HEC – Health Workforce Innovation Challenge Official Terms and Conditions

1. About HEC:

Healthcare Excellence Canada ("**HEC**") is a not-for-profit organization primarily funded by Health Canada. HEC collaborates with people and organizations across the country to spread innovations, build capability and catalyze policy changes that improve healthcare safety and quality. The views expressed herein do not necessarily represent the views of Health Canada.

2. Challenge streams:

For the purposes of the *HEC Health Workforce Innovation Challenge* (the "**Challenge**"), HEC is challenging healthcare innovators to share and grow their approaches to improving retention and support of the current workforce in either of the following two (2) streams (each a "**Stream**" and collectively the "**Streams**"): (i) northern and remote

3. Eligibility of teams, team leaders, sites, site leaders and team members:

Participating organizations in the Challenge must participate as an eligible Team (de ned below). Each Team must, at minimum, be comprised of: (i) one (1) Team Leader (de ned below); (ii) one (1) or more Lead Sites (de ned below) and a Site Leader (de ned below) of each such Lead Site; (iii) one (1) Team Member (de ned below) who is a senior o cer or director from the Lead Site's organization; (iv) one (1) Team Member who is a licensed or regulated health or social care provider and/or who works as a front-line sta for the Lead Site's organization; and (v) one (1) Team Member who is a patient and/or family representative of the Lead Site's organization, involving those who experience and need care. A Team may (but is not required to) also consist of additional Team Members and/or one (1) or more Supporting Sites, as set out below.

Teams and Team Leaders:

For the purposes of the Challenge, a team (a "**Team**") must be created and registered on the Challenge portal (https://hec-esc.smapply.ca/ — the "**Portal**") by an individual who is designated as the Team's leader (a "**Team Leader**"). The Team Leader will: (a) be the primary point of contact for HEC and for Team Members throughout the Challenge; (b) act as coordinator for all of the Team's activities (including, but not limited to, data submission before the appropriate deadlines, cooperation in any veri cation process and Award distribution); (c) be responsible for the Team's Registration (as de ned below) and ensuring that all Sites, Site Leaders and required Team Members register to the Portal in accordance with these Terms; and (d) agree to receive correspondences on behalf of the Team at the email address provided at Registration, which serves as the primary mechanism through which HEC communicates with the Team. Each Team Leader is required to register and identify a minimum of: (a) one (1) Team Member (as de ned below) who is a senior o cer or director from the Team's Lead Site organization, demonstrating endorsement; (b) one (1) Team Member (as de ned below) who is a licensed or regulated health or social care provider and/or who works as a front-line sta for the Team's Lead Site organization and (c) one (1) Team Member (as de ned below) who is a patient and/or family representative of the Team's Lead Site organization, involving those who experience and need care.

To be eligible, a Team Leader must: (a) be a resident of Canada; (b) have reached the legal age of majority in their province or territory of residence; (c) have the unencumbered authority, authorization and permission from each Site (as de ned below), Site Leader (as de ned below) and Team Member (as de ned below) associated with their Team to: (i) register any such Site (as de ned below), Site Leader (as de ned below) and Team Member (as de ned below) for the Challenge as part of their Team, (ii) provide to HEC any and all required information and/or documentation that relates to such Site, Site Leader and Team Member for the purposes18 (s a)r.9TEMC i43maor the Challexperience of theirETEha

Sites and Site Leaders:

For the purposes of the Challenge, a lead site (a "**Lead Site**") must consist of an organization that provides publicly funded health and/or social services in Canada. Regulated public and private organizations and/or charitable and non-profit organizations providing health and social care related services in Canada are also eligible.

For the purposes of the Challenge, a supporting site (a "**Supporting Site**") consists of a private (for-profit) organization providing health and social care related services. To be eligible to participate in the Challenge, a Supporting Site must participate with (and be registered through a Registration (defined below) as participating on the same Team as) a Lead Site that has agreed to participate with such Supporting Site.

