

EXTRA: Executive Training Program

# Prospectus 2018-2019

**Building Capacity.**  
**Enhancing Leadership.**  
**Delivering Improvement.**

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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 all Canadians by:

- Building leadership and skill capacity to champion and lead improvement
- Enabling patient, family and community engagement and involving those who experience and need care as experts in making and co-designing improvements
- Applying improvement tools and methods to drive measurable results towards better care, better health and better value
- Creating collaborations to spread evidence-informed improvement across Canada

The EXTRA: Executive Training program is CFHI's flagship program for building improvement capacity.

*The Canadian Foundation for Healthcare Improvement is a not-for-profit organization funded by Health Canada. The views expressed herein do not necessarily represent the views of Health Canada.*

## What is EXTRA?

CFHI's EXTRA program is a 14-month pan-Canadian quality improvement (QI) and leadership fellowship. EXTRA can be customized to support teams of senior health leaders as they design and implement evidence-informed solutions in their organizations.

## What's new this year?

In response to feedback from our stakeholders, we have made the following changes for 2018-2019:

- **Reduced fee:** To make the program more accessible, the cost for participating has been reduced to \$5,000 per Fellow.
- **No special theme:** EXTRA welcomes quality improvement projects across all topic areas in healthcare. Improvement projects should be driven by the priorities of your organization and should reflect the change you want to make happen.

## Why choose EXTRA?

EXTRA is unique in its approach in partnering teams from across Canada with experts, faculty and coaches to address real-life health system challenges by finding real-life health system solutions. In keeping with delivering a true hands-on quality improvement program, the EXTRA team works with you to tackle an existing priority (through the improvement project) while building capacity and readiness of your organization and teams to implement ongoing sustainable improvements capable of transforming the health system.

## EXTRA's impact

[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 anti-psychotic 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 \(non-urgent complaints\)](#) (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

## The improvement project

EXTRA offers the opportunity to implement and evaluate a quality improvement project aligned with your organization'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

Please visit CFHI's [website](#) for a list of all Fellows and their improvement projects. Also, check out CFHI's [improvement conversations](#), which tell the story of improvement projects designed and implemented by EXTRA Fellows, past and present.

## 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*.

EXTRA welcomes projects across all quality improvement domains. These improvement projects often address a pressing clinical, organizational, regional or provincial/territorial priority or challenge.

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 that enhances patient and family experience of care, the health of populations, and value-for-money, 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 across Canada.
- *EXTRA Impact*: a curriculum engineered to deliver a customized learning experience focused on building on your organization's capacities **to design, implement and spread innovative improvement**.
- *EXTRA Experience*: an alumni network that includes over **350 healthcare leaders across Canada** – which you can tap into during and after your fellowship – to connect with healthcare leaders working to challenge the status quo.



Networking is phenomenal and the expertise being shared by both lecturers and Fellows is amazing; the time to network is valued.

– Nova Scotia Health Authority



Great to have dedicated time with my team; coaching sessions were excellent and very helpful.

– The Ottawa Hospital



## Why you?

If your organization wants to build improvement capacity, enhance leadership skills, and create partnerships across regions and sectors to address priority health or healthcare issues, then EXTRA is for you. EXTRA 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.

Teams are composed of health leaders currently in senior positions who have the scope of authority and influence to implement change in their organization(s).

Since its launch in 2004, the EXTRA program has had a significant impact on healthcare improvement in Canada. Evaluations have shown that EXTRA has contributed to improving organizational performance, leadership skills and Fellows' career trajectories.

EXTRA frequently acts as an incubator for innovations that are sustained and spread, often through CFHI pan-Canadian [collaboratives](#).

Benefits of participating in the EXTRA program extend well beyond the timeline of the residency. These benefits include improved quality improvement and leadership capacities at individual, team and organizational levels, and career-long networking opportunities with healthcare leaders.

## Program Overview

### Objectives

CFHI offers EXTRA to:

**Create** a pan- Canadian community of senior leaders dedicated to innovation

**Build** the capacity of organizations to lead, achieve and sustain improvement

**Enhance** the capacity of leaders and teams to make change happen

**Accelerate** sustainable design, implementation and evaluation of evidence-informed improvement projects that are critical to the strategic priorities of the organizations involved

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# 82%

of EXTRA Cohort 11 teams report that their improvement project has led to changes in their organization's culture.

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Figure 1: EXTRA by the numbers

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## AN EXTRA SUCCESS STORY

A former EXTRA team in Cohort 7 (2010-2012) implemented an improvement project to help multi-disciplinary teams of healthcare providers to better use data from the Resident Assessment Instrument Minimum Data Set (RAI-MDS). The goal was to identify patients who would benefit from non-drug therapies to treat behavioural issues associated with dementia. At one site, staff members were trained to provide a non-pharmacological approach to managing behaviours associated with dementia. The results were impressive: 27% of residents were taken off antipsychotic medication without any increase in behavioural symptoms. Resident and family experiences were improved, and the facility realized cost savings.

