

2019-2020  
EXTRA: EXECUTIVE TRAINING PROGRAM

# CALL FOR APPLICATIONS



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## ABOUT CFHI

The Canadian Foundation for Healthcare Improvement (CFHI) is a not-for-profit organization funded by Health Canada. CFHI identifies proven innovations and accelerates their spread across Canada by supporting healthcare organizations to adapt, implement and measure improvements in patient care, population health and value-for-money. We work shoulder-to-shoulder with you to improve health and care for people in Canada:

- Incubating emerging innovations
- Spreading and scaling proven innovations
- Enhancing capacity of healthcare teams and organizations
- Accelerating health system transformation

The EXTRA: Executive Training Program, first launched in 2004, is CFHI's flagship program for incubating emerging innovations, implementing and testing solutions, and enhancing improvement capacity. As part of our programming pathway, the EXTRA program has supported innovative projects that have led to spread and scale of better approaches to delivering care. Two current examples are [Appropriate Use of Antipsychotics](#) and [Connected Medicine](#) (Rapid Access to Consultative Expertise - RACE™).

## WHAT IS EXTRA?

The EXTRA: Executive Training Program is a team-based fellowship in quality improvement (QI) and leadership open to participants from across Canada.

Over 14-months, participating teams of senior health leaders design and implement evidence-informed solutions in their organizations. EXTRA welcomes quality improvement projects across all topic areas related to healthcare. These projects should be driven by the priorities of your organization, region, province, or territory and reflect the change you want to make happen.

Cost: \$5000 per Fellow.

## WHY CHOOSE EXTRA?

EXTRA partners teams from across Canada with internationally recognized experts, faculty and coaches to address **real-life health system challenges** by finding and implementing **real-life health systems solutions**. Throughout this hands-on program, our EXTRA team supports you to tackle an existing priority through your improvement project, while building the capacity of your organization and teams to implement sustainable improvements capable of transforming the health system.



## THE IMPROVEMENT PROJECT

Through EXTRA, you will implement and evaluate a quality improvement project aligned with your organization's, region's, province's or territory's strategic priorities and the team members' responsibilities. The improvement project may:

- Address the needs of a target population
- Design and implement a new product, process or service
- Improve an existing process or service
- Spread a promising practice
- Develop a framework or infrastructure for improved governance, management or quality

Since 2004, EXTRA Fellows have addressed persistent and complex health and care challenges. Most projects address one or more of the following quality domains:

- Patient- and family-centred care; patient partnerships in care
- Coordination of care and care transitions
- Efficiency
- Accessibility
- Effective and appropriate care
- Safety
- Equity
- Population health and health outcomes

As a CEO of a participating organization I can tell you that EXTRA has been a great investment. It has already made changes in the way my senior leadership team approaches projects and how we work together with patients and families. With EXTRA you have a better-quality program, better quality training and I can't see an equivalent anywhere. It's not that I haven't looked, we're always looking to improve our knowledge.

Daniel Paré  
CEO, CISSS Chaudières-Appalaches  
Cohort 13 Fellow

[CFHI's Impact Stories](#) give you an idea of what teams can accomplish through the EXTRA program. The following are examples of impacts achieved during the program or as a direct result of EXTRA QI projects:

- [Reduced wait times for orthopaedic services by 45%](#) at Eastern Health in Newfoundland and Labrador
- [Achieved 95% 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% among the chronically ill](#) at the CSSS des Sommets in Quebec
- [Reduced preventable emergency room visits by 57%](#) 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 antipsychotic drugs by 27%](#) in Winnipeg long term care within the Winnipeg Regional Health Authority
- [Reduced emergency department visits by approximately 30%](#) 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%](#) in Vancouver by giving family physicians rapid access to remote consultative services

Visit [CFHI's website](#) for a list of all Fellows and their improvement projects. [CFHI's Improvement Conversations](#) also include stories of EXTRA Fellows and their improvement projects.

