

2017  
NATIONAL  
AWARDS  
PROGRAM

CELEBRATING LEADING PRACTICES



CANADIAN COLLEGE OF HEALTH LEADERS COLLEGE CANADIEN DES LEADERS EN SANTÉ

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# 2017 NATIONAL AWARD PROGRAM SPONSORS

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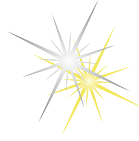


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## Congratulations to the 2017 National Award Program recipients!

The College and our award sponsors are pleased to recognize the individuals, teams and organizations that are making a difference across the healthcare community. The College's National Awards Program recognizes the importance of leadership, commitment, and performance and we are proud to showcase the recipients for their outstanding accomplishments.

The programs featured in this booklet provide examples of sustainable leading practices that can be replicated in organizations across the country. Small or large, all organizations can learn from these innovative initiatives. The individuals profiled in the booklet illustrate leadership at its finest and demonstrate the impact that one person can have within their organization and beyond.

As you reflect on the outstanding accomplishments of those profiled, I urge you to consider other individuals, teams and programs that are worthy of recognition. For nomination information regarding the National Awards Program, please visit: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).

Sincerely,

**Ray J. Racette**, MHA, CHE  
President and CEO  
Canadian College of Health Leaders



## ADVISORY COMMITTEE

The College would like to thank the members of the National Awards Advisory Committee for their guidance and support.

**Shannon Webber, CHE (Chair)**  
Director, PCH Programs  
Brandon Prairie Mountain Health

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Vice President, Clinical Support  
Eastern Health

**Barbara Boyer**  
Consultant

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Coordinator, Corporate Partnerships  
and Events  
Canadian College of Health  
Leaders

**Dudley Cosford**  
Project Director, Transition Office  
Toronto Central LHIN

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Partnership Excellence  
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Manager, Engagement and  
Knowledge Services  
Canadian College of Health Leaders

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Chief Operating Officer  
DASCH Inc.

**Sarah Padfield, CHE**  
Health Leader in Residence  
University of Windsor

**Mark Pugh, CHE**  
Manager, Shuswap Lake General  
Hospital  
Interior Health Authority

**Ray J. Racette, MHA, CHE**  
(Ex-officio)  
President and CEO  
Canadian College of Health Leaders

**Bryan Stewart**  
Business Development Director  
Aramark Healthcare

**John Paul S. Young, CHE**  
Administrator, Community Hospitals  
West Prince  
Health PEI

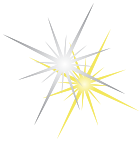




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# 3M Health Care Quality Team Awards

This award recognizes four important elements: innovation; quality; patient/family engagement; and teamwork, and provides Canadian health leaders with an excellent opportunity to recognize team members who have applied the quality process to create measurable benefits in their network of services and programs.

Full descriptions of all award nominees can be found in the 3M Health Care Quality Team Awards Executive Summaries booklet, available at: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).



## SELECTION COMMITTEE

### Quality Improvement Initiative(s) Across a Health System

**Maura Davies, FCCHL (Chair)**  
President

Maura Davies Healthcare  
Consulting Inc.

**John Andruschak, CHE**  
Executive Lead, BC's Agency for  
Pathology & Laboratory Medicine  
BC Clinical and Support Services  
Society

**Sandra Blevins, CHE**  
Consultant

**Bob Clark, MHA**  
Consultant  
Victoria, BC

**Frank Demizio, CHE**  
Healthcare Consultant

**Wendy Hansson, CHE**  
Vice President & Chief  
Transformation Officer  
Providence Health Care - Hornby

**Mark Ingram (Ex-officio)**  
Business Manager, Critical & Chronic  
Care Solutions Division  
3M Canada

**Andrea Seymour, FCCHL**  
Chief Operating Officer and Vice  
President, Corporate  
Horizon Health Network



## AWARD RECIPIENT

### Quality Improvement Initiative(s) Across a Health System

#### *Connecting Care to Home (CC2H)* London Health Sciences Centre

Connecting Care to Home (CC2H) is an integrated, multi-disciplinary team approach across care settings (hospital, community and primary care), developed to support patients with chronic diseases. It was selected by MOH-LTC to better integrate care for specific cohorts that experience higher rates of ED/readmission following a hospital stay. CC2H focuses on patients admitted to hospital where the patient experience could be improved, the disease trajectory could be positively affected and care returned to the lowest cost setting: patient self-management.

Literature shows that integrated multi-disciplinary team-based care improves patient experience, clinical outcomes, and lowers overall healthcare costs. CC2H has delivered all these outcomes by successfully integrating key success factors, including patient involvement and education, leading practice care pathways, physician leadership and participation, integrated care teams across care settings, clinical patient data, executive leadership, a 24/7 live support line, and supported self-care initiatives.

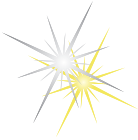
The project receives strong executive leadership from LHSC and South West CCAC, where CEOs/VPs are active participants. Strategic objectives are well articulated and owned by all team members, as is a broad understanding of leading quality improvement methodology. The result is a highly integrated cross-organizational team empowered to develop, test, and refine effective, sustainable patient solutions.

The program is in the third iteration with key results as follows: Hospital length of stay has declined by 59.3%, 30 day readmission has declined by 41.7%, and the total cost per patient to the healthcare system has declined by 47.9%.