This improvement project went on to be adopted across the Winnipeg Regional Health Authority and, through one of CFHI's pan-Canadian spread collaboratives, spread to 56 long term care homes across the country. Teams in that collaborative eliminated or significantly reduced 56% of inappropriately prescribed antipsychotic medications in the target residents, and achieved an impressive \$1:4 return on investment.

In partnership with the New Brunswick Association of Nursing Homes and with funding support from the New Brunswick government, CFHI then went on to scale this work across New Brunswick. To learn more about the [NB-AUA collaborative](#), read CFHI's improvement conversation entitled "[Victoria Glen Manor and Being Anna](#)."

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## Program Format and Timeline

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

# EXTRA: Executive Training Program Timeline

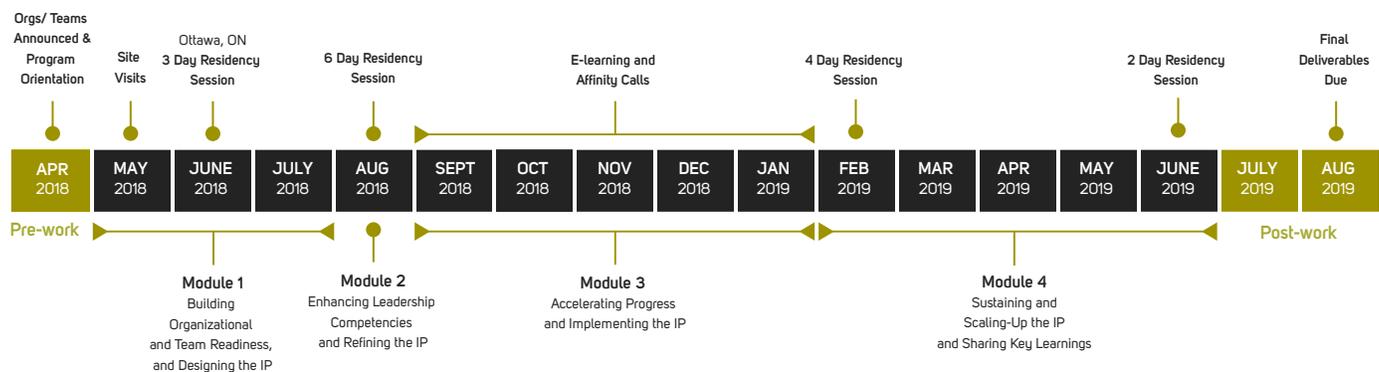


Figure 2: EXTRA : Executive Training Program Timeline

## The EXTRA curriculum

Renowned Canadian and international faculty deliver the EXTRA curriculum 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 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.

## Core curriculum elements

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.

### Module 1

Building Organizational and Team Readiness, and Designing the Improvement Project