## HOW EXTRA WORKS

Organizations select a quality improvement project and identify a team of three or four senior health leaders—known in the EXTRA program as Fellows.

Working in teams and guided by expert faculty and coaches, Fellows apply the knowledge and skills they learn to lead the design, implementation, and evaluation of improvement projects and create the conditions for their sustainability and spread. EXTRA builds leadership and organizational capacity to achieve evidence-informed improvement by offering:

- **EXTRA Delivery:** [integrated, hands-on coaching](#) and guidance provided by expert CFHI faculty and coaches to help senior leaders design improvement and implement real change. All aspects of EXTRA are [fully bilingual](#) (French and English) to facilitate dialogue among Fellows from across Canada.
- **EXTRA Impact:** a curriculum engineered to deliver a customized learning experience focused on building your organization's capacity to [design, implement and spread innovation and improvement](#).
- **EXTRA Experience:** an alumni network of over [411 healthcare leaders from across Canada who are working to challenge the status quo](#). Fellows can tap into the network during and after the EXTRA experience.

## WHY YOUR ORGANIZATION?

EXTRA is for organizations that want to:

- build improvement capacity,
- enhance leadership skills, and
- create partnerships across regions and sectors to address priority health or healthcare issues.

Teams are often drawn from the health and social service sectors and usually involve service delivery institutions, health authorities or ministries and include providers, administrators and patients or other people with lived experience. They include senior health leaders who have the authority and influence to implement change in their organization(s).

Participating organizations can include:

- Health authorities (regional health authorities, Local Health Integration Networks, others)
- Healthcare organizations (for example, hospitals, rehabilitation centres, long term care and home care agencies)
- Primary care practices
- Public health organizations
- Provincial or territorial ministries of health and social services
- Community, charity and not-for-profit organizations
- Social service organizations (including children and youth, housing and others)
- Indigenous health organizations
- Private sector companies
- Others

We also welcome applications from teams outside Canada. Please contact the EXTRA team by email at [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca) or by phone at 613-728-2238 for more information.

## TEAMS FROM MULTIPLE ORGANIZATIONS

Teams can be composed of Fellows from a single organization or several organizations, from the same jurisdiction or across jurisdictions. If the project seeks to address population health issues and challenges, teams can be composed of organizations from multiple sectors, such as health, social services, education or housing.

## WHY YOU?

Evaluations show EXTRA contributes to improving organizational performance, leadership skills and Fellows' career trajectories.

# 100%

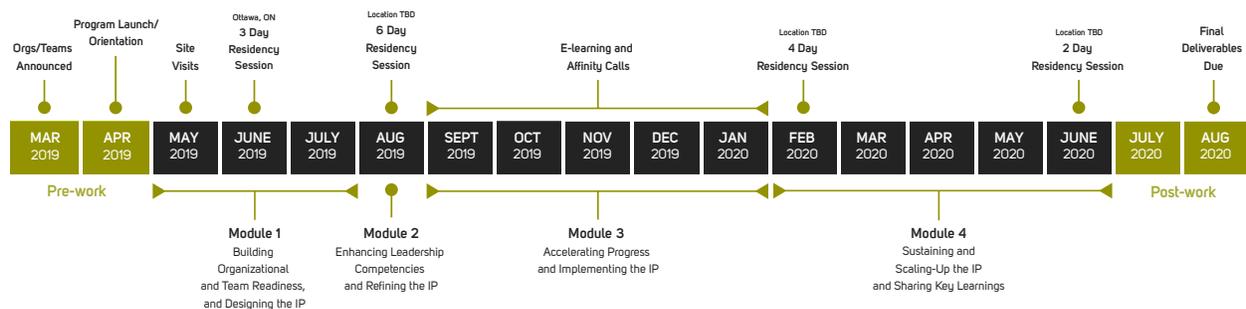
of EXTRA Cohort 12 teams reported improvements in their organization's culture related to healthcare practices, and/or delivery models resulting from their quality improvement project.