To qualify for the Challenge, any Lead Site and Supporting Site (each, a "**Site**") must designate one (1) individual (a "**Site Leader**") who must be a representative of the Site and meet all other Site Leader eligibility requirements set out below.

Further, the Site Leader must: (a) be a resident of Canada; (b) have reached the legal age of majority in their province or territory of residence; (c) not be ineligible to participate in accordance with the exclusions in Section 4; (d) agree to be legally bound by these Terms and to any other required documentation as contemplated in these Terms; and (e) have the unencumbered authority, authorization and permission to: (i) legally bind the Site to these Terms and to any other required documentation as contemplated in these Terms; and (ii) submit any Data (as defined below in Section 8) on behalf of the Site to HEC, and otherwise provide to HEC any and all other required information and/or documentation that relates to the Site, for the purposes of administering the Challenge in accordance with these Terms.

A Site may participate on more than one Team, however the Data from one Site may not

4. Additional eligibility rules:

Excluded from participating – individuals:

For the purposes of this Challenge, an individual is not eligible to participate if: (a) they is a director, officer, employee, representative or agent (or living with any such persons, whether related or not) of HEC or any other individual(s), entity or entities involved in the development, production, implementation, administration, judging or fulfillment of the Challenge (collectively, the "**Challenge Parties**"); and/or (b) they does not otherwise satisfy the requirements set forth in these Terms (as determined by HEC in its sole and absolute discretion).

Excluded from Participating – Sites:

For the purposes of this Challenge, a Site is not eligible to participate if it: (a) is located outside of Canada; and/or (b) is a department or agency of the Federal Government of Canada; and/or (c) does not otherwise satisfy the requirements set forth in these Terms (as determined by HEC in its sole and absolute discretion).

Verification:

HEC reserves the right, in its sole and absolute discretion, to require proof of identity and/or eligibility (in a form acceptable to HEC) for the purposes of verifying eligibility to participate in the Challenge. Failure to provide such proof to the complete satisfaction of HEC within the timeline specified by HEC may result in disqualification in the sole and absolute discretion of HEC.

Further, HEC reserves the right, in its sole and absolute discretion at any time, to disqualify any Team, Site, Team Leader, Site Leader and/or Team Member– including, but not limited to, if, for example, HEC determines that the Team, Site, Team Leader, Site Leader and/or Team Member (as applicable) to participate in (or continue to participate in) the Challenge could bring HEC into public disrepute or in any way impact the good standing or reputation of HEC in the eyes of the general public. HEC's decisions on all matters arising in this regard shall be final and binding without right of appeal.

At HEC's sole and absolute discretion, a Team may be required to submit video demonstrations during the Challenge to validate adherence to these Terms. Demonstration videos (or equivalent, as designated by HEC) must meet the requirements deemed to be appropriate by HEC based on the circumstances.

ANY INDIVIDUAL OR ENTITY DEEMED BY HEC TO BE IN VIOLATION OF HEC'S INTERPRETATION OF THE LETTER AND/OR SPIRIT OF THESE TERMS FOR ANY REASON IS SUBJECT TO DISQUALIFICATION IN THE SOLE AND ABSOLUTE DISCRETION OF HEC AT ANY TIME.

Conflicts of Interest:

By participating in the Challenge, each Team Leader, Site Leader (on their own behalf and on behalf of their Site) and Team Member is signifying their agreement that they have read and understands HEC's Conflict of Interest Policy (including, but not limited to, rules regarding the eligibility of HEC employees, directors, registrants and agents). Sites from which any members of HEC's Board of Directors, i.9123e/wc7ea1mheID s3 ()12 .1 (C emplo)12 (y)12 (ees)9 (

6. Changes to team composition after registration:

After completing the Team's registration in accordance with Section 5, the Team Leader will be permitted to make the following changes to the composition of their Team throughout the Challenge through the Portal:

- Add new Team Members – provided any such new Team Members satisfy the eligibility requirements as set forth in these Terms;

- Remove Team Members;

- Add new Sites – provided any such new Sites satisfy the eligibility requirements as set forth in these Terms; and/or

- Remove Sites.

