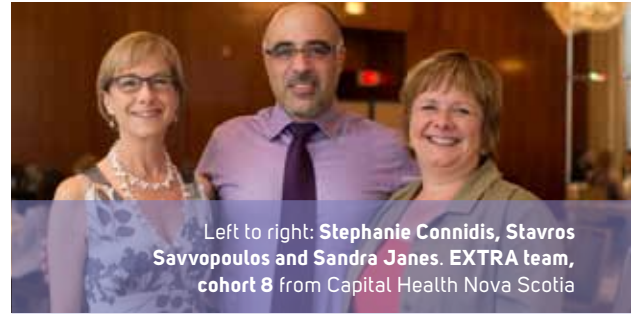




Left to right: **Sandra Barr**, Regional Cardiac Program Director Vancouver Coastal Health, Providence HealthCare, **Dianne Doyle**, CEO, Providence HealthCare and **Margot Wilson**, Director of the Chronic Disease Management Strategy, Providence HealthCare. **EXTRA team, cohort 7**



Left to right: **Stephanie Connidis**, **Stavros Savvopoulos** and **Sandra Janes**. **EXTRA team, cohort 8** from Capital Health Nova Scotia



Armand Boudreau, Quality Improvement Coach, EXTRA program

EXTRA Program for Healthcare Improvement

Collaborative learning

Having now past its 10 year anniversary, CFHI's **EXTRA** program for healthcare improvement supports teams of up to four health executives in the design, implementation and evaluation of an improvement project in their own organization(s), or with multi-site teams. During their 14-month learning process, each team works collaboratively within their organization or ministry (or across jurisdictions) to achieve efficient, high quality services that improve the healthcare of their population.

Going the EXTRA mile

Improvement teams come to CFHI with the spirit of long distance runners. They're ready to tackle their big problem and have begun the preparations to do whatever is required to ensure they cross the finish line. Each team's home organization is equally committed to the journey and takes on the role of home-base facilitator. An organization(s) commitment to their EXTRA team's project is a pre-requisite.

EXTRA impacts

EXTRA is designed to have both short- and long-term impacts at three levels: on the participants themselves, on their organizations, and on the overall healthcare system.

The EXTRA difference

EXTRA increases participants' ability to:

- Identify and interpret evidence that will inform the design, implementation, evaluation, and spread of the improvement project and future improvement initiatives.
- Assemble data and information associated with public reporting of quality and performance initiatives.
- Design feasible plans for implementing change, including workflow mapping and simplification.
- Apply six sigma and lean processes; Institute for Healthcare Improvement (IHI) methods; barriers and root-cause analysis; and methods to test and scale up improvements.
- Apply change management and leadership principles to execute and sustain the EXTRA improvement project, including how to best communicate with researchers, clinicians, board members, policy-makers, patients and their families at suitable points along the change process.
- Measure and continuously evaluate the effectiveness and efficiency of their EXTRA improvement project and future improvement initiatives.
- Use evidence, quality-improvement theory and change management processes to initiate, manage and sustain an actual improvement project in an organization.
- Work as part of a small interdisciplinary team with their colleagues and when appropriate, with those from other organizations.
- Collaborate and network with world-class Canadian and international peers and coaches with improved experience and skills.
- Be better prepared to accelerate change and make evidence-based decisions within an organization.

Problem solving expertise

The energy among our teams is palpable. As a group, participants are eager to roll-up their sleeves, share experiences and learn from our prestigious Canadian and international faculty and practice leaders. CFHI's experts work with EXTRA teams at every point in their 14 month journey. Our coaches have supported hundreds of Canadian healthcare leaders from communities large and small across provinces and territories, in advancing their ideas. They are champion problem solvers, adept at addressing the challenges that at one time seemed unsolvable.

» Outcomes that matter

EXTRA gives its teams the skills and knowledge to become change agents in healthcare improvement. It offers unique opportunities for individuals to conduct evidence-informed improvement projects in their organizations with the goal of enhancing patient outcomes, quality of care and cost-effectiveness.