**Contact: Ms. Laurie Gould**

Chief Clinical & Transformation Officer  
London Health Sciences Centre  
800 Commissioners Rd. E  
London, ON N6A 5W9  
Tel: 519-685-8500 x 58111  
Email: laurie.gould@lhsc.on.ca





# 3M Health Care Quality Team Awards (cont'd)



## SELECTION COMMITTEE

### Quality Improvement Initiative(s) Within an Organization

**Jeanie Joaquin, CHE (Chair)**  
Chief Executive Officer  
Scarborough Centre for Healthy  
Communities

**Barbara Boyer**  
Consultant  
Boyer Health Management  
Consulting

**Patti A. Cochrane, CHE**  
Clinical Strategy & Chief  
Innovation Officer  
Trillium Health Partners

**Dalyce Cruikshank, CHE**  
Department Manager  
Alberta Health Services

**Mark Ingram (Ex-officio)**  
Business Manager, Critical &  
Chronic Care Solutions Division  
3M Canada

**Jamie MacDonald, CHE**  
CAO, HPEI  
Health PEI

**Karyn Popovich, CHE**  
Vice President, Clinical Programs,  
Quality & Risk, Chief Nursing  
Executive  
North York General Hospital

**Patricia O'Connor, FCCHL**  
Consultant

**Brenda Weir, CHE**  
Vice President, Medicine  
Peterborough Regional Health Centre





## AWARD RECIPIENT

### Quality Improvement Initiative(s) Within an Organization

#### *UHN Quality Improvement Plan Discharge Summary Program*

#### University Health Network

University Health Network (UHN) is Canada's premier academic medical centre. Affiliated with the University of Toronto, UHN includes Toronto General and Toronto Western Hospitals, Princess Margaret Cancer Centre, and Toronto Rehabilitation Institute, as well as The Michener Institute for Education at UHN. Representing a collective community of 30,000, including providers, researchers, employees, volunteers, and learners of all types, UHN is driven by a singular purpose: transforming lives and communities through excellence in care, discovery, and learning.

Knowing that the Discharge Summary (DS) is a critical step in a patient's journey, UHN launched its Quality Improvement Plan (QIP) DS Program to improve timeliness of completion and delivery, and quality of documentation. This has ensured fostering a tight-knit circle of care in the community we serve, communicating a summary of our patient's hospital stay to community care providers, ensuring timely follow-ups, and preventing adverse events and readmissions for our patients that depend on us for safe and quality care.

Actively engaging patients and primary care has enable UHN to deliver on its Primary Value – the needs of patients come first – and drive sustainable quality improvement for 4,700 clinicians across 51 Inpatient Units, resulting in a 70% increase in timely completion, 120% increase in timely DS delivery, and 64% of service visits experiencing fewer readmissions.

All this is an example of successful quality improvement with far-reaching impacts on strengthening collaboration with primary care, improving care transitions, and ensuring the needs of patients come first.

**Contact: Mr. Michael Caesar**

Senior Director, Information Management  
University Health Network  
3th Floor, Suite 331, 20 Dundas St. W  
Toronto, ON M5G 2C2  
Tel: 416-340-4800 x 6235  
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# Award of Excellence in Mental Health and Quality Improvement

This award honours a hospital, health authority, community based mental health and addictions program/service, or a leader in the field that demonstrates evidence-informed and sustained quality improvements (QI) in the area of mental health and addictions.



## SELECTION COMMITTEE

Louise Bradley, CHE (Chair)  
President and CEO  
Mental Health Commission of  
Canada

Dr. Pierre Beauséjour  
Full Professor  
University of Sherbrooke

Jean Daigle  
Vice President, Community  
Horizon Health Network

Barbara C. Hall, CHE  
CEO  
Maxxcare Solutions

Yasmin Jetha  
Regional Director, End of Life  
Care & Director Home Health and  
Community Care  
Vancouver Coastal Health Authority

Tharrenos Kasekas (Ex-officio)  
Marketing Director  
Janssen Inc.

Mark Snaterse  
Executive Director, Addiction and  
Mental Health, Edmonton Zone  
Alberta Health Services

Dr. Philip Tibbo  
Senior Administrative Head of Early  
Psychosis  
CDHA

Darryl Yates (Excused)  
Associate Vice President – Clinical  
Practice, Site Executive  
William Osler Health System



## AWARD RECIPIENT

### Scarborough and Rouge Hospital

Individuals in need of Cognitive Behavioral Therapy (CBT) typically face challenges like long wait lists, a shortage of therapists, and lack of access to a therapist outside of regular business hours. Now, adult outpatient clients of Scarborough and Rouge Hospital's Mental Health department can access treatment for anxiety and depression any time and place that is most convenient for them.

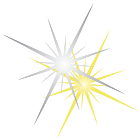
Internet-based Cognitive Behavioral Therapy (iCBT), the first program of its kind in Canada, was created to increase accessibility to an evidence-based practice proven to alleviate symptoms of depression and anxiety. Currently, there are lengthy wait times across Canada to receive CBT services. Face-to-face CBT sessions are typically one hour in duration and individuals can require up to 12 sessions. With the iCBT program, therapists require 25 minutes to respond to patients with feedback, and as a result can provide service to a greater number of individuals within a shorter timeframe.

Since the program's implementation, Scarborough and Rouge Hospital has significantly reduced wait-times for CBT from 3 weeks for face-to-face CBT to 1 week for iCBT. In addition, iCBT has proven to be more accessible than traditional face-to-face group CBT sessions, with 30% higher completion rates. iCBT has also been more effective than group CBT in regards to symptom reduction, as patients of iCBT on average showed greater improvements in symptoms of depression, anxiety, and stress when compared to patients attending the traditional group CBT sessions.

**Contact: Mr. Alfred Ng**

Director, Innovation and Performance  
Improvement Office, Clinical Operations Support  
Scarborough Rouge Hospital  
3050 Lawrence Ave E  
Toronto, ON M1P 2V5  
Tel: 416-431-8200 x 68  
Email: [alng@tsh.to](mailto:alng@tsh.to)





# Celebrating the Human Spirit Award

This award recognizes and honours the meaningful contributions of individuals and teams for acts of caring and compassion that go above and beyond the call of duty, inspire others and have a profound and lasting impact.