# 100%

of Cohort 13 final survey participants noted that EXTRA was a valuable experience and that they would recommend EXTRA to their colleagues.

## PROGRAM FORMAT AND TIMELINE

EXTRA training is delivered through interactive learning modules that focus on designing, implementing and evaluating the improvement project. Modules provide a balance of theory, improvement science and other methods and tools. They are delivered through four in-person residency sessions, a series of interactive webinars, and an online learning platform.



## THE EXTRA CURRICULUM

The EXTRA curriculum is delivered by renowned Canadian and international faculty with support from CFHI coaches and staff. The curriculum is underpinned by CFHI's [Six Levers for Healthcare Improvement](#).

Upon completion of the program, Fellows are well versed in quality improvement methods and tools and know how to lead teams to apply these approaches in the design, implementation and evaluation of improvement.

By participating in EXTRA, Fellows develop **core competencies** in:

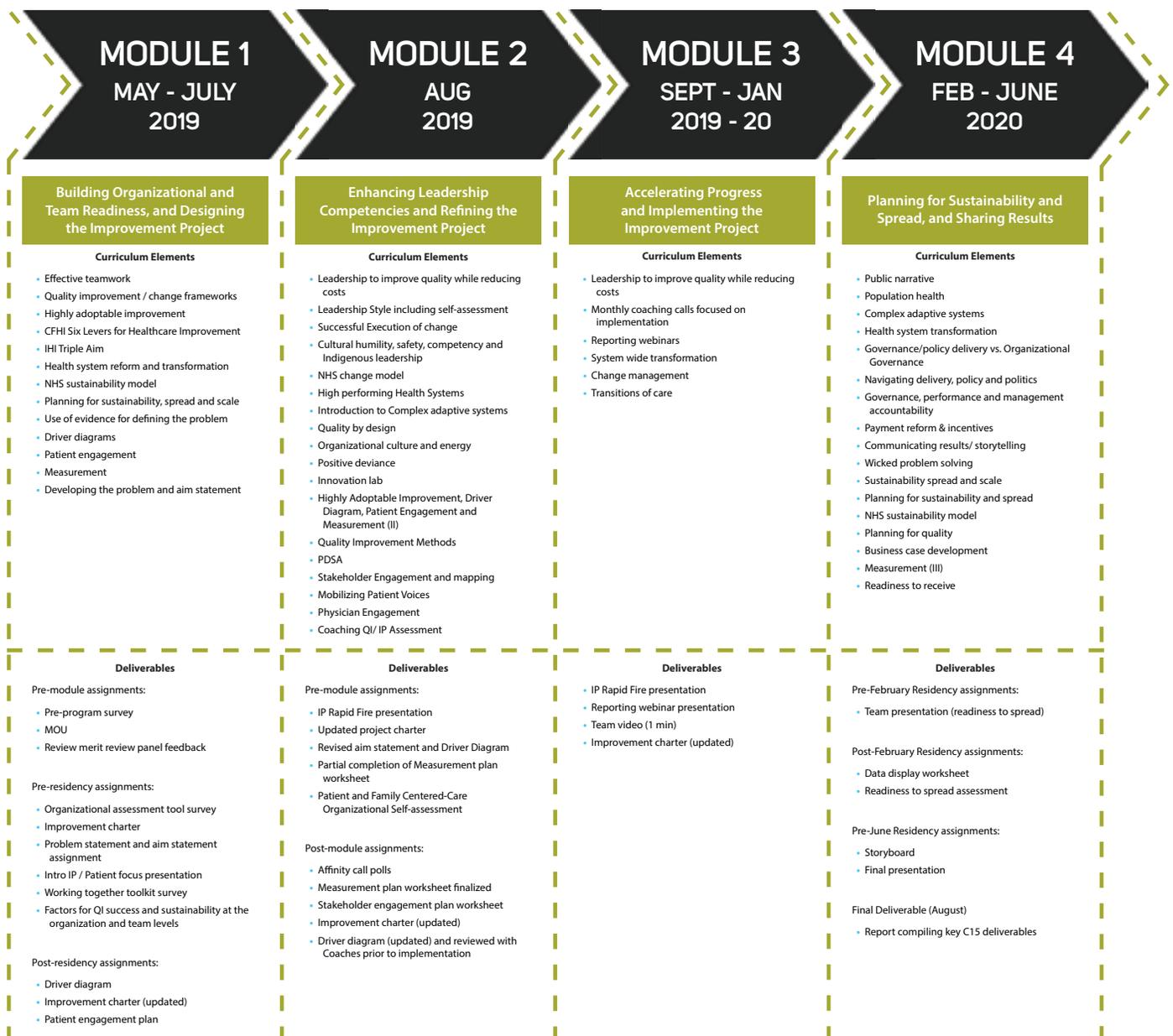
- Identifying and interpreting evidence for improvement
- Working collaboratively towards improvement
- Designing and implementing improvement
- Leading change in complex organizations and environments