2013 EXTRA graduates

2004-2015

A snapshot of the EXTRA improvement teams' results

- Reduced wait times for orthopedic services by 45 percent at Eastern Health in Newfoundland and Labrador.
- Increased rapid access to physicians in Cape Breton.
- Achieved 95 percent patient satisfaction ratings for deep vein thrombosis care at the Emergency Medicine at Queen Elizabeth II Health Sciences Centre in Halifax.
- Reduced hospital stays by 80 percent among the chronically ill at the CSSS des Sommets in Quebec.
- Cut admission process time by 75 percent for mental health patients at the McGill University Health Centre in Montreal.
- Reduced injuries from falls by 54 percent, medication transcript errors by 60 percent and wait time to start chemotherapy by 57 percent at the McGill University Health Centre.
- Reduced preventable emergency room visits by 57 percent at a Toronto long-term care facility, an initiative that could save \$22.5 million if implemented nationally.
- Improved care for residents and reduced the number of residents on expensive anti-psychotic drugs by 27 percent in Winnipeg long-term care within the Winnipeg Regional Health Authority.
- Increased home dialysis use by 28 percent in Manitoba in the Winnipeg Regional Health Authority saving the province \$3.2 million annually.
- Reduced Emergency Room visits by approximately 30 percent at the Cape Breton District Health Authority (non-urgent complaints) and at Providence Health Care in Vancouver.
- Decreased in-person visits with specialists by 62 percent in Vancouver, a program that now includes 15 regions within the province.