In addition, a Team Leader may assign their designation as Team Leader to another Team Member or Site Leader – provided that such Team Member or Site Leader (as applicable) satis es the eligibility requirements to become a Team Leader as set forth in these Terms.

ET, such Teams may meet the Outcomes Plan requirements above (including, without limitation, submitting the Population Reach and, as applicable, Primary Indicator) by participating in Mini-Challenge #1 as described in Section 11 (participation in Mini-Challenge #1, for certainty, will allow for the eligible submission of the Team's Outcomes Plan, including without limitation the Team's Population Reach and, as applicable, Primary Indicator). For Teams that complete Registration after October 16, 2023, such Teams are not eligible to participate in Mini-Challenge #1 however must still meet the Outcomes Plan (including without limitation the Team's Population Reach and, as applicable, Primary Indicator) requirements described above within sixty (60) days of completing such Registration

Table 1: Reported Data

Stream	Thematic Areas	Examples of Indicators
Stream 1 and Stream 2	**Fostering Physically Safe Work Environments** • Creating work environments that prioritize the physical health and safety of all health workers. **Enhancing Sustainable Sta ng** • Ensuring manageable workloads (e.g., in terms of hours, matching skills to task, etc.). **Building Flexible Work Structures** • Through an intersectional approach, implementing work structures that are responsive to health care workers' unique needs and intersecting identities. **Providing Equitable and Appropriate Compensation** • Supporting the matching of compensation to work expectations. **Ensuring Supportive and Inclusive Workplaces** • Promoting open, respectful, and inclusive work environments and supporting workers' psychological and mental wellness. **Supporting Career Advancement** • Helping workers grow professionally and pursue their goals within Canada's healthcare sector.	• Reduced turnover/ vacancy/absenteeism rates • Mental Health & Wellness • Joy in Work • Psychological safety measure(s) • Sta feel less stressed or burnout from work • Improved workplace culture • Patient safety considerations • Increased team-based care (team-based care sensitive measure(S)) • Other (to be described by the team)

8. Reporting Data:

IMPORTANT NOTE: Teams are not required to submit Baseline Data or Reported Data, as set out below, in order to be eligible to participate in the Challenge. However, in order to be eligible for a Mid-Term Retention Progress Award and Overall Retention Achievement Award (each de ned below), a Team must submit Baseline Data or Reported Data, as set out below. **For greater certainty, if a Team does not submit Baseline Data or Reported Data, as set out below, such Team will not be eligible for a Mid-Term Retention Progress Award or Overall Retention Achievement Award, however, may be eligible for other Awards in the Challenge based on the criteria set out in Section 11 below.**

Baseline Data:

In order to be eligible for a Mid-Term Retention Progress Award and Overall Retention Achievement Award (each de ned below), a Team will be required to provide baseline data (the "**Baseline Data**") in relation to the Primary Indicator identi ed by the Team (Per Section 7) in accordance with the reporting schedule set forth in Table 2 below. If a Team's Registration is completed before July 31, 2023, then the earliest Baseline Data eligible for that Team will relate to July 2023. For any Registration by any Rable 2 below.

Table 2: Reported Data Submission Schedule

Data Months to be included	Reporting Deadline
July 2023 (baseline*) August 2023 September 2023	October 31, 2023
October 2023 November 2023 December 2023	January 31, 2024
January 2024 February 2024 March 2024	April 30, 2024
April 2024 May 2024 June 2024	July 31, 2024

baseline data includes Jul 2023 as the earliest eligible month, whereas teams registering after Jul 31, 2023, will include up to the calendar month on which the Team's Registration was completed.