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## SELECTION COMMITTEE

**Kenneth W. Baird, CHE (Chair)**  
Vice President, Clinical Support  
Eastern Health

**Don Ford, CHE**  
Past Chief Executive Officer  
Central East Community Care Access  
Centre

**Arlene Gallant-Bernard, CHE**  
Chief Administrative Officer  
Health PEI

**Cheryl L. Harrison, CHE**  
Vice President of Regional Programs  
Orillia Soldier's Memorial Hospital

**Barbara Milton, CHE**  
VP Practice, HR & Research & CNE  
Ontario Shores Centre for Mental  
Health Sciences

**Kelli A. O'Brien**  
Vice President, Long Term Care and  
Rural Health  
Western Regional Health Authority

**Justin Simard (Ex-officio)**  
Regional Sales Manager  
Stericycle Healthcare Companies  
Solutions

**Janice M. Skot, MHSc, CHE**  
President and CEO  
The Royal Victoria Hospital

**Moyra Vande Vooren, CHE**



## AWARD RECIPIENT

### **Bruyère Continuing Care**

#### ***Therapeutic Support Services at Saint-Louis Residence and the Bruyère Village***

Cycling Without Age is an innovative program designed to enhance the lives of seniors by providing them with a great opportunity to remain connected to, and active in the community. It was developed in Denmark by Ole Kassow to help seniors get back on their bicycles. He designed a special 3-wheeled rickshaw bike, called a “trishaw”, which has a two-seated, two-wheeled carriage for passengers in the front and is connected to a bike for a volunteer pilot. The special design enables conversation between the bike pilot and passengers. Slow rides bring people together from different generations through conversation, storytelling, and reminiscing.

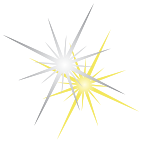
Bruyère Continuing Care (Bruyère) in Ottawa introduced the Cycling Without Age Program in July 2016 through the Therapeutic Support Service team at Saint-Louis Residence (SLR) and the Bruyère Village, in partnership with a local community resident, Gary Bradshaw. Many of our residents and tenants use walkers or wheelchairs and many are bedbound. Limited mobility often leads to isolation and loneliness, and limited access to the outdoors. The Cycling Without Age Program enables SLR and the Village to reach out to, and connect with, our most vulnerable residents and tenants.

During its first season, it provided 193 people with the outdoor cycling experience and over 1,500 km was travelled. The innovative program also allowed Bruyère to attract and recruit a new and diverse cohort of volunteers that includes youth, adults, and seniors interested in promoting a cycling culture. So far, 30 volunteers have been trained, some of whom are family members of residents. Based on evaluation feedback from participants, their spirits soared.

**Contact: Mrs. Karen Lemaire**

Director, Therapeutic Support Services  
Bruyère Continuing Care  
879 Hiawatha Park Rd  
Orleans, ON K1C 2Z6  
Tel: 613-562-6262 x 1334  
Email: [klemaire@bruyere.org](mailto:klemaire@bruyere.org)





## Chapter Award for Distinguished Service

This award provides an opportunity for chapters to recognize locally and nationally the individuals who have made a significant contribution to their chapter.



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## AWARD RECIPIENTS

### **BC Lower Mainland**

#### **Sadiq Panjwani**

Director, Marketing & Strategy  
GE Healthcare

### **Bluenose**

#### **Heather Wolfe, CHE**

Manager, Emergency Department  
Colchester East Hants Health  
Authority

### **Eastern Ontario**

#### **Scott McLeish**

Account Executive Energy Services  
Honeywell

### **GTA**

#### **Sean Molloy, CHE**

Director, Quality, Safety and  
Enterprise Risk  
St. Joseph's Health Centre

### **Hamilton & Area**

#### **Emmy Perkins, MHSc, CHE**

Director, Integrated Hospice  
Palliative Care Regional Program  
Waterloo Wellington CCAC

### **NEON Lights**

#### **Mark Hartman, CHE**

VP, Cancer and Clinical Support  
Services  
Health Sciences North (Sudbury)

### **Quebec**

#### **Martin Beaumont, FCCHL**

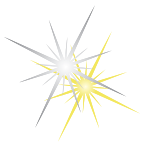
President and Chief Executive  
Officer  
CIUSSS - MCQ

### **Southern Alberta**

#### **Arlene Weidner, CHE**

Healthcare Consultant  
Arlene Weidner Consulting Ltd.





## College Award for Distinguished Service

The College Award for Distinguished Service recognizes an individual for their significant contribution to the College or to the advancement of our mission, vision, values and strategic directions.



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## AWARD RECIPIENT

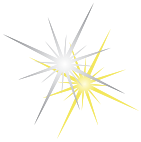
### **Colonel (Retired) David Weger, CHE**

For 36 years, David Weger served Canada as a member of the Canadian Armed Forces, the latter 29 years of which were with the Military Health System. As a Healthcare Administrator and Senior Health Services Executive, he was afforded the opportunity to collaborate with counterparts from five Canadian Provinces and numerous foreign countries. He led the development of agreements for the integration of Military Health Care Professionals into Provincial Health Care Systems for the maintenance of the clinical skill sets required to save lives on combat operations. He also played a key role in establishing the Canadian Association of Physician Assistants as a non-governmental organization.