EXTRA by the numbers

14

month program

11

years running

304

participants

201

improvement projects

120

organizations

65

cities

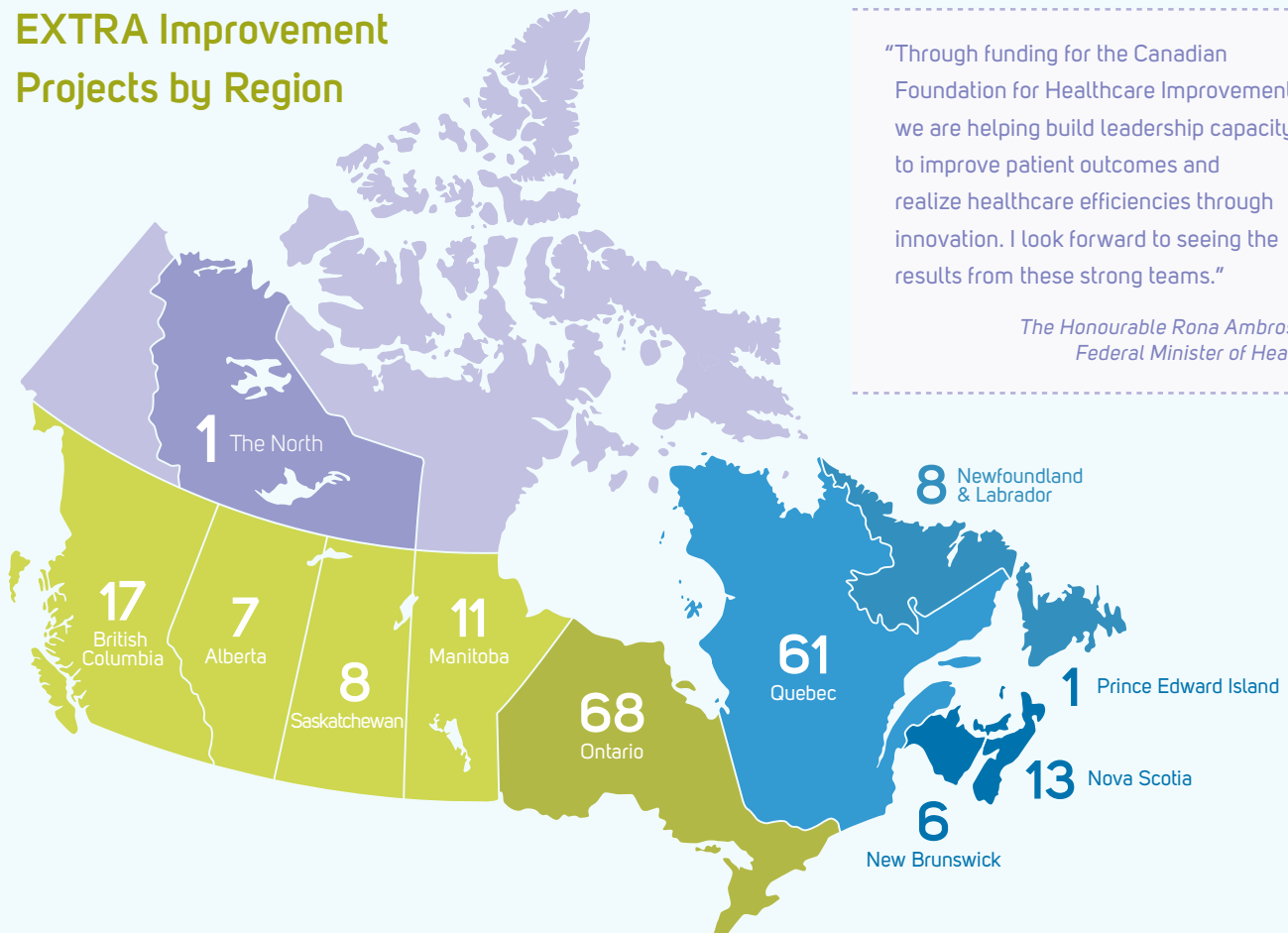
Nine Naimark Award

Recipients – representing achievement in program outcomes

Over \$1 billion in annual savings if just **five** EXTRA improvement projects that affect hospital and specialist use were spread to **50%** of Canadian health systems

Three national partners and a consortium of 12 Quebec health affiliates

EXTRA Improvement Projects by Region



“Through funding for the Canadian Foundation for Healthcare Improvement, we are helping build leadership capacity to improve patient outcomes and realize healthcare efficiencies through innovation. I look forward to seeing the results from these strong teams.”

*The Honourable Rona Ambrose,
Federal Minister of Health*

Who we work with

Organizations come to EXTRA committed to improving their services for patients. CFHI's support enables change within their organizations and improved health outcomes for Canadians.

Governments

- British Columbia Ministry of Health Services
- Echo: Improving Women's Health In Ontario (Ministry of Health and Long-term Care)
- Government of the Northwest Territories
- Health Canada
- Ministry of Health and Social Services (Quebec)
- Ontario Ministry of Health and Long Term Care
- Manitoba Family Services and Housing
- Institut national de santé publique du Québec
- BC Patient Safety and Quality Council

Regional Health Authorities

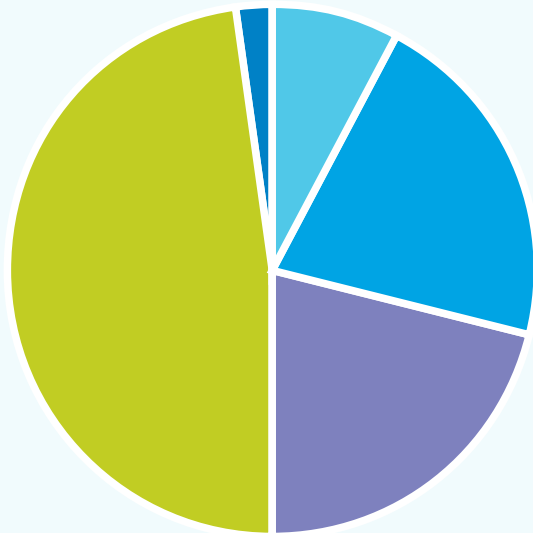
- ASSS de la Montérégie (QC)
- ASSS de la Capitale-Nationale (QC)
- ASSS du Saguenay-Lac-St-Jean (QC)
- ASSS de Montréal (QC)
- South-East Regional Health Authority (NB)
- Régie régionale de la santé 4 (NB)

- Eastern Health (NL)
- Central Regional Health Authority (NL)
- Regional Integrated Health Authority (NL)
- Capital District Health Authority (NS)
- Guysborough Antigonish Strait Health Authority (NS)
- Cape Breton District Health Authority (NS)
- Toronto Public Health (ON)
- Vancouver Island Health Authority (BC)
- Provincial Health Services Authority (BC)
- Interior Health Authority (BC)
- Fraser Health Authority (BC)
- Northern Health Authority (BC)
- Winnipeg Regional Health Authority (MB)
- Calgary Health Region (AB) (Now AHS)
- David Thompson Health Region (AB) (Now AHS)
- Saskatoon Health Region (SK)
- Peel Public Health (ON)
- Capital Health (NS)
- Sudbury and District Health Unit (ON)