All Baseline Data and Reported Data (collectively, "Data") is subject to verification and audit in accordance with Section 9.

9. Verification and Audit of Data:

Table 3: Innovation Kickstart Awards

Table 5. Collective Impact Achievement Awards

Stream	Shared Reach Challenge Launch	Shared Reach Challenge Close	Total Available Collective Impact Achievement Awards (CAD)
Stream 1 and Stream 2	August 1, 2023	June 3, 2024	8 Awards drawn of $10,000
Total Collective Impact Achievement Awards		**$80,000**	

Odds of being selected depend on the Target Number being met or exceeded and the total number of ballots entered into the Collective Impact Achievement Awards Draw.

## Innovation Description Awards:

By September 15, 2023 at 11:59 p.m. ET, Teams can submit a brief Challenge story (a "**Story**") that introduces their Team Leader, patient and/or family representative, licensed or regulated health or social care provider and/or who works as a front-line staff and senior officer or director (as set-out in Section 3) and demonstrates: (a) their current work underway relevant to their chosen intervention or pathway; and (b) their intended aim and anticipated outcomes pursuant to their participation in the Challenge.

Stories must meet the following requirements:

- a maximum of 300 written words or maximum of 3 minutes recorded video submitted in acceptable file format (for example, Mp4)
- demonstrate that their current and intended work falls within one (1) of the six (6) Indicators (i.e., the thematic areas Per Table 1, Section 7);
- describe the intervention(s) or pathway(s) (as set out in Section 5) being applied to achieve progress against one (1) or more of the six (6) Indicators (i.e., thematic areas per Table 1, Section 7);
- include a quote from at least one user (either provider and/or user) about how the intervention(s) or pathway(s) (as set out in Section 5) has affected, or will affect, their experience and/or practice as a clinician or healthcare provider. They must be explicitly identified by name and role in the story.

Stories received by the deadline above will be judged by HEC and given a score (a "**Story Score**") based on the following weighted criteria: (1) having met the requirements above (50%); and (2) creativity/originality (50%). Each Story must achieve a threshold Story Score of at least 75% (the "**Threshold Story Score**") (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Innovation Description Award. Each Team that submits an eligible Story that obtains one (1) of the top ten (10) Story Scores (and satisfies the Threshold Story Score) will be eligible to receive an Innovation Description Award (each, an "**Innovation Description Award**") as follows:

Stream	Ranking Based on Story Score	Innovation Description Award (CAD)
Stream 1 and Stream 2	10 highest Story Scores	$5,000
Total Innovation Description Awards		**$50,000**
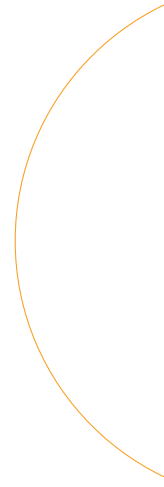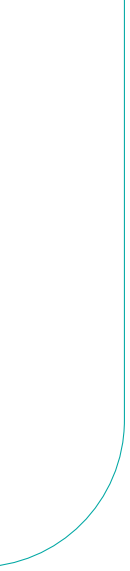
Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Outcomes Measurement Progress Award #1. Each Team that submits an eligible submission that obtains one (1) of the top fteen (15) Impact Award #1 Scores (and satis es the Threshold Submission Score) will be eligible to receive an impact Award #1 (each, an "**Outcomes Measurement Progress Award #1**") as follows:

Stream	Ranking Based on Submission Score	Outcomes Measurement Progress Award #1 (CAD)
Stream 1 and Stream 2	15 highest Impact Award #1 Scores	$5,000
Total Outcomes Measurement Progress Award #1s		$75,000

Odds of being selected depend on the number and caliber of eligible Impact #1 Reports submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Impact Award #1 Scores, then the Team associated with the submission that obtained the highest Impact Award #1 Scores on Criteria 1 criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Mid-Term Retention Progress Awards