- Measuring, monitoring and communicating improvement results
- Sustaining positive change
- Assessing readiness for, and planning for, spread

Once the final reporting requirements are met, EXTRA Fellows are eligible to receive credit toward the Certified Health Executive (CHE™) certification through the Canadian College of Health Leaders. Likewise, opportunities for degree credits are available through the University of Toronto and the University of Montreal.

The curriculum is structured in four core interactive learning modules. Fellows gain competency as they progress through the design, implementation and evaluation of the improvement project. The modules provide a balance of theory, tools and practical techniques.

### CORE CURRICULUM ELEMENTS



## THE TEAM

A minimum of three and maximum of four Fellows are required to participate. Fellows must have a significant scope of authority, responsibility and influence within the organization(s). Job titles typically include:

### FROM HEALTHCARE DELIVERY ORGANIZATIONS

- Chief Executive Officer
- Vice President
- Chief of Medicine
- Chief Operating Officer
- Chief Nursing Officer
- Directors and/or Department Heads/Chiefs
- Patient or Family Advisor

### FROM MINISTRIES OF HEALTH

- Deputy or Assistant Deputy Minister
- Director General
- Executive Director
- Managers in leadership positions

You have amazing exposure to healthcare leaders and innovators who have this huge wealth of experience and different examples and ideas they've implemented where they've learned. The benefit of having a coach throughout the program to work with you on your project is incredible and something that we don't often have in healthcare where we're working at such a fast pace most of the time. It's really helpful to have those opportunities built into this program where you are reflecting and considering how you might do things differently.

EXTRA helps you build your leadership capacity and ability to tackle new challenges going forward.

Jenn Goodwin  
VP Communications and Public Engagement, Interior Health  
Cohort 12 fellow

## **ROLES, RESPONSIBILITIES AND RESOURCES**

### **CEO AND SENIOR LEADERSHIP**

Senior leadership support is critical to the success and overall direction of the improvement project. The CEO and/or relevant senior leadership team members will:

- Provide strategic advice and guidance to the team; support and be involved in key activities related to leadership and change management
- Participate in periodic improvement project advisory meetings, CFHI site visits and coaching calls
- Ensure that teams are granted protected time to work on their improvement project and fellowship study requirements
- Ensure that the team has access to required resources to support the successful design, implementation and evaluation of the improvement project
- Co-present with teams during progress-reporting webinars
- Attend the final residency session

### **ORGANIZATIONAL STRATEGIC ALIGNMENT AND GUIDANCE**

Applications to EXTRA must demonstrate that the team will receive suitable advice and guidance from key leaders within the organization(s).

- The team will establish an advisory group that will provide advice and guidance on the design, implementation, evaluation and spread readiness of the improvement project.
- The advisory group must include the CEO (and/or the most senior leader within the organization) from each participating organization and a minimum of two patient advisors.

### **PATIENT AND FAMILY ENGAGEMENT**

Informed in part by the patient advisors on the advisory group, participating organizations will determine the appropriate involvement and engagement of patients and family members. This may include having patient and family representatives as team members. Applicants are asked to provide information on how patients and family members will be engaged throughout the proposed improvement project.