Health and Social Service Organizations

- CSSS Cléophas-Claveau (QC)
- CSSS de Lac-Saint-Jean-Est (QC)
- CSSS de la Vieille-Capitale (QC)
- CSSS de Québec-Nord (QC)
- CSSS de La Matapédia (QC)
- CSSS des Sommets (QC)
- CSSS de Dorval-Lachine-LaSalle (QC)
- CSSS de Montmagny-l'Islet (QC)
- CSSS Sud-Ouest-Verdun (QC)
- CSSS Jeanne-Mance (QC)
- CSSS de la Cote de Gaspé (QC)
- CSSS de Sorel-Tracy (QC)
- CSSS Cavendish (QC)
- CSSS du Grand Littoral (QC)
- CSSS Richelieu-Yamaska (QC)
- CSSS de Vaudreuil-Soulanges (QC)
- CSSS Jardins-Roussillon (QC)
- CSSS de Matane (QC)
- CSSS Haut-Richelieu-Rouville (QC)
- CSSS Pierre-De-Saurel
- St. John's Nursing Home Board (NL)

Types of organizations that work with us



8%

Governments

21%

Regional Health Authorities

21%

Health and Social Service Organizations

48%

Front Line Organizations

2%

Academic Centers and Professional Associations

- Mission Services of Hamilton (ON)
- TransForm Shared Service Organization (ON)
- Peel Living, Region of Peel (ON)
- Shannex Inc (NS)

Front Line Organizations

- Health Sciences Centre (MB)
- Inverness Consolidated Memorial Hospital (NS)
- Owen Sound Family Health Team (ON)
- Red Deer Regional Hospital (AB)
- Trillium Health Partners-Credit Valley Site (ON)
- Baycrest Centre for Geriatric Care (ON)
- Saint Elizabeth Health Care (ON)

- Bruyere Continuing Care (formerly SCO Health Services) (ON)
- CLSC Mer et Montagnes (QC)
- Centre de santé communautaire du Témiskaming (ON)
- Peterborough Regional Health Centre (ON)
- Sunnybrook & Women's College Health Sciences Centre (ON)
- Health Sciences North, Sudbury (ON)
- Cambridge Memorial Hospital (ON)
- Princess Margaret Hospital (ON)
- Sudbury Regional Hospital (ON)
- York Central Hospital (ON)
- Grand River Hospital (ON)
- North York General Hospital (ON)

- Children's Hospital of Eastern Ontario (ON)
- Ottawa Hospital (ON)
- Kingston General Hospital (ON)
- Royal Victoria Hospital (now Royal Victoria Regional Health Centre) (ON)
- Centre hospitalier de l'Université de Montréal (QC)
- Centre hospitalier universitaire de Québec (QC)
- Hôpital Charles LeMoine (QC)
- Hôpital de réhabilitation Lindsay (QC)
- Queen Elizabeth Hospital (PEI)
- St. Joseph's Health Centre (ON)
- Bloorview Kids Rehab (ON)
- St. Peter's Health (ON)
- Centre for Addiction and Mental Health (ON)



Terrence Sullivan, Academic Coordinator, EXTRA program

Translating learning – from program to practice

The program is grounded in the complex reality of managing today's health services and what it takes to motivate change. Each improvement project becomes the main vehicle through which the participating team integrates and translates the learning from the program into practice. The result: a unique approach to influencing improvement in all levels of healthcare. EXTRA gives health system managers the skills to better use research in their daily work and as a way to increase evidence-informed decision-making in the health system. The EXTRA program is formally recognized by the University of Montreal and the University of Toronto. Completion of EXTRA counts towards credits within these institutions.

- University of Ottawa Auditory Implant Program (ON)
- Toronto Rehabilitation Institute (ON)
- McGill University Health Centre (QC)
- CHU Sainte-Justine (QC)
- Centre de réadaptation Lisette-Dupras (QC)
- Centre de réadaptation en déficience intellectuelle Montérégie-Est (QC)
- Institut de réadaptation de Montréal (QC)
- Centre de Réadaptation Lucie Bruneau (QC)
- CHA Hôtel-Dieu de Lévis (QC)
- Queen Elizabeth II Health Sciences Centre (NS)
- Coast Mental Health (BC)
- Alberta Stollery Children's Hospital (AB)
- Waterloo-Wellington Community Care Access Centre (ON)
- Grey Bruce Health Services (ON)
- Atlantic Health Sciences Corporation (NB)
- Children's & Women's Health Centre of British Columbia (BC)
- Bluewater Health (ON)
- St. Joseph's Healthcare (ON)
- Huron Perth Health Alliance (ON)
- Royal Ottawa Health Care Group (ON)
- Providence Health (BC)
- River Valley Health (NB)
- The Capital Care Group (AB)
- University Health Network (ON)

CFHI helps teams build the capacity to accelerate change in their organizations.