David holds a Bachelor of Arts (Royal Roads Military College), and a Master of Public Health (University of Alberta), as well as a Certificate in Health Services Management (HealthCareCAN). As a member of the College for almost 20 years, and a Certified Healthcare Executive (CHE) since 2002, David has served as a CHE Education Consultant; as Chair of the Canadian Armed Forces Chapter, the College Professional Standards Council, and the Board Governance Committee; and as the Canadian Armed Forces Board Director (2009-2014).

David is a past recipient of the Eastern Ontario Chapter Distinguished Service Award and was invested as an Officer of the Order of Military Merit by the Governor General of Canada, His Excellency the Right Honourable David Johnston, in 2015.





## College Honourary Life Member Award

This award recognizes a long standing College member who has contributed significantly to Canada's health system through their role as healthcare leader. Honorary life members are selected at the discretion of the College's Board of Directors.



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## AWARD RECIPIENT

### Pat Coish-Snow, CHE

Pat Coish-Snow began her career as a bedside nurse and her passion for learning and wanting to make a difference launched her into healthcare education, leadership, and management. Her career spans over 34 years, including 18 years in executive management roles in acute care, long term care, and community environments. Pat has played key leadership roles in the reorganization and integration of healthcare organizations in Newfoundland and Labrador. She has successfully facilitated and led many policy, program, and system wide initiatives at the regional and provincial level, resulting in system transformation while ensuring a commitment to safe, quality healthcare.

Pat has been a member of the Canadian College of Health Leaders since 1984, and received her CHE designation shortly after. She has been active in the CCHL chapter, serving on the executive for many years, including as Chapter Chair, and served as Provincial Director with the CCHL Board from 2010-2016. Pat has received a number of awards, including the Chapter Award for Distinguished Service and the Chapter Award for Health Leadership. She has also contributed to healthcare at the national level, through the role of surveyor with Accreditation Canada. In addition, Pat has also held a number of governance roles at local, provincial, and national levels, including the Board of Regents, Memorial University of Newfoundland, and is currently a Director with the Board for Workplace NL. She also serves as Director with the Provincial chapter of the Institute of Corporate Directors.

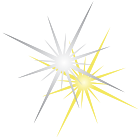
Pat is a graduate of Memorial University School of Nursing (1979) and also holds a Masters degree in Health Administration from Dalhousie University (1994), receiving the Robert Wood Johnson Award for Health Leadership.

Pat is currently working as a Health Care Management Consultant in Newfoundland.

**Contact: Ms. Pat Coish-Snow, CHE**

pat.csnow2@gmail.com





# Energy and Environmental Stewardship Award

This award recognizes a progressive healthcare organization that has implemented programs that demonstrate environmental responsibility through the reduction of energy usage, the preservation of natural resources and effective waste diversion solutions.

## Honeywell



### SELECTION COMMITTEE

**Tony Dagnone, FCCHL, FACHE**  
(Chair)

Past President and CEO  
London Health Sciences Centre

**Suzanne Boudreau-Exner, CHE**  
Director, Materials Management  
Services

Regina Qu'Appelle Health Region

**Steve Hardcastle**  
Healthcare Consultant

**Mike Hickey**  
MF Hickey Consulting

**Andrew Neuner, CHE**  
CEO  
Health Quality Council of Alberta

**Ron Noble, FCCHL, FACHE**  
President and CEO  
CHAO

**Sarah Padfield, CHE**  
Health Leader in Residence  
University of Windsor

**Joe Pilon, CHE**  
Senior Vice President and Chief  
Operating Officer  
Health Sciences North

**Luis Rodrigues (Ex-officio)**  
Vice President, Energy and  
Environmental Solutions  
Honeywell



## AWARD RECIPIENT

### Horizon Health Network

Energy sustainability plays an important, yet often unrecognized role in healthcare. In order to formally recognize the importance of energy sustainability and the long-term impact on patients and communities, Horizon Health Network established its Energy Network in 2013. Under the direction of the Facilities, Engineering and Property Management Department, the Energy Network provides leadership and direction while ensuring sustainability in energy and CO<sub>2</sub> equivalent reduction for all Horizon facilities, including five Regional Hospitals, plus a myriad of healthcare facilities of various sizes, service base, and patient populations.

The Miramichi Regional Hospital (MRH) is a 400,000 square foot full service facility and is the first Horizon facility to adopt the Energy Management approach rolled out by the Energy Network. It has been a sustainability leader and outstanding example for all Horizon facilities.

Over the last year, the MRH has achieved measureable and significant reductions, including:

- 1) Over 8 million equivalent kilowatt hours;
- 2) Over 800 tonnes of greenhouse gas emissions; and
- 3) Over \$426,000 in actual energy and water cost avoidance.

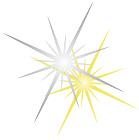
Through energy projects such as optimization, upgrades and operational improvements, within three years the MRH has achieved \$1 million in energy cost avoidance, reduced over 21.8 million kilowatt hours of consumption and over 2,500 tonnes of greenhouse gas emissions.

This success has provided a stellar platform for Horizon Health Network. There are currently 6 healthcare facilities within Horizon that are actively engaged and reporting success – all with the support of the Energy Network and following the Miramichi Regional Hospital's example.

**Contact: Mr. Blaine Lynch**

Regional Director Facilities Management  
Horizon Health Network  
155 Pleasant St  
Miramichi NB E1V 1Y3  
Tel: 506-623-3031  
Email : [blaine.lynych@horizonnb.ca](mailto:blaine.lynych@horizonnb.ca)





# Excellence in Diversity and Inclusion Award

This award honours a forward thinking healthcare organization that has demonstrated leadership in creating and promoting diversity and inclusion to improve the environment for its employees, and to better service their customers/patients, and the community.