### **CLINICIAN ENGAGEMENT**

Organizations focusing on a clinical improvement should include appropriate clinical leaders. Where this is not appropriate or possible, the application should identify how clinicians will be engaged in the proposed improvement project.

### **PERFORMANCE MEASUREMENT AND EVALUATION**

Applicants must demonstrate how the team will access support for performance measurement and evaluation to successfully implement, monitor and evaluate the improvement project.

## IMPROVEMENT PROJECT COORDINATION

Applicants must demonstrate how the team will access support for dedicated administrative and project coordination.

## CFHI SUPPORT

EXTRA has a highly-integrated faculty and coaching model, and we work collaboratively to support Fellows through their improvement experience.

EXTRA is a place where you can get a really concentrated kind of burst of knowledge and development you would struggle to get in different places. So, if you're someone whose job it is to lead and make things better in healthcare in Canada, this has got to be the number one choice to make.

Jim Easton  
Managing Director, Care UK  
EXTRA Faculty

## FACULTY

CFHI faculty are renowned Canadian and international experts and organizational leaders and include past EXTRA Fellows. These faculty members:

- Advise CFHI on program design and curriculum development
- Deliver curriculum to participants throughout the program
- Provide advice and guidance to teams
- Lead consultations with teams on the design, implementation and evaluation of their improvement projects

## COACHES

Each team has a dedicated coach for support throughout the program. CFHI coaches are senior health system leaders, selected for their knowledge and experience leading health systems and improvement initiatives. Coaches:

- Understand the regions in which teams are located and the complexities of leading change in dynamic organizations
- Help teams anticipate and navigate challenges
- Provide insight regarding strategies to gain momentum and support for the improvement project
- Conduct in-person site visits to meet with the CEO, senior management and team members
- Engage in monthly touch-base meetings with the team by video or teleconference
- Hold periodic meetings with the CEO and/or senior management team
- Hold "office hours" during residency sessions, interactive webinars, and via the online learning platform

## CFHI STAFF

CFHI staff are the main point of contact for organizations and teams. They may also participate as faculty, provide coaching support, and facilitate information-sharing, networking and collaboration among the teams.

## APPLYING TO THE EXTRA PROGRAM

### CALL FOR APPLICATIONS

The 2019-2020 EXTRA Call for Applications opens on **November 26, 2018**.

Visit the [CFHI website](#) to access the application.

### PRE-APPLICATION INFORMATIONAL WEBINAR

To learn more about EXTRA, join CFHI's Linda Piazza, Senior Director, and Patty O'Connor, CFHI Faculty and EXTRA Academic Coordinator, for an introductory webinar. Linda and Patty will be joined by an EXTRA Fellow who will share insight from their experience in the program and speak to the impact it has had on their organization.

This webinar will be held on **December 11, 2018 from 12:00 p.m. – 1:00 p.m. ET**.

Please [register for the informational webinar online](#) before December 7. Registrants will be asked to provide preliminary information about their goals for EXTRA.

### PRE-APPLICATION COACHING CALLS

A major advantage of EXTRA is the tailored coaching that organizations and Fellows receive during the program.

CFHI strongly encourages organizations interested in applying to EXTRA to have a 30-minute call with an experienced CFHI coach prior to submitting their application. The coach will provide potential Fellows and/or CEOs with guidance on scoping and framing the improvement project, assembling the right team, and other key elements of the application. There is no fee associated with this call.

To request a pre-application coaching call, please email [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca).

## APPLICATION

To apply to the EXTRA program, request an application form by sending an email to [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca). If you are requesting the application on behalf of an organization, include the name and location of the organization(s).

Submit your completed application and appendices in PDF, in English or French, via email to [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca).

Applications must be submitted by **9 p.m. ET, February 12, 2019**.

## MERIT REVIEW

All applications are initially screened by CFHI staff to ensure that essential program requirements have been met.