### Module 2

Enhancing Leadership Competencies and Refining the Improvement Project

### Module 3

Accelerating Progress and Implementing the Improvement Project

### Module 4

Planning for Sustainability and Spread, and Sharing Results

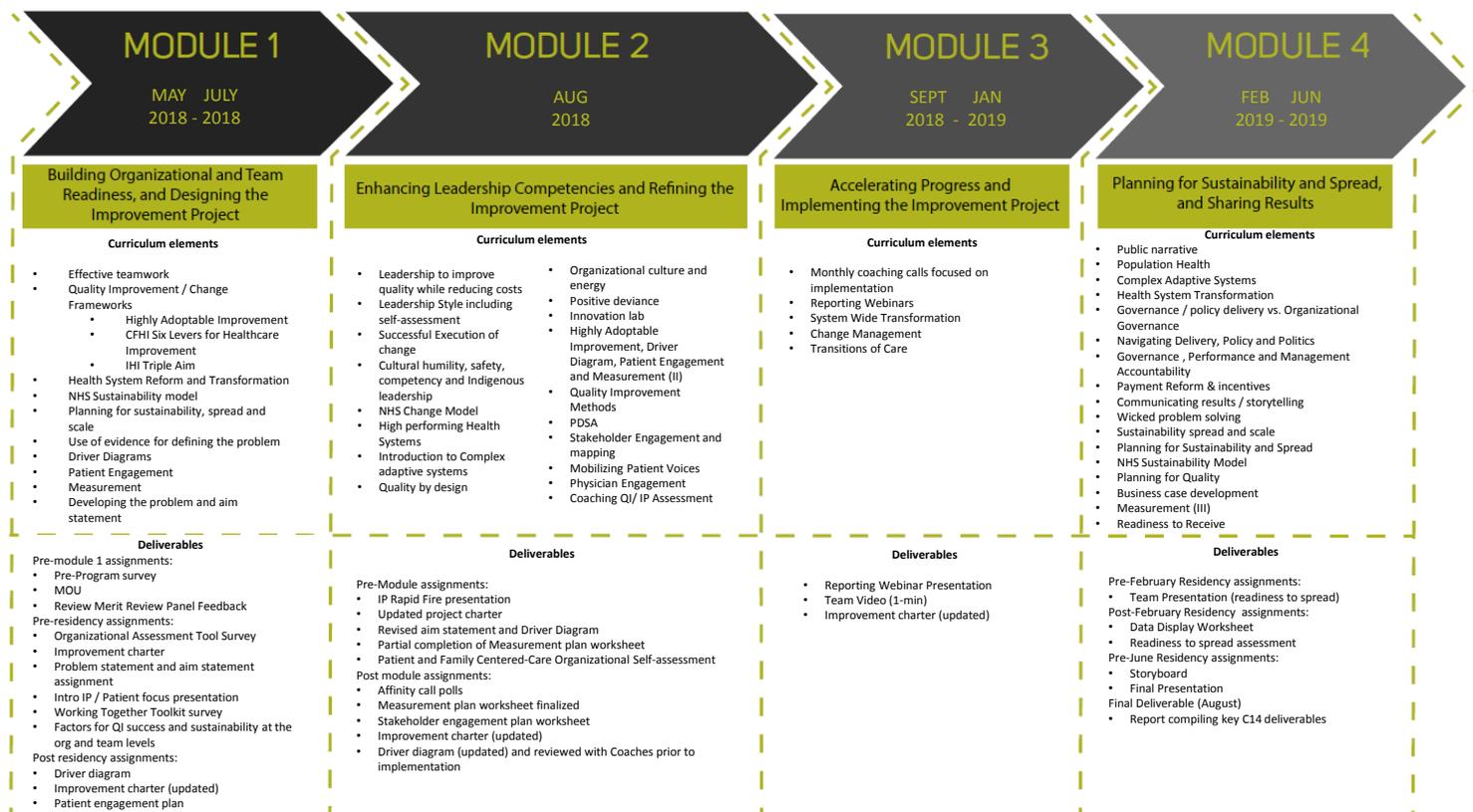


Figure 3: EXTRA curriculum plan at a glance

## Who Should Participate?

### Participating organizations might 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
- Ministries of health
- Community, charity and not-for profit organizations
- Social service organizations (children and youth, housing, others)
- Indigenous health organizations
- Private sector companies
- Others

We welcome EXTRA teams from outside Canada to apply to the program. 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 to discuss.

## 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.

## 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

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

## 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 your organization(s).

- The team will establish an advisory group that will provide advice and guidance regarding 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.

## 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, who supports the team 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 at the outset of the program 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 also may participate as faculty, provide coaching support, and facilitate information-sharing, networking and collaboration among the teams.



The quality of the speakers: we are privileged to be in direct contact with these leaders.

– CISSS Laval



# Applying to the EXTRA Program

## Call for Applications

The 2018-2019 EXTRA Call for Applications opens on **October 18, 2017**.

Visit the [CFHI website](#) for program details and to access the application.

## Pre-application informational webinar

To learn more about EXTRA, you are encouraged to 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 **November 28, 2017 from 12:00 p.m. – 1:00 p.m. ET**.

Please register for the informational webinar online before November 24 at <http://www.cfhi-fcass.ca/WhatWeDo/on-call/extra-info-call>. Registrants will be asked to provide preliminary information regarding their goals for EXTRA.

## Pre-application coaching calls

A major advantage of EXTRA is the tailored coaching that your organization and Fellows will 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 Word or PDF, in English or French, via email to [EXTRA-FORCES@cfhi-fcass.ca](mailto:EXTRA-FORCES@cfhi-fcass.ca).

**Applications must be submitted prior to 8:59 p.m. ET, February 14, 2018.**

## Merit Review

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

In March 2018, 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. Organizations from which any members of the CFHI's Board of Directors, or Foundation agents or employees receive remuneration are eligible to apply to this competition. 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. The MOU outlines 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).

### 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

**October 18, 2017:** Launch of Call for Applications

**November 24, 2017:** Deadline to register for the pre-application call

**November 28, 2017:** Pre-application informational webinar (optional but highly encouraged)

**Ongoing following November 28, 2017 webinar:** Optional individual pre-application coaching calls

**February 14, 2018:** Deadline to apply for EXTRA program

**March 2018:** Applications reviewed and organizations selected

**April 2018:** Program orientation

**May 2018:** Organizational site visit

**June 2018:** Module 1 | Residency Session 1 | Ottawa, ON

**August 2018:** Module 2 | Residency Session 2 | Location TBD

**February 2019:** Module 4 | Residency Session 3 | Location TBD

**June 2019:** Final presentations | Residency Session 4 | Location TBD

**August 2019:** Final report and deliverables due