## SELECTION COMMITTEE

**K. Dwight Nelson, CHE (Chair)**  
President and COO  
Carewest

**Dr. Brendan S.J. Carr, CHE**  
President and CEO  
Island Health

**Brenda Flaherty**  
Executive Vice President & Chief  
Operating Officer  
Hamilton Health Sciences

**Jim Hornell**  
President and CEO  
Brant Community Healthcare  
System

**Sonia Isaac-Mann**  
Vice President, Policy, Planning, Program  
& Community Wellness Services  
First Nations Health Authority

**Scott Jarrett**  
Executive Vice President, Patient Services  
Humber River Hospital

**Katherine Power (Ex-officio)**  
Vice President, Communications  
Sodexo Canada

**Waheeda Rahman**  
Director, Organizational Development  
and Diversity  
Scarborough and Rouge Hospital



## AWARD RECIPIENT

### William Osler Health System

William Osler Health System (Osler) is one of Canada's largest and busiest community hospitals serving one of the fastest growing and most ethnically diverse regions in the country.

Its three hospital sites are in the enviable and challenging position of planning for significant population growth whilst keeping pace with the complex and diverse healthcare needs of over 1.3 million people in its neighbourhoods. This includes high proportions of newcomers to Canada, visible minorities, seniors, low income, limited English proficiency, and other vulnerable populations which, if not planned for in an equitable manner, will result in inequities, disparities, and negative health outcomes – for the individuals, organization, as well as the system.

Due to Osler's commitment from the Board of Directors, its President and CEO, and senior leadership team, health equity and inclusion framework is embedded in its practices, policies, procedures, and plans. It is tied into internal strategic directions/ goals, values, vision, quality improvement plans, patient experience initiatives, as well as external strategies including Health Quality Ontario, the local Health Integration Network's Integrated Health Service Plans, Accreditation Canada, and the Excellent Care for All Act.

Osler's commitment has been to embed diversity and equity at its very core – in its people, processes, and systems. Osler is committed to a vision of going beyond in providing high quality and barrier-free, patient-centered care, as well as an inclusive, harassment-free work environment for its diverse staff, physicians, and volunteers.

**Contact: Ms. Gurwinder Gill**

Regional Director, Health Equity and Inclusion

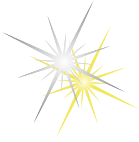
2100 Bovaird Dr. E

Brampton, ON L6R 3J7

Tel: 905-494-2120 x 57564

Email: Gurwinder.gill@williamoslerhs.ca





## Excellence in Patient Safety Award

This award recognizes individuals and/or teams that are committed to improving patient safety within the healthcare environment, through leadership, culture, best practices, innovation, and change management expertise.



### SELECTION COMMITTEE

**Caroline E. Barbir, CHE (Chair)**  
President and CEO  
Laval Health & Social Services Centre

**Barbara C. Hall, CHE**  
CEO  
Maxxcare Solutions

**Sean Kelly (Ex-officio)**  
Vice President, Sales, Strategic  
Accounts  
BD Canada

**A. Arden Krystal, CHE**  
Chief Operating Officer  
Provincial Health Services Authority

**Goldie Luong**  
Special Projects Director – Acute Care  
Vancouver Coastal Health Authority

**Derek McNally**  
Executive Vice President Clinical  
Services & Chief Nursing Executive  
Niagara Health System

**Wendy L. Nicklin, CHE, FACHE**  
Past President and CEO  
Accreditation Canada

**Michael J. Redenbach, CHE**  
Vice President, Integrated Health  
Services  
Regina Qu'Appelle Health Region





## AWARD RECIPIENT

### Niagara Health (NH)

#### *VTE Prophylaxis Accreditation Compliance Project: Improving Patient Outcomes*

Venous thromboembolism (VTE) is one of the most common complications of hospitalization and the most common preventable cause of hospital death. The goal of the NH patient safety initiative was to ensure patients indicated for VTE prophylaxis consistently received safe, reliable, high quality care for this preventable cause of death. This patient safety initiative focused on improving VTE daily risk assessment, and initiation of prophylaxis, if indicated, for every admitted patient. The initiative has shown strong improvement and has achieved the goal to ensure patients indicated for VTE prophylaxis have it addressed and is in compliance with Accreditation Canada Required Organization (ROP).

**Contact: Ms. Debbie Smith, RN, MScN, CHE**

Director of Patient Care

Niagara Health

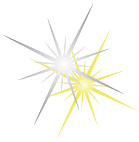
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Welland, ON L3B 4W6

Tel: 905-378-4647 x 50202

Email: [dsmith@niagarahealth.on.ca](mailto:dsmith@niagarahealth.on.ca)





# Innovation Award for Healthcare Leadership

This award recognizes the outstanding capabilities and achievements of a senior executive who has made significant contributions to the profession by pushing the envelope and providing leadership that is sound, steady, strategic, and effective and has fundamentally influenced the culture of the organization.

**No recipient for 2017.**



## Medtronic



### SELECTION COMMITTEE

**Shirlee M. Sharkey, CHE (Chair)**  
President and CEO  
Saint Elizabeth Health Care

**Neil Fraser (Ex-officio)**  
President  
Medtronic Canada

**Robert Halpenny**  
Consultant

**Elma Heidemann, FCCHL, LFACHE**  
Founding Co-chair, Canadian Health  
Leadership Network (CHLNet)

**Brock Hovey, CHE**  
Senior Director of Health System  
Performance  
Central West Local Health Integration  
Network

**Jo-Anne M. Palkovits, CHE**  
President and CEO  
St. Joseph's Health Centre (Sudbury)

**Sonia Peczeniuk, CHE**  
CEO  
Sonia Peczeniuk & Associates

**Richard Tam**  
EVP & CAO  
Mackenzie Health

**Howard Waldner, CHE**  
Dean of the School of Health and  
Public Safety  
Southern Alberta Institute of  
Technology

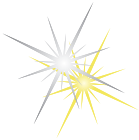


**Medtronic**

Healthcare systems across Canada are transforming and evolving. The College and Medtronic Canada's *Innovation Award for Healthcare Leadership* is also evolving.