In March 2019, an expert merit review panel will review the applications.

## 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? Are appropriate partner organizations and/or sectors involved? Does the improvement project aim clearly align with the organizational strategic priorities and plan?

### THE TEAM

Is the composition of the team appropriate given the aspirations of the improvement project? Do team members have an appropriate level and scope of authority? Do they have an appropriate mix of skills, attributes and experience necessary to be successful? Do they demonstrate an aptitude for and/or have a record of successfully leading quality improvement initiatives?

### IMPROVEMENT PROJECT

- Is the improvement project problem statement clearly articulated and well supported by documented sources of evidence?
- Is the aim statement clearly articulated?
- Is it “doable” within the 14-month program?
- Does the application demonstrate how the improvement project will contribute to better care, better health and better value?
- Are intermediate and long-term outcomes clearly articulated, measurable and appropriate?
- Are appropriate stakeholders identified and strategies to engage them described?
- Does the application include information about the improvement project advisory group/steering committee, including patient/family advisors?
- Is there an explanation of how patient/family advisors will be included throughout all phases of the improvement project?

## 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.”

Organizations should identify at the application stage if the nature of the 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](#) (2014) and the [Tri-Agency Framework: Responsible Conduct of Research](#) (2011).

## CONFLICTS OF INTEREST

By completing the application form, the organization and team members confirm that they have reviewed and understood [CFHI's Conflict of Interest Policy](#), including the rules regarding the eligibility of CFHI employees, directors, registrants and agents. Applicants must fully disclose any relationship with members of [CFHI's Board of Directors](#).

## MOU AND PROGRAM FEES

### MEMORANDUM OF UNDERSTANDING

Organizations invited to join the EXTRA program will be asked to sign a memorandum of understanding outlining the program's commitments and expectations.

### PROGRAM FEES

Successful applicants contribute a one-time fee of **\$5,000 per Fellow** (a minimum of three, and maximum of four Fellows are required to participate). The cost of participating in the EXTRA program is significantly subsidized by CFHI as part of our commitment to working together to make change happen. CFHI covers costs including travel, accommodation and two meals per day at four in-person residency sessions. Additionally, Fellows have access to CFHI faculty, coaches and the online learning platform (known as the CFHI Desktop).

EXTRA makes what at first seems impossible, possible! With the tangible supports of the program we can, in a short time frame, rigorously and methodically create relevant, sustainable and strategic innovations that will help improve our organizational capacity.

Isabelle Legault  
Adjointe à la présidente-directrice générale adjointe, CISSS Laval  
Cohort 12 Fellow

## **COST-SHARING**

Organizations are encouraged to work together to share the costs of the EXTRA program. For example, a large teaching hospital might partner with a smaller organization and develop a cost-sharing arrangement that mitigates the cost of participating for the smaller organization.

If the cost of EXTRA is your organization's only barrier to applying, please email the [EXTRA team](#) or call us at 613-728-2238 to discuss.

## **ENQUIRIES**

For more information about the EXTRA program, please contact the EXTRA team at [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca) or by phone at 613-728-2238.

## **KEY DATES**

**November 26, 2018:** Call for Applications

**Ongoing:** Optional individual pre-application coaching calls

**December 7, 2018:** Deadline to register for the pre-application informational webinar

**December 11, 2018:** Pre-application informational webinar (optional but highly encouraged)

**February 12, 2019:** Deadline to apply for EXTRA program

**March 2019:** Applications reviewed, and organizations selected

**April 2019:** Program orientation

**May 2019:** Organizational Virtual Coaching Call

**June 10 – 12, 2019:** Module 1 Workshop | Ottawa, ON

**August 2019:** Module 2 Workshop | Location TBD

**Fall 2019:** Organizational site visits

**September 2019-February 2020:** Module 3 | Online

**February 2020:** Module 4 Workshop | Location TBD

**June 2020:** Final presentations | Location TBD

**August 2020:** Final report and deliverables due

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