

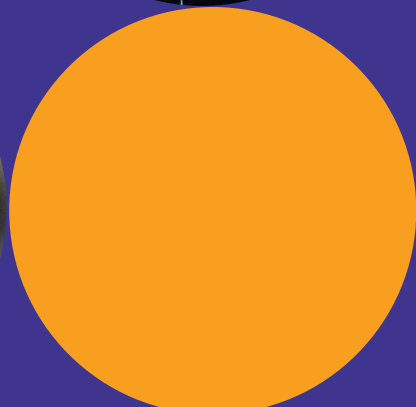
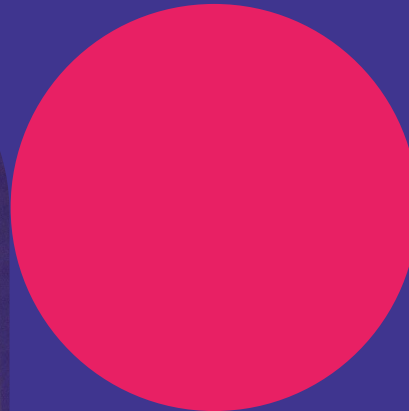


Healthcare
Excellence
Canada

Excellence
en santé
Canada

EXTRA™ Executive Training Program

Cohort 20: Call for Applications



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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.

HEC focuses on improving care of older adults, bringing care closer to home and supporting the retention of the health workforce – with quality and safety embedded across all our efforts. We are committed to fostering inclusive, culturally safe and equitable care through engagement with different groups, including patients and caregivers, First Nations, Métis and Inuit, healthcare workers and more.

Launched in 2021, HEC brings together the Canadian Patient Safety Institute and Canadian Foundation for Healthcare Improvement. 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.

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Social Media

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Healthcare Excellence Canada honours the traditional territories upon which our staff and partners live, work and play. We recognize that the stewardship of the original inhabitants of these territories provides for the standard of living that we enjoy today. [Learn more](#)

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.

EXTRA: Executive Training Program

EXTRA is Healthcare Excellence Canada's team-based, bilingual, action-oriented leadership development program that supports ongoing system transformation. It focuses 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 foster meaningful relationships by creating opportunities for collaboration beyond provincial and organizational boundaries. 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.



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



The Experience



EXTRA focuses on leadership development and change management through learning by doing, peer to peer feedback, coaching and networking. Modules are delivered through:

- **Workshops:** in-person, attended by all core EXTRA team members for peer-to-peer learning, feedback, knowledge sharing and practical application opportunities. These workshops are held in various locations across Canada.
- **Strategic coaching:** Teams will have 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. The 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.



EXTRA will provide a foundation for learning informed by current thought leadership and evidence-based research. You'll develop self, organizational and system level leadership competencies.

Core Competencies



Develop self-leadership to achieve quality improvement objectives



Shape organizational leadership to improve organizational effectiveness and outcomes.



Transform health system leadership to provide safer and high-quality healthcare for all.

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 environments.

The curriculum rests on the following three pillars:

Leading improvement

- Teamwork
- Patient, family, caregiver and community engagement
- Evidence-based and situational decision-making
- Cultural safety and humility; equity, diversity and inclusion
- Quality improvement methods
- Measurement for improvement

Building a culture of innovation

- Implementation science/design thinking
- Partnership building
- Value based health care
- Driving sustainable change
- Learning health systems and ecosystems
- Culture and high performing teams (organizational energy)

Developing leadership

- Developing self and emotional intelligence
- System transformation and integrated care
- Collaborative, collective, and system leadership
- Navigating complexity, policy, and politics
- Building trust and navigating power
- Health human resources approaches
- Leading during difficult times