Stay tuned - more details will be available this fall.





## Mentorship Award

This award is presented to a leader in the healthcare system who demonstrates exemplary, sustained commitment to mentoring, and inspiring healthcare leadership.



*We Innovate Healthcare*



### SELECTION COMMITTEE

**Harry G. Parslow, CHE (Chair)**  
Managing Partner  
The Caldwell Partners International

**Dianne Doyle, FCCHL**  
President and CEO  
Providence Health Care

**François Drolet (Ex-officio)**  
Director, Public Affairs  
Roche Canada

**Nancy M. Lefebvre, FCCHL**  
Chief Clinical Executive and Senior  
Vice-President, Knowledge & Practice  
Saint Elizabeth Health Care

**Robert G. Zed, CHE, FACHE**  
Chair  
Triangle Strategies Consulting Inc.



## AWARD RECIPIENT

### **Katherine Chubbs, CHE**

Katherine's work as a nurse, front line manager, and senior executive has inspired hundreds of emerging health leaders in her previous organization (Eastern Health) and across Canada. She started mentoring formally early in her career after she went into leadership roles, and has had over 50 mentees in formal and informal mentorship relationships, including eight mentees within the CCHL Mentorship Program since it began three years ago.

Mentorship comes naturally to Katherine. She mentors leaders formally and informally within her past organization and outside. Her goal for mentoring is twofold – she mentors to develop leaders, but most importantly, to positively affect healthcare for clients, patients, and residents. Katherine held a fast pace executive position but always found time to meet with mentees and provide guidance and feedback that is useful. She has also created a community of her mentees who often share learnings with each other.

Katherine is compelled to help teach and grow the future healthcare leaders in our country and she takes great satisfaction in seeing others reach their goals and achieve great things. As a mentor, she is approachable and develops trusting and long-lasting relationships. She facilitates productive communications and fosters leadership skills, mentoring, coaching, supporting professional development, and providing constructive feedback.

Given her commitment to leadership development, and continuous learning, Katherine has been a role model for her mentees and colleagues. She is a Certified Health Executive, and past Chair of the Newfoundland and Labrador Chapter of the CCHL. She is currently pursuing a Doctoral degree in Business Administration.

Katherine recently started a new position with Alberta Health Services as Chief Zone Officer. She is based in Lethbridge Alberta.

**Contact: Ms. Katherine Chubbs, CHE**

Chief Zone Officer

Alberta Health Services

Chinook Regional Hospital

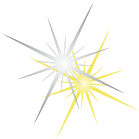
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Lethbridge AB T1J 1W5

Tel: 403-388-6791

Email: [Katherine.chubbs@albertahealthservices.ca](mailto:Katherine.chubbs@albertahealthservices.ca)





# Nursing Leadership Award

The Nursing Leadership Award builds on the themes of patient-centered care and nursing leadership, and honours those who demonstrate an ongoing commitment to excellence in these areas.

## **Baxter**



### SELECTION COMMITTEE

**Alice Kennedy, FCCHL (Chair)**  
CEO and Registrar  
Newfoundland and Labrador Council  
for Health Professionals

**Alex Adani (Ex-officio)**  
Vice President, Health Systems  
Baxter Corporation

**Rhonda Crocker Ellacott**  
Executive Vice President & Chief  
Nursing Executive  
Thunder Bay Regional Health  
Sciences Centre

**Nancy J. Fram**  
Past Vice President, Professional  
Affairs & Chief Nursing Executive  
Hamilton Health Sciences

**Doris Grinspun**  
Chief Executive Officer  
Registered Nurses Association of  
Ontario

**Leslie Motz, CHE**  
Vice President and Chief Nursing  
Executive  
Lakeridge Health Oshawa

**Barbara Steed, CHE**  
Executive Vice President Patient  
Services and Chief Practice Officer  
Markham Stouffville Hospital

**Lucie Tremblay, CHE**  
President  
Ordre des infirmières et infirmiers du  
Québec



## AWARD RECIPIENT

### Fiona Karmali

For 25+ years, Fiona Karmali has been dedicated to improving patient care. She has a reputation of creating positive collaborative environments, empowering individuals, and nurturing teams. Through her vision, programs have matured to be evidence-based and data driven, resulting in services based on patient need.

Fiona's guidance to use standardized screening tools and clinical outcome measures has resulted in widespread patient benefits. Her clear vision of the nursing care model aligns with the College of Registered Nurses' (CRNBC) scope of practice changes and new nursing roles. With her fortitude, the organization has moved from low acceptance of Nurse Practitioners (NPs) to funding 16 NPs over 15 months. Because of her strategic thinking and strength in building partnerships, several of these roles re integrated into primary care settings, providing 500+ unattached patients access to care. Fiona's mentorship has been foundational to the implementation of several Cancer Agency programs which have been recognized by the Canadian Association of Nursing Oncology (CANO). She has secured over \$500,000 in funding for BC Adult Survivors of Childhood Cancer and Survivorship programs.

Fiona leads the coordination of all PHSA agencies in professional practice leadership, clinical information system implementation, and policy. In less than a year, she has achieved success in the approval of an agency-wide policy office-complex organizing and negotiating given a very diverse set of agencies.

Fiona holds a Bachelor of Nursing (UBC), Master of Science – Nursing (McGill), and is an adjunct faculty member of the UBC School of Nursing. She is an active member of several professional associations.

