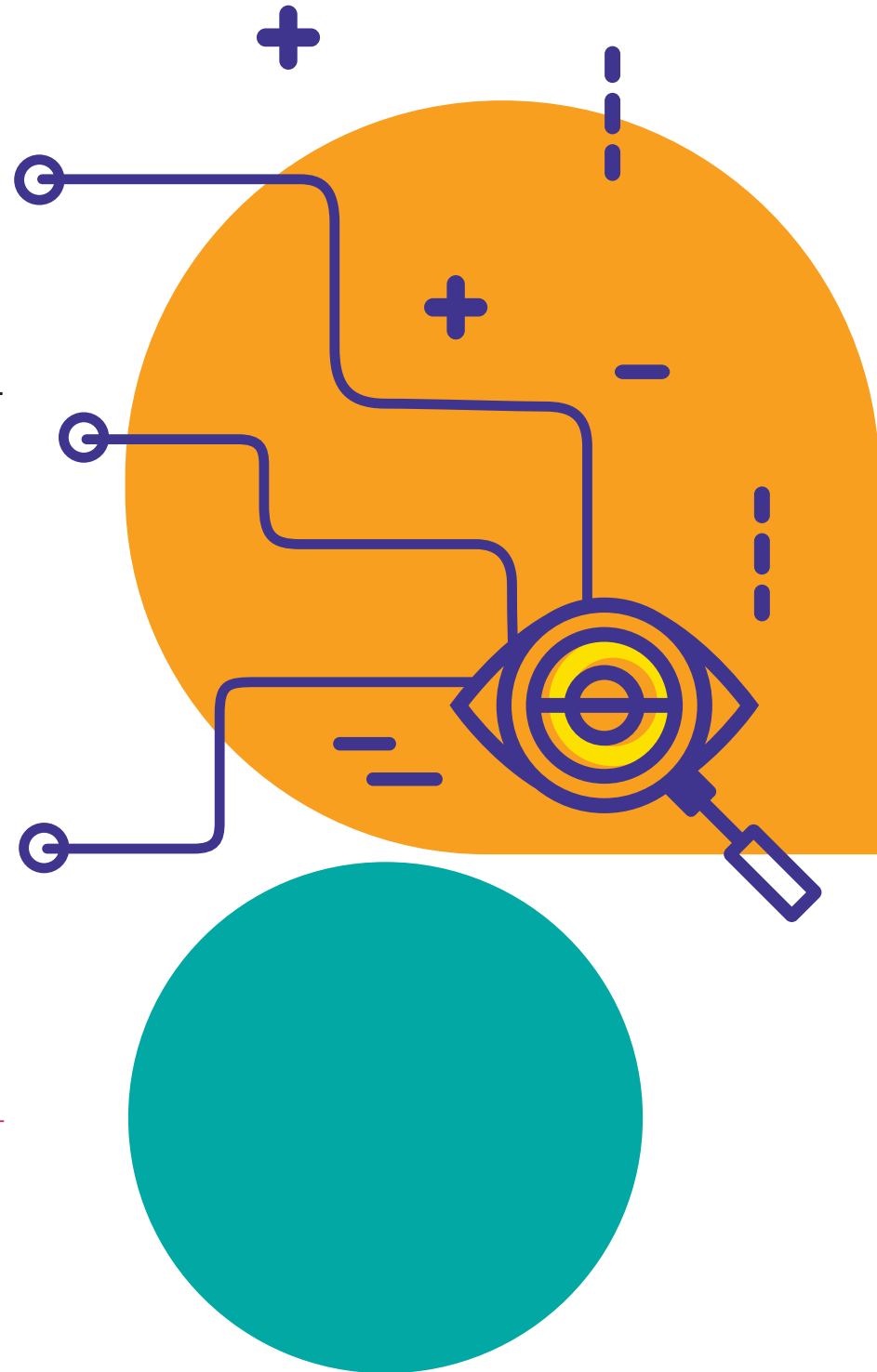
It's time to reimagine care with – and for – older adults. New policies and ways of organizing and providing care/services that improve outcomes by better integrating health and social care (e.g. [LTC+](#)).

Care closer to home and community with safe transitions

Many people in Canada want safe, high-quality healthcare closer to home. Connection with a primary care provider, safe transitions and virtual options. The reach of innovations that equitably deliver care, where people live and when they need it, can be expanded (e.g. [Bridge-to-Home Spread Collaborative](#)).

Health workforce retention and support

Many dedicated teams, organizations and individuals are using innovative, scalable approaches to foster safe and inclusive working environments that support their teams' physical, emotional and mental wellbeing, while reducing staff turnover and shortages – to help ensure that access to safe and high-quality healthcare is a reality for all (e.g. [Health Workforce Innovation Challenge](#)).



Quality and Safety Perspectives

Improving quality and safety is the foundation of our work – with and for – the people who receive care and those who deliver it. We ensure these perspectives are reflected in everything we do.

Lived experience of patients, caregivers and communities

Engaging patients, caregivers and communities, with purpose, to ensure their experience and priorities drive safety and quality in healthcare (e.g. HEC's community of partners, including [Patients for Patient Safety Canada](#)).

People in the workforce

Ensuring that those who provide care shape how we improve care so that the value of the change and the impact on their work-life is considered too (e.g. [Mental health and Resiliency Resources for Healthcare Providers, Staff and Leaders](#)).

Value

Organizing healthcare to improve patient and health system outcomes by focusing on what matters most to patients and linking money spent over a patient's journey to the outcomes that matter most to them.

Culturally safe and equitable care

Support people working in health systems to address racism and power imbalances that foster security, avoid harm and distribute services according to need. (e.g. [A Journey We Walk Together: Indigenous Cultural Competency Primer](#)).

First Nations, Inuit, and Métis priorities

Seeking and supporting meaningful engagement with First Nations, Inuit and Métis to ensure that their priorities drive reconciliation, quality and safety in healthcare (e.g. [World Patient Safety 2021, Safe Maternal and Newborn Care](#)).

Our Values

Partner meaningfully

We can do more together than on our own. Within HEC and with partners, collaboration accelerates progress towards our shared goals.

Innovate courageously

We seek and promote bold ideas that deliver meaningful gains in the safety and quality of healthcare, as well as agile approaches to pursuing excellence at HEC.

Act with integrity

Credibility, honesty, and respect matter at HEC. We treat others the way we would like to be treated. Together, we build trust, make evidence-informed choices, and support mutual accountability.

Be inclusive

No matter what we look like or where we live, excellence in healthcare matters to everyone. Within HEC and in our work, we embrace diverse perspectives and the value of each person's unique experiences.

Our Priorities and Programs

Wondering how we set our priorities and choose our programs? As an independent, not-for-profit organization funded by Health Canada, HEC focuses on advancing shared federal, provincial and territorial (FPT) health priorities and the priorities identified by our stakeholders.

Potential opportunities are assessed against these criteria:

a. Strategic alignment

Does the programming align with:

- HEC's unique capabilities
- HEC's strategic focus and federal/provincial/territorial priorities
- HEC programming focus and design

b. Organizational Readiness & Capacity

Does HEC have the organizational capacity and readiness to successfully support the programming with respect to the following:

- Resources
- Readiness
- Timelines
- Collaborators/Partners

c. Expected Reach & Impact

Is there evidence that the programming has demonstrated impacts, specifically:

- Population reach
- Health system impact
- Quality and safety perspectives
- Evaluation and measurement