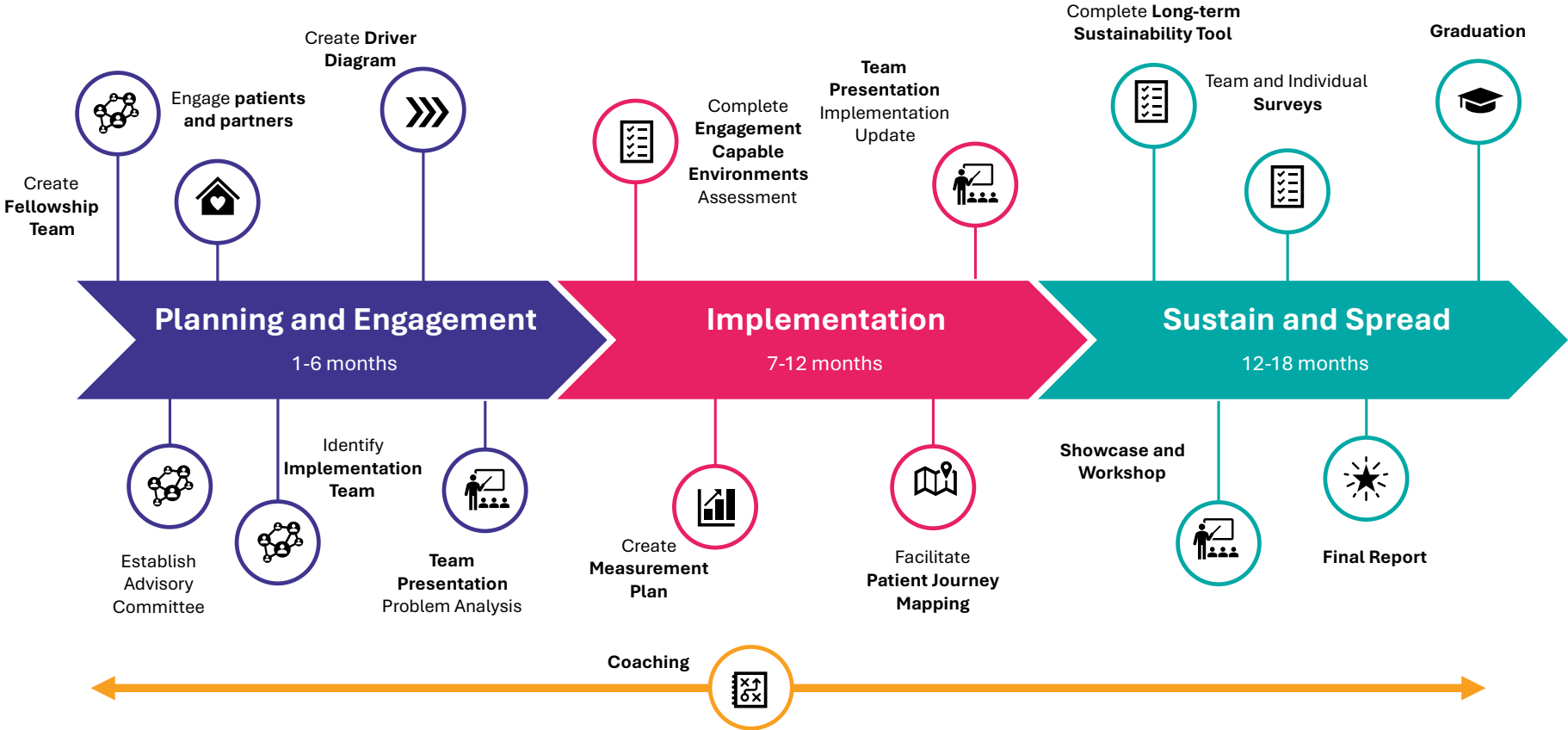
Key Dates

Whenever possible, webinars will be held on the third Thursday of the month from 11:30-1:00 pm ET.

Date	Activity
August 2025	Teams notified of acceptance
September and October 2025	Orientation and virtual sessions
November 2025	November 17-21, In-person workshop, location TBD
December 2025 and January 2026	Virtual sessions
February 2026	February 4-7*, In-person workshop, location TBD
March and April 2026	Virtual sessions
May 2026	TBC: In-person workshop
July 2026 to September 2026	Work on final deliverables
October or November 2026	TBC: In-person workshop
January 2027	Virtual graduation

***Dates to be confirmed**

EXTRA Deliverable Timeline



[See accessible long description in Appendix A](#)

Applying to EXTRA

Who Should Apply?

A minimum of three and a 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 services 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, and engagement of patient partners.

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 June 18, 2025. Applications may be submitted in English or in French.

Review Process

In the summer of 2025, an expert panel will review the applications. Applications are initially screened by Healthcare Excellence Canada staff to ensure essential program requirements are met. Teams may be required to submit additional information.

Teams will be notified of their acceptance to the EXTRA program by August 6, 2025.

Assembling the Team

Executive Sponsor

An Executive Sponsor – often the CEO or senior leader in the organization– will provide leadership and executive endorsement and support. The executive sponsor will ensure the project is aligned with strategic priorities of the organization, ensure protected time for staff, and secure resources to enable the implementation and sustainability of the project.

Teams comprised of members from different organizations are required to have executive sponsorship from each of the participating organizations.

Fellowship Team

The team can be composed of three to five fellows from one or more organizations, from the same jurisdiction or across jurisdictions. A team can be composed of organizations from multiple sectors, such as health, social services, education and housing. At least one of the fellows must be a member of senior management. Teams are encouraged to include a person with lived experience as part of the EXTRA team.

The team should appoint a team lead who will be the primary contact between the team, Healthcare Excellence Canada and the executive sponsor. The team lead should plan for and provide guidance and oversight of the initiative to ensure milestones are met.

An organizational chart highlighting each proposed member's position within their organization is required for submission as part of this application.

Patient, Family and Caregiver Engagement

There is an expectation that patient partners be identified prior to the application process as it is key to incorporate their perspective from the design stage of the project. Healthcare Excellence Canada will offer guidance on meaningfully engaging patient/family/caregiver partners. The curriculum explores multiple methods to better understand patient and family priorities.

Patient partners:

- May participate as an EXTRA fellowship team member
- If not an EXTRA team member, must be part of the implementation team
- Must also be included in the Advisory Committee



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



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 an 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?
- Does the EXTRA program align with the individual leadership development goals?
- Is the composition of the team appropriate given the aspirations of the improvement project?

The Improvement Project

- Is the proposed project clearly described?
- 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 clear?
- Are the anticipated outcomes of the proposed Improvement Project identified?



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 and coaches.

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.

Organizations with limited resources such as non-profits or small healthcare service agencies may be eligible for financial support at the discretion of Healthcare Excellence Canada. Please direct any inquiries to EXTRA-FORCES@hec-esc.ca.

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.

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 20 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 EXTRA-FORCES@hec-esc.ca.



Appendix A

Accessible long descriptive text of EXTRA Deliverables Timeline

Planning and Engagement	Implementation	Sustain and Spread
<ul style="list-style-type: none"> • Create Fellowship Team • Establish Advisory Committee • Engage patients and partners • Identify Implementation Team • Create Driver Diagram • Facilitate Patient Journey Mapping • In-person workshop • Team Presentation Problem Analysis 	<ul style="list-style-type: none"> • Team Presentation: Implementation Update • Create Measurement Plan • In-person Workshop • Complete Engagement Capable Environments Assessment 	<ul style="list-style-type: none"> • Complete Long-term Sustainability Tool • Showcase and Workshop • Team and Individual Surveys • Final Report • Graduation

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