**Contact: Mrs. Fiona Karmali**

Executive Director, Professional Practice, Policy Development & Systems Transformation

Provincial Health Services Authority

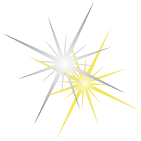
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Vancouver, BC V6Z 2H3

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Email: [fiona.karmali@phsa.ca](mailto:fiona.karmali@phsa.ca)





# President's Award for Outstanding Corporate Membership in the College

This award recognizes a corporate member who has consistently, over a period of several years, helped the College achieve its mission, vision and strategic directions.



CANADIAN COLLEGE OF HEALTH LEADERS    COLLÈGE CANADIEN DES LEADERS EN SANTÉ

*Learning, Leading, Inspiring    Apprendre, mener, inspirer*





## AWARD RECIPIENT

### 3M Health Care

For over two decades, 3M Health Care has partnered with the College to advance health leadership across Canada. Through the 3M Health Care Quality Team Awards, one of the College's longest standing partnered awards, the College and 3M have recognized outstanding achievements, shared leading practices and sparked sustainable quality improvement in organizations from coast to coast.

3M Health Care's dedication to the College's vision and mission is evident through their longstanding support of the National Health Leadership Conference, which they have been a sponsor for over a decade, and more recently the BC Health Leaders Conference.

In addition, 3M Health Care have hosted several HPRS™ sessions, engaging with College members and igniting discussions, all with the goal of helping to shape the future of health systems in Canada.

**Contact: Mr. Matt Pepe**

Vice President, Health Care Business Group  
3M Canada Company  
London, ON  
Tel: 519-452-6563  
mpepe@mmm.com





# Robert Wood Johnson Awards

Established in 1956, the Robert Wood Johnson Awards are presented to one student from six Canadian universities offering a Master's of Health Administration. Recipients are selected by their respective faculty for their individual achievements and promising contributions to health services management.



## AWARD RECIPIENTS

### **Lina Li, University of Alberta**

Lina recently completed the MPH in Health Policy and Management (School of Public Health, University of Alberta) – while managing a busy household, where she is a full time mom to four rambunctious kids. Lina developed a love for community and public health as a nursing student. Since graduating with a BScN degree (Distinction), Lina has pursued her passion in many exciting areas: rural community health; tuberculosis; workplace health and public safety; and population health promotion. Prior to taking leave, Lina's work with the federal government led to a term appointment in Ottawa as the National HIV/Aids Program Manager with the First Nations and Inuit Health Branch, Health Canada, where she gained valuable experience in policy and program development. Most recently, she completed an amazing internship with the Tribal Chiefs Ventures Inc. as part of her MPH field practicum. Her capping project examined the organizational challenges encountered by First Nations communities in diabetes prevention and management. In the coming months, she will be rejoining the work force and will be seeking new and exciting opportunities in the public health sector. Lina hopes to combine her interests in health policy, program development, and evaluation to make a positive contribution to population health.

### **Mylène Côté, University of Ottawa**

Mylène Côté, MD, FRCPC, graduated from Université Laval's medical school, and then completed her training in internal medicine at the University of Ottawa. Since 2014, Mylène has been practicing internal medicine at both academic and community-based hospitals, and has been a lecturer at the Faculty of Medicine at the University of Ottawa. Recognizing that healthcare delivery is not limited to caring directly for patients, Mylène undertook the Telfer School of Management Master of Health Administration program at the University of Ottawa. She aspires to improve the care of patients at both individual and collective levels. As a leader, she strives to create a strong link between healthcare providers and managers. As a manager, she wants to shape and improve healthcare organizations through strategic decision-making. Those decisions not only focus on ensuring that the patient receives the most appropriate, timely, and effective services possible, but also address achievement of performance targets that are desired by the administration.

### **Janet Simm, Dalhousie University**

With an extensive background in long-term care, acute care, and community-based services, Janet Simm has played a significant role in influencing the direction of healthcare in Nova Scotia. She began her career at the Multiple Sclerosis Society as Director of Services and later moved to the VON as Executive Director, first for the Hants West and then the Colchester East Hants. In 2000, Janet was seconded to lead the restructuring process for VON. In 2004, Janet joined the Continuing Care Branch of the Department of Health as Director of System Delivery and Liaison and led the Continuing Care Strategic Planning Process. In 2006, she assumed the role

of Director of Policy, Planning and Decision Support at the Nova Scotia Association of Health Organizations. In 2011, Janet joined South Shore Health as the Vice President of Health Services responsible for both the Acute and Community portfolios. In March 2014, she accepted the position of CEO at the Northwood Group of Companies, a community based, not for profit organization with over 54 years of service to the community. In 2016, Northwood entered into a management agreement with Shoreham Village, in Chester. In addition to providing affordable housing options for seniors, Northwood operates two long-term care facilities, in Halifax and in Bedford. It also provides support in the home through its home Support service, Adult Day and Intouch Assistive Technologies. Life enrichment programs include a dementia friendly fitness centre, a community health centre, a radio station, and community based programming. Janet has a Bachelor of Science in Nursing, and a Masters of Health Administration, both from Dalhousie University

### **Craig Thompson, University of Toronto**

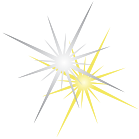
Craig Thompson is a passionate leader who is committed to improving the quality, safety, and experience of healthcare for Ontario's patients and families. As Director, Digital Communications at Women's College Hospital, he leads a talented team who create new and innovative ways for patients, families, and staff to connect, communicate, and collaborate. Craig has over 25 years of leadership experience working with public and private organizations in the design sciences and communications sectors. An irreplaceable patient advocate, Craig was the recipient of the 2016 Kevin J. Leonard Award, presented by the University of Toronto's Institute of Health Policy, Management and Evaluation (IHPME) in collaboration with UHN's Centre for Global eHealth Innovation. This award recognized this work to engage and empower patients to become partners in their own health, through the use of technology. He is the past Co-chair of the Patient Experience Steering Committee and current family member advisor at Cancer Care Ontario (CCO), and is the past Chair and current board member at a mental health organization in Toronto, called Progress Place. Craig received his BAsC Engineering from the University of Waterloo and his MHSc HA from the University of Toronto's IHPME. He is also a graduate of the Dispute Resolution certificate program at the University of Toronto, and received his Lean Health Care Yellow Belt from the Ontario Hospital Association.