- Saskatchewan Cancer Agency (SK)
- Windsor Regional Hospital (ON)

Academic Centers and Professional Associations

- University of Ottawa (ON)
- Dalhousie University (NS)
- College of Registered Nurses of British Columbia (CRNBC)

The change makers

EXTRA has attracted a who's who of established and emerging leaders at all levels, who are facilitating change.

“EXTRA encouraged me to think more broadly, to understand the impact of applied research and informed decision making, and perhaps made me a bit ‘braver’ in opening myself up to new opportunities. EXTRA certainly encouraged me to expand my thinking and fed my appetite for continued learning.”

– Andrea Seymour, Chief Operating Officer, Horizon Health Network, River Valley Health, New Brunswick, 2008

“I believe that as an EXTRA graduate who has left the ‘formal’ health care system, I bring the learnings to other aspects of the informal health system. I am now a board member of the Nova Scotia Division of the Canadian Cancer Society. As a board member I can now bring ‘evidence informed decision-making’ to the board table.”

– Elaine Rankin, Cape Breton District Health Authority, Nova Scotia, 2006

“My professional life is enriched with knowledge gained through the EXTRA program; a unique learning opportunity applied within an exceptional faculty network, surrounded by scholars whose experience and knowledge added to the skills I acquired. This training was as intensive as it was fruitful and I hope it will continue to grow my knowledge going forward.”

– Annie Bélanger, Conseillère cadre à la direction générale, CSSS des Sommets, Québec, 2010

“I began the EXTRA program as a Medical Director of the Surgery and Medicine programs at the Huron Perth healthcare Alliance and shortly following the start of the program I was recruited to a full time role as VP Medical Affairs and Chief of Staff for STEGH. Six months later my role expanded to include leadership responsibility over a number of inpatient clinical programs.”

– Dr. Nancy Whitmore, VP Medical Affairs Chief of Staff, St Thomas Elgin General Hospital Perth, Ontario, 2008

“EXTRA is one of the few professional development programs that can facilitate concrete change in the organization while building organizational capacity. It is also one of the most effective programs to help current and aspiring nurse leaders inspire and lead cultural change in their organizations by putting evidence at the centre of their decision-making.”

– Margot Wilson, Director, Chronic Disease Management Strategy, Providence Health Care, Vancouver, BC, 2013

“I have never experienced anything like the EXTRA program before! The quality of the curriculum and the exposure to some of the most influential leaders in health care has been phenomenal. The knowledge, skills and experience I’ve acquired through this program are unparalleled.”

– Cynthia Sinclair, Winnipeg Regional Health Authority, 2010

Stellar leadership

Advisory Council

Dr. Jean Rochon (Chair)
Expert associé, Institut national de santé publique du Québec

Dr. Adalsteinn Brown
Chair in Public Health Policy, Dalla Lana School of Public Health, University of Toronto

Mrs. Louise Jones
Registrar, Newfoundland and Labrador Council of Health Professionals, Newfoundland and Labrador

Mrs. Kay Lewis
Former Chief Executive Officer, Stanton Territorial Hospital, Northwest Territories

Mr. Joseph Mapa
President and Chief Executive Officer, Mount Sinai Hospital, Ontario

Dr. James O'Brien
Associate Professor, Plastic Surgery, Dalhousie University, Medical Director, Plastic Surgery, Horizon Health Network, New Brunswick

Mme Carole Trempe
Directrice générale, Association des cadres supérieurs de la santé et des services sociaux, Québec

Academic Coordinator

Terrence Sullivan
President, Terrence Sullivan and Associates, Professor, Institute of Health Policy Management and Evaluation, the Dalla Lana School of Public Health, University of Toronto Adjunct Professor, Dept. of Oncology, McGill University Professor, Department of Health Policy, University of Toronto



France Laframboise, Assistant Director of Clinical Services, MédiMed Technologies. **EXTRA graduate, cohort 3**

Lead Faculty

Jean-Louis Denis

Full Professor, École nationale d'administration publique, Canada Research Chair in Governance and Transformation of Health Organizations and Systems

Robert Hayward

Professor and Assistant Dean Health Informatics Division of General Internal Medicine Associate Director, Centre for Health Evidence, University of Alberta

John Lavis

Professor, Clinical Epidemiology and Biostatistics, Faculty of Health Sciences, McMaster University

Louise Lemieux-Charles

Professor, Institute of Health Policy, Management and Evaluation (IHPME), University of Toronto

Guest Faculty

François Champagne

Professeur titulaire, Université de Montréal

David Streiner

Professor, Psychiatry and Behavioural Neurosciences, McMaster University

Dave Clements

Director, Corporate Communications and Outreach, Canadian Institute for Healthcare Information

Adam Topp

Chief Executive Officer, Trans Research Labs Inc.