Starting on or about January 31, 2024 at 11:59 p.m. ET, HEC will calculate, in its sole and absolute discretion based on the Data submitted in accordance with these Terms, the Team's mid-term score (the "**Mid-Term Score**") based on the combination of the Team's percentage increase between its Baseline Data and its Reported Data (up to and including the Reported Data for December, 2023). In order to be eligible for a Mid-Term Retention Progress Award, the Team must achieve a threshold Mid-Term Score of at least 75% (the "**Threshold Mid-Term Score**") (as determined by HEC in its sole and absolute discretion). If, in relation to any Stream, there are fewer Teams that satisfy the Threshold Mid-Term Score than there are Mid-Term Retention Progress Awards available to be received, then fewer Mid-Term Retention Progress Awards will be awarded accordingly. Each Team that obtains one (1) of the top six (6) Mid-Term Scores per Stream (and satis es the Threshold Mid-Term Score) will be eligible to receive a Mid-Term Retention Progress Award (each, a "**Mid-Term Retention Progress Award**") as follows:

Category	Ranking Based on Mid-Term Score	Mid-Term Retention Progress Award (CAD)
Stream 1	1st Place (Gold)	$25,000
Stream 2	1st Place (Gold)	$25,000
Stream 1	2nd Place (Silver)	$15,000
Stream 2	2nd Place (Silver)	$15,000
Stream 1	3rd Place (Bronze)	$10,000
Stream 1	4th Place	$5,000
Stream 2	4th Place	$5,000
Stream 1	5th Place	$5,000
Stream 2	5th Place	$5,000
Stream 1	6th Place	$2,500
Stream 2	6th Place	$2,500
Total Mid-Term Retention Progress Awards		$125,000

Odds of being selected depend on the number and caliber of eligible Teams performance (based on Mid-Term Score) in the applicable Stream. In the event of a tie between two (2) or more eligible Teams in a Stream based on Mid-Term Score, the Team associated with the Mid-Term Score – from amongst all such eligible Teams that are tied – with the most available Reported Data will be selected as the eligible recipient of the applicable Mid-Term Retention Progress Award.

Mini-Challenge #2: Senior Leadership Engagement Awards

By February 8, 2024 at 11:59 p.m. ET, Teams can submit a plan ("

Action Plan for Senior Leadership Engagement Criteria	Weighting
3. **Feasibility and sustainability are achievable over the long-term**, considering: • Necessary resources and potential challenges are identied	20%
4. **Innovative and creative approaches are utilized in recommended engagement strategies**	10%
Total % Score	**Maximum 100%**

Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive a Senior Leadership Engagement Award in Mini-Challenge #2. Each Team that submits an eligible submission that obtains one (1) of the top seventeen (17) Mini-Challenge #2 Scores (and saties the Threshold Submission Score) will be eligible to receive a mini-challenge #2 Award (each, a "**Senior Leadership Engagement Award**") as follows:

Impact #2 Report Criteria	Weighting
1. Measurable progress is demonstrated against the indicator associated with the team's registration	40%
2. The progress demonstrated against the selected indicator demonstrates an impact on improving total healthcare worker reach	40%
3. The information is presented concisely, with all necessary information included to evaluate the progress made against the selected outcome indicator and healthcare worker reach	20%
Total % Score	Maximum 100%

Each submission must achieve a Threshold Submission Score of at least 75% (as determined by HEC in their sole and absolute discretion) in order to be eligible to receive an Outcomes Measurement Progress Award #2. Each Team that submits an eligible submission that obtains one (1) of the top sixteen (16) Impact Award #2 Scores (and satis es the Threshold Submission Score) will be eligible to receive an impact Award #2 (each, an "**Outcomes Measurement Progress Award #2**") as follows:

Stream	Ranking Based on Submission Score	Outcomes Measurement Progress Award #2 (CAD)
Stream 1 and Stream 2	10 highest Impact Award #2 Scores	$5,000
TOTAL OUTCOMES MEASUREMENT PROGRESS AWARD #2s		$80,000

Odds of being selected depend on the number and caliber of eligible Impact #2 Reports submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Impact Award #2 Scores, then the Team associated with the submission that obtained the highest Impact Award #2 Scores on Criteria 1 criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

IMPORTANT NOTE: Teams who received an Outcomes Measurement Progress Award

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Stream	Ranking Based on Submission Score	Sustainable Solutions Award (CAD)
TOTAL SUSTAINABLE SOLUTIONS AWARDS		$50,000

Odds of being selected depend on the number and caliber of eligible Action Plans for Sustainability submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Mini-Challenge #3 Scores, then the Team associated with the submission that obtained the highest Mini-Challenge #3 Scores on Criteria 1 will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Dinosaur Mini-Challenge

By December 1, 2023 at 11:59 p.m. ET, Teams can submit a dinosaur plan, using the template to be provided by HEC with formatting and word count specifications, identifying and sharing how they decommissioned and/or developed a brief plan to decommission old practices that are no longer contributing to patient safety and quality of care (each, a "**Dinosaur Plan**"). Dinosaur Plans must be in English or French.

Dinosaur Plan submissions received by the deadline above will be judged by HEC and given a score (a "**Dinosaur Mini-Challenge Score**") based on the following weighted criteria:

Dinosaur Plan Criteria	Weighting
1. **Impact on Patient Outcomes:** • How effectively does the solution contribute to improved patient safety and care quality?	15%
2. **Promotion of Joy at Work and/or the Safety of Healthcare Workers** • To what extent does the solution foster a positive and supportive work culture?	30%
3. **Impact on Time for Patient Care** • How effectively does the solution contribute more time released to provide safe and high-quality patient care	15%
4. **Feasibility and Sustainability** • Is the solution feasible to implement, and can it be sustained over the long term? • Does the solution address root causes?	20%
5. **Others** • Is the solution creative, innovative and inspiring, whether it is a new solution or a creative use or combination of existing solutions? • Is the solution articulated clearly and in a compelling way?	20%
Total % Score	Maximum 100%

Each Dinosaur Plan submission must achieve the Threshold Submission Score (as determined by HEC in its sole and absolute discretion) in order to be eligible to receive a Dinosaur Award (as de ned below). Each Team that submits an eligible Dinosaur Plan submission that obtains one (1) of the top ten (10) Dinosaur Mini-Challenge Scores (and satis es the Threshold Submission Score) will be eligible to receive an Award (each, a "Dinosaur Award") in accordance with the following:

Stream	Ranking Based on Submission Score	Dinosaur Award (CAD)
Stream 1 and Stream 2	10 highest Dinosaur Mini-Challenge Scores	$5,000
TOTAL DINOSAUR AWARDS		**$50,000**

Odds of being selected depend on the number and caliber of eligible Dinosaur Plan Reports submitted and received that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more submissions based on Dinosaur Mini-Challenge Scores, then the Team associated with the submission that obtained the

Presentations that satisfy the Threshold Submission Score.

In the event of a tie between two (2) or more presentations based on Dinosaur Pitch Scores, then the Team associated with the presentation that obtained the highest Dinosaur Pitch Scores on Criteria 6 criterion will be selected as the eligible recipient of the applicable Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Overall Retention Achievement Awards:

In the event of a tie between two (2) or more Teams based on the Total Overall Retention Achievement Award Score, then the Team associated with the highest score on Criteria 5 (followed in the event of a further tie by Criteria 1, then Criteria 2, then Criteria 3, then Criteria 4) will be selected as the eligible recipient of the applicable Overall Retention Achievement Award. In the event of an exact tie based on the foregoing, then a new panel of judges will be appointed by HEC to break the tie in accordance with the preceding procedures.