### **Micheli (Mike) Bevilacqua, University of British Columbia**

Prior to completing the Master of Health Administration program at the University of British Columbia, Micheli (Mike) Bevilacqua trained as a specialist physician in internal medicine and nephrology. His prior training also includes a Bachelor of Science at Simon Fraser University, and medical school at the University of Calgary. Mike completed his specialty medical training in 2015, and now divides his time between clinical medicine, and nephrology administration. His clinical nephrology practice is based in Fraser Health, and the rest of his time is spent with the BC Provincial Renal Agency, which oversees the care delivery for all patients with kidney disease in the province. Mike's decision to pursue the MHA was motivated in large part from a desire to maximize his impact within the Renal Agency where his role is to serve as a medical adviser and/or medical lead for projects to improve the care of kidney patients across the province. These have included provincial level initiatives to modernize treatment of polycystic kidney disease in BC and improve delivery and support of home dialysis therapies. When not doing clinical work or at the Renal Agency, Mike is involved in research with specific interests in knowledge translation and evaluating care delivery, and is also actively involved in the teaching of undergraduate students at UBC medical school.

### **Myriam Le Blanc, University of Montreal**

Myriam Le Blanc obtained her doctorate in medicine from the Université de Sherbrooke in 2012, and then began a specialization in psychiatry at the Université de Montréal. She began her Masters in Health Administration during her residency in order to develop her expertise in the organisation of healthcare systems, and the implementation of innovative models. She will start a clinical fellowship in inner city psychiatry at the University of Toronto in the summer of 2017, before beginning her medical practice as a psychiatrist at the Institut Philippe-Pinel, in Montreal in 2018. With her clinical and administrative expertise, Myriam aims to develop innovative care models for people with mental health problems. She strongly believes that better care is possible for these people; a greater collaboration between the different actors involved and the implementation of models of care adapted to this population are necessary to achieve it.



# Robert Zed Young Health Leader Award

This award is presented to a young Canadian healthcare leader who has demonstrated leadership in improving the effectiveness and sustainability of Canada's health system.



## SELECTION COMMITTEE

**Tony Dagnone, FCCHL, FACHE**  
(Chair)

Past President and CEO  
London Health Sciences Centre

**Lucy Brun, CHE**

Partner  
Agnew Peckham & Associates

**Ben Chan**

Assistant Professor  
University of Toronto

**Robert Fox, CHE**

Project Consultant  
Cisco Systems Canada Co.

**Barbara C. Hall (Excused)**  
CEO

Maxxcare Solutions

**Jim Hornell**

President and CEO  
Brant Community Healthcare System

**Sharon McDonald (Ex-officio)**

President, Compass Group Canada  
Healthcare  
Compass Group Canada

**Altaf Stationwala**

President and CEO  
Mackenzie Health

**Andrew Williams, CHE**

President and CEO  
Huron Perth Healthcare Alliance



## AWARD RECIPIENT

### **Ms. Lindsay Peach, CHE**

Lindsay Peach is nominated because of her commitment to CCHL, her support of her profession, and her demonstrated abilities as a health system leader.

Lindsay has over 15 years of progressive leadership experience in healthcare, starting as a change specialist with Providence Healthcare, progressing to the role of Vice President Integrated Health Services – Community Support and Management with Nova Scotia Health Authority. In her current role, she has responsibility for mental health and addictions, continuing care, seniors, rehabilitation and psychosocial services.

Lindsay has Masters of Health Administration from Dalhousie University, is a Certified Health Executive (CHE), and has completed the EXTRA Fellowship with the Canadian Foundation for Healthcare Improvement. Lindsay is an executive member of the Bluenose Chapter of the Canadian College of Health Leaders, providing leadership for the Chapter's CHE support and member mentorship program within NS and PEI. In addition, Lindsay is an advisor for the executive of the Emerging Health Leaders, Nova Scotia node.

Lindsay has been instrumental in leading change that benefits the health and wellbeing of Nova Scotians. Under her leadership, there has been significant improvement in access to home care and long term care services in Nova Scotia (85% fewer people waiting for home care and 50% fewer people waiting for long term care). These ground breaking improvements have been noticed nationally – Lindsay was asked to present her work at the Canadian Home Care Association: 2016 Home Care Summit. This has resulted in further inquiries from system leaders across the country, demonstrating her relevance as a national health leader.

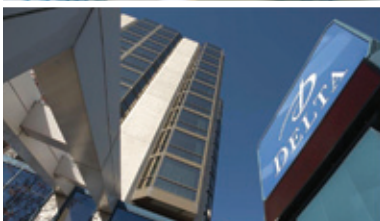
**Contact: Ms. Lindsay Peach, CHE**

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2018  
HONOURING HEALTH LEADERSHIP



SUNDAY, JUNE 3, 2018

Delta St. John's Hotel &  
Conference Centre  
St. John's, Newfoundland  
and Labrador

*Please join us next year as  
we celebrate inspiration  
leadership in action*



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Learning, Leading, Inspiring Apprendre, mener, inspirer