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*National Awards Program*

**Celebrating Leading Practices**

**Expanded Edition:**

Featuring the 2021 award recipients, all nominated programs and shortlisted individuals



SPONSORED BY:



## 2021 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2021 National Awards Program sponsors.



## Introducing the 2021 National Awards Program Recipients – Congratulations to Our Difference Makers!

The Canadian College of Health Leaders, alongside our award sponsors, is delighted to recognize the individuals, teams and organizations that make a difference. The College's National Awards Program recognizes the importance of leadership, commitment, and performance. We are proud to showcase these Difference Makers, not just for winning their respective awards, but for making a difference to their communities, organizations and, most importantly, patients and their families.

We would like to thank all the dedicated College members, health workers, industry partners and leaders who are actively working diligently to manage the COVID-19 pandemic.

The College is a community. We have designed the enclosed leading practices guide to allow everyone in our community to share in the knowledge and lessons learned from our Award Winners. Enclosed you will find examples of leading practices that can be replicated in your organization or community.

Do you know of any outstanding accomplishments in your organizations? There is no better time than the present to consider individuals, teams and programs worthy of recognition in the 2022 National Awards Program. For nomination information please visit the awards section of our web site: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).

Sincerely,



**Alain Doucet, MBA**

President and Chief Executive Officer  
Canadian College of Health Leaders



## Congratulations to all award recipients!

On behalf of HIROC, we offer our most sincere congratulations to all the CCHL National Awards Program recipients who are making a difference in their communities.

At HIROC, we value listening to our Subscribers and the entire healthcare community – Learning how we can adapt and co-create solutions from the many healthcare change makers out there.

As an Educational Partner of the College, we are delighted to be a partner of this leading practice guide to promote lessons learned, knowledge sharing, and to provide recognition to the award recipients.

Thank you for inspiring us and congratulations again!



**Catherine Gaulton**

Chief Executive Officer  
HIROC



## Advisory Committee

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

**Jennifer Proulx, CHE** (Chair)

Director, Integrated Care  
Delivery Systems  
Children's Hospital of Eastern Ontario

**Shirin Abadi**

Clinical Professor, Leader,  
Educator & Researcher  
BC Cancer Agency

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St. Mary's General Hospital

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Executive Vice President  
Canadian College of Health Leaders

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President and CEO  
Canadian College of Health Leaders

**Rosmin Esmail, CHE**

Provincial Trauma Epidemiologist  
Alberta Health Services

**Mark Heller**

Director Business Development -  
Healthcare  
Aramark Healthcare

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Saskatchewan Health Authority

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Board Representative  
Canadian College of Health Leaders

**Mehdi Somji, CHE**

Director, Integrated Health Systems  
& Partnerships  
Humber River Hospital

**Francine St-Martin** (Ex-officio)

Director, Conferences and Events  
Canadian College of Health Leaders

**Sheri Whitlock**

Strategic Customer Group,  
Vice President  
BD Canada

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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

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Andruschak Consulting

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Saskatchewan Polytechnic

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Vice President, Programs  
Michael Garron Hospital a division of the Toronto East Health Network

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President & Chief Executive Officer  
Sault Area Hospital

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Business Manager  
Medical Markets Centre  
3M Canada

**Kelli O'Brien (Excused)**  
VP People, Quality and Safety  
Western Regional Health Authority

**Victoria Schmid**  
Executive Director  
Quality, Safety and Improvement  
Vancouver Island Health Authority

### AWARD RECIPIENT

#### QUALITY IMPROVEMENT INITIATIVE(S) ACROSS A HEALTH SYSTEM

## Alberta Health Services

### Connect Care

Connect Care is a province-wide initiative, a new paperless way of using and sharing health information, to improve the quality of care provided to our patients. More than 1,300 distinct clinical information systems, many of which do not share data, are being reinvented as a single provincial clinical information system. Planning for this major, transformative event began in the summer of 2017, with the first 'wave' of the system rolled out in November 2019 at the Walter C. McKenzie Campus in Edmonton, which comprises two hospitals (pediatric and adult), a heart institute, and a large ambulatory care centre.

More than 750 ambulatory departments, at multiple sites across the Edmonton metropolitan area, were also included in this flagship implementation. A second wave in October 2020 brought more facilities online across the region. Seven additional 'waves' will take place before fall 2023 across all of Alberta. Connect Care is a top priority for our entire organization, as empowers the whole healthcare team, including patients, with the best possible information throughout the care journey. Early evidence shows improvements are being realized across the entire care continuum — and between AHS, Alberta Health and our partners in healthcare.

#### CONTACT:

**Thora Eyford**, Sr Lead, Alberta Health Services  
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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) WITHIN AN ORGANIZATION

**Patricia O'Connor, FCCHL**  
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Consultant, Faculty and  
Improvement Advisor  
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Scarborough Centre for Healthy  
Communities

**Dalyce Cruikshank, CHE**

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Chief Administrative Officer  
Health PEI

**Drew McCallum** (Ex-officio)  
Business Manager  
Medical Markets Centre  
3M Canada

**Scott McIntaggart, CHE**  
Senior Vice President  
University Health Network

**Rebecca Repa**  
Executive Vice President,  
Clinical Support and Performance  
University Health Network

**Brenda Weir, CHE**  
Vice President, Chief Nursing Executive  
Peterborough Regional Health Centre

### AWARD RECIPIENT

#### QUALITY IMPROVEMENT INITIATIVE(S) WITHIN AN ORGANIZATION

## Nova Scotia Health

### *Newcomer Health Clinic*

Newcomer Health Clinic (NHC) began with physicians working with donated resources and space. Through partnership with Nova Scotia Health (NS Health), and application of an internationally recognized model (Primary Care Amplification model), NHC developed a unique model to support refugee health across Nova Scotia, published in the International Journal of Health Policy and Management (2018). NHC received the inaugural (2020) Making Waves: Outstanding Contribution Award from NS Health, recognizing exemplary efforts and contributions advancing the vision, mission, values and strategic directions of NS Health. NHC received NS Health's 2020 Health Care Quality Team Award for redesigned integrated care pathways supporting the newcomer population in Nova Scotia, and the inaugural NS Health Award for Excellence in Diversity and Inclusion.