Each Team that obtains one (1) of the top three (3) Total Overall Retention Achievement Award Scores per Stream will be eligible to receive an Overall Retention Achievement Award (each, an "**Overall Retention Achievement Award**") as follows:

- agrees to release and hold harmless the Challenge Parties and each of their respective agents, employees, shareholders, officers, directors, members, agents, representatives, successors and assigns (collectively, the "**Released Parties**") from and against any and all claims, damages, liabilities, costs, and expenses arising from use of the Submission Materials (including, but not limited to, any claim based on publicity rights, defamation,

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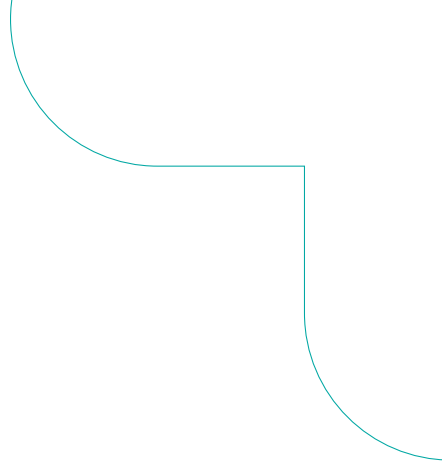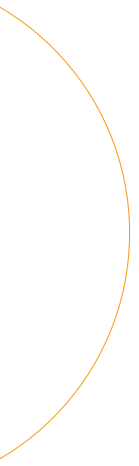
- that all research conducted involving individuals, shall include a research protocol that is consistent with the principles set out in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans ("**Research Protocol**"); and

- to disclose any information reasonably requested in relation to the Challenge by HEC, its representatives and/or the Government of Canada, and to do so in a timely manner in the form and format requested.

Further, each Site Leader shall, and shall cause its Site to, maintain and keep appropriate records of all Research Protocol and provide HEC and/or the Government of Canada with a copy, if requested.

16. General conditions:

If a Team who is eligible to receive an Award: (a) fails to have required individuals properly execute and return any documentation mandated by HEC in its sole and absolute discretion to HEC within the time frame speci ed by HEC; (b) cannot accept (or is unwilling to accept) the Award for any reason; and/or (c) is determined to be in violation of these Terms (all as determined by HEC in its sole and absolute discretion); then such Team may, in the sole and absolute discretion of HEC, be ineligible to receive the applicable Award and HEC reserves the right, in its sole and absolute discretion and time permitting, but does not have the obligation, to select an alternainS (tialt)21 (ern)2.1 (a)24e1 Tm(itr
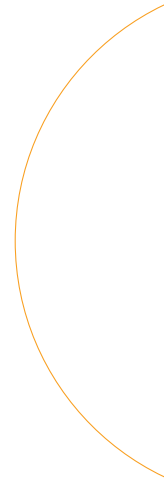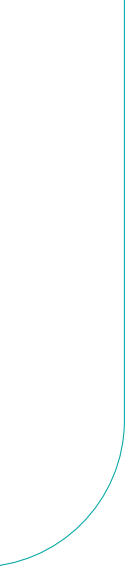
and shall be construed in accordance with the terms as if the invalid or illegal provision were not contained herein.