Brenda Gladstone

Assistant Professor, Dalla Lana School of Public Health, University of Toronto, Project Investigator, SickKids

G. Ross Baker

Professor, Institute of Health Policy, Management and Evaluation, University of Toronto

Guy Paré

Titulaire de la Chaire de recherche du Canada en TI dans le secteur de la santé, HEC

Jeffrey Hoch

Scientist, Keenan Research Centre, Li Ka Shing Knowledge Institute, St. Michael's Hospital, Research Scientist, Centre for Research on Inner City Health, St. Michael's Hospital, Director, Pharmacoeconomics Research Unit, Cancer Care Ontario, Associate Professor, Dept. of Health Policy, Management and Evaluation, University of Toronto, Adjunct Scientist, Institute for Clinical Evaluative Sciences

Joan Dawe

Former Board Chair, Eastern Health, Newfoundland and Labrador

Joel Brockner

Phillip Hettleman Professor of Business, Columbia University (U.S.)

Kaelan A. Moat

Lead, Health Systems Evidence and Learning, McMaster Health Forum

Kaye Phillips

Senior Director, Evaluation and Performance Improvement, Canadian Foundation for Healthcare Improvement

Maurice McGregor

Professor Emeritus, McGill University Health Centre, Montreal

Paula Goering

Director, Health Systems Research and Consulting Unit, Centre for Addiction and Mental Health, Toronto

Rob Reid

Senior Investigator, Group Health Research Institute, Seattle (U.S.)

Quality Improvement Coaches

Adalsteinn Brown

Chair in Public Health Policy, Dalla Lana School of Public Health, University of Toronto

Armand Boudreau

Consultant, EXTRA Quality Improvement Coach

Carol Sawka

Consultant, EXTRA Quality Improvement Coach

G. Ross Baker

Professor, Institute of Health Policy, Management and Evaluation, University of Toronto



Cynthia Sinclair (far right), Manager of Initiatives, Personal Care Home Program, Winnipeg Regional Health Authority (**EXTRA graduate, cohort 7**) and her colleagues from the Fred Douglas Lodge

Sam Sheps

Professor, School of Population and Public Health, University of British Columbia

Partners

Canadian College of Health Leaders (CCHL)

Canadian Nurses Association (CNA)

Canadian Medical Association (CMA)

Consortium of 12 Quebec partners represented by the *Initiative sur le partage des connaissances et le développement des compétences (IPCDC):*

- Agences de développement de réseaux locaux de services de santé et de services sociaux du Québec
- Association des directeurs généraux des services de santé et des services sociaux du Québec
- Association des cadres supérieurs de la santé et des services sociaux
- Association des gestionnaires des établissements de santé et de services sociaux
- Association québécoise d'établissements de santé et de services sociaux
- Collège des médecins du Québec
- Fédération des médecins omnipraticiens du Québec
- Fédération des médecins spécialistes du Québec
- Institut national de santé publique du Québec
- Ministère de la Santé et des Services sociaux du Québec
- Ordre des infirmières et des infirmiers du Québec

Jocelyne Maxwell, Director General, Centre de santé communautaire du Témiskaming (New Liskeard, Ontario). **EXTRA graduate, cohort 7**



Alison Paprica, Former Director Planning, Research and Analysis Branch, Health System Strategy and Policy Division, Ontario Ministry of Health and Long-Term Care. **EXTRA graduate, cohort 8**



Paul Komenda, Medical Director, Home Hemodialysis, Manitoba Renal Program, Winnipeg Regional Health Authority. **EXTRA graduate, cohort 8**



François Champagne, Guest Faculty, EXTRA program

The Canadian Foundation for Healthcare Improvement (CFHI) is a not-for-profit organization dedicated to healthcare improvement and transformation for Canadians. CFHI collaborates with governments, policy-makers, and health system leaders to convert evidence and innovative practices into actionable policies, programs, tools and leadership development. CFHI is funded through an agreement with the Government of Canada.



Canadian Foundation for Healthcare Improvement
1565 Carling Avenue, Suite 700
Ottawa, ON K1Z 8R1 (Canada) Tel. 613.728.2238
cfhi-fcass.ca/EXTRA