To the fullest extent permitted by applicable law, all issues and questions concerning the construction, validity, interpretation and enforceability of these Terms or the rights and
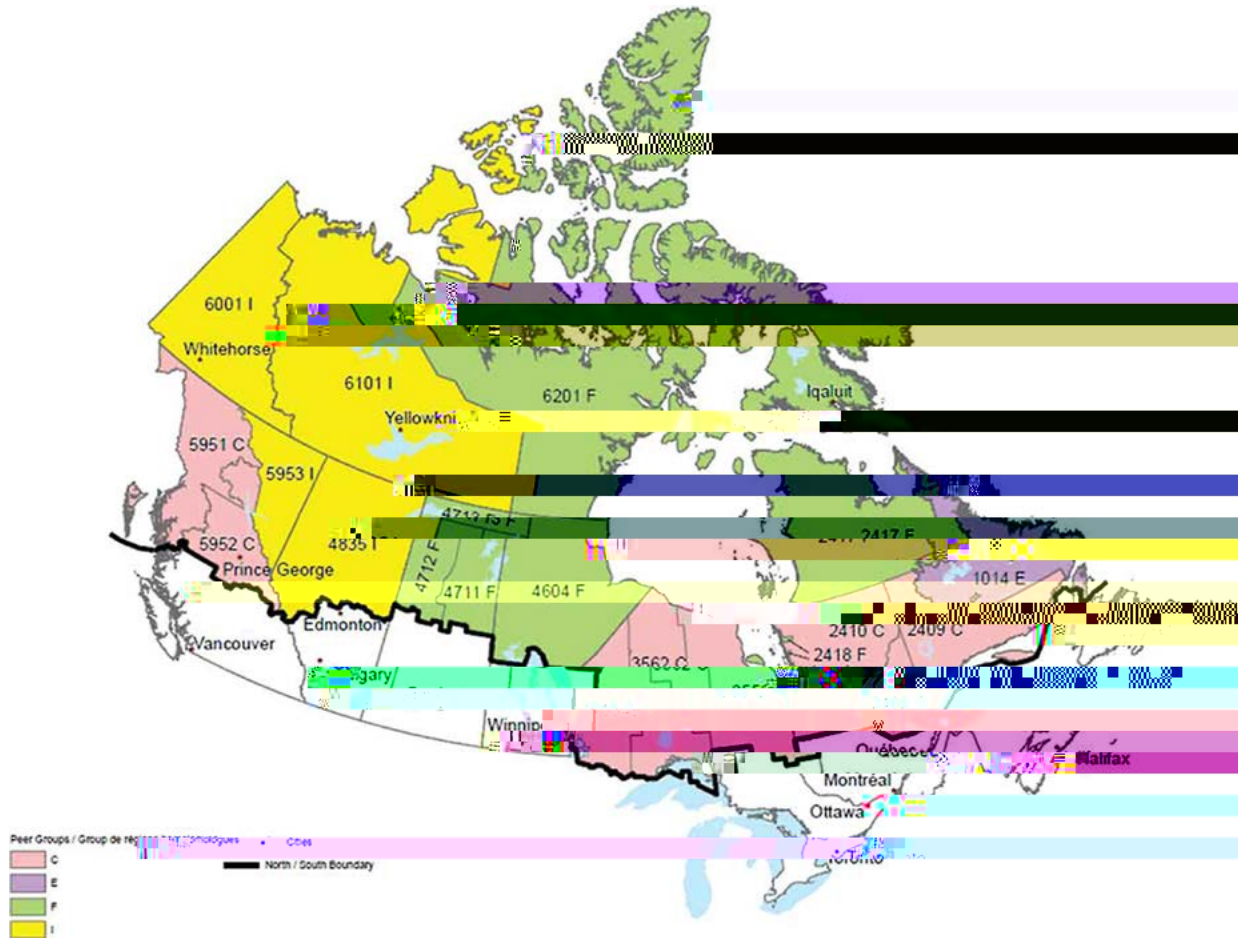
For more information about the Challenge, please contact:
Bill Callery, Senior Improvement Lead, HEC
or Meghan Sabean, Improvement Lead, HEC
Challenges.De s@HEC-ESC.ca

Schedule "A"

The Provincial and Territorial North[1]

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1 T. Kue Young, Susan Chatwood, Carmina Ng, Robin W. Young & Gregory P. Marchildon (2019) The north is not all the same: comparing health system performance in 18 northern regions of Canada, International Journal of Circumpolar Health, 78:1, DOI: 10.1080/22423982.2019.1697474