In 2015, NHC received the Immigrant Services Association of Nova Scotia (ISANS) award recognizing a community group demonstrating exceptional, innovative efforts welcoming immigrants to Nova Scotia and supporting community integration. NHC received the ISANS award again in 2016, recognizing the team's rapid adaptations and response providing care with a large rapid influx of refugee arrivals from Syria. NHC physician Dr. Mandi Irwin received NS College of Physicians and Surgeons' Gold-Headed Cane Award (2015) recognizing professionalism in service to patients, community and the medical profession. In 2019 Drs. Navi Bal and Jocelyn Stairs earned the Dr. TJ (Jock) Murray Resident Award for Leadership in Global Health, awarded to residents demonstrating commitment to global health, advocating for marginalized populations, and exploring new ways to engage in clinical service, education and research in underserved populations.

#### CONTACT:

**Kolten MacDonell**, Health Services Manager, Dept. of Family Practice/Primary Health Care, Nova Scotia Health  
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## Award of Excellence in Mental Health 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.

Sponsored by:



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

### SELECTION COMMITTEE

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Vice President, Patient Care &  
Ambulatory Innovation  
Women's College Hospital

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Full Professor of Psychiatry  
University of Sherbrooke

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Maxxcare Solutions

**Yasmin Jetha**  
Vice President, Community Services  
Vancouver Coastal Health Authority

**Louise Bradley, CHE** (Ex-officio)  
Former President and Chief Executive  
Officer  
Mental Health Commission of Canada

**Mark Snaterse, CHE** (Excused)  
Executive Director, Addiction  
and Mental Health, Edmonton Zone  
Alberta Health Services

## AWARD RECIPIENT

### Alberta Health Services

In Addiction and Mental Health (AMH) Services in the Edmonton Zone of Alberta Health Services we have a vision for a system that is responsive to the needs of individuals seeking help. To support this vision we have been leading the province in implementation of a clinical decision support tool called the Level of Care Utilization System (LOCUS). LOCUS allows us to intentionally organize AMH services in a systematic way. It supports our clinical judgement, provides a common language, and encourages standardization of decisions about appropriate services by providing information that is used to match services with client's needs, while also ensuring client choice.

Client satisfaction data collected pre/post-implementation of LOCUS (2017/2020) shows significant improvements in many areas:

- Were your needs met? 61%/ 86%
- Was your treatment and care personalized to meet your needs? 69%/ 89%
- Did you feel you were involved enough in decisions about your care? 63%/ 82%
- Did staff tell you about the other services and supports available to you? 53%/ 91%

LOCUS data is also extremely valuable in supporting service planning, process standardization, resource allocation, and numerous QI initiatives.

Recently, our Provincial AMH leadership team endorsed the adoption of LOCUS across AMH, and some other Zones have started to implement. Many of our community and primary care partners have also seen value in the tool and are being trained on it. Provincial use of LOCUS will enhance sustainability, encourage a consistent and collaborative approach across the system, and provide ongoing opportunities for quality improvement.

#### CONTACT:

**Pamela Coulson**, Director, Addiction & Mental Health  
Alberta Health Services, Addiction & Mental Health  
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Award of Excellence in Mental Health and Quality Improvement -  
Other Nominees

**Nova Scotia Health**

***Nova Scotia Health Mental Health & Addictions***

The Mental Health & Addictions Program intake model has successfully standardized assessment and triage tools across Nova Scotia. The model is client-centered and has created a direct referral pathway into services. Clients can expect the same services, regardless of their place of residence. The single call resolution ensures that clients can connect to the service that best meets their needs. Feedback received from clients has been positive. Approximately 95% of clients indicated that they felt heard and 92% of clients felt that they understood what the next steps would be.

The wait times from referral to intake completion decreased significantly with the implementation of the intake model. We have gone from meeting the wait time standard 50% of the time prior to implementation to now meeting it 90% of the time. Furthermore, there has been an increase in clients who have completed an intake attending their first appointment

The achievements related to this initiative have surpassed our expectations to date and we hope to continue to make improvements as time goes on.

**Contact: Michele Bullerwell**

Quality Leader, Nova Scotia Health Mental Health & Addictions  
Nova Scotia Health  
Michele.Bullerwell@nshealth.ca

Award of Excellence in Mental Health and Quality Improvement -  
Other Nominees

**Nova Scotia Health Authority**

***NSHA Dual Diagnosis Program: Implementing a cultural shift from merely managing challenging behaviour toward a proactive, preventative approach***

Behaviour can be described as challenging when it is of such intensity, frequency or duration as to threaten the quality of life and/or the physical safety of the individual or others, and likely to lead to responses that are restrictive, aversive, or result in exclusion from one's community (RCPsych UK Report CR144). Restraint and restrictive practices provide only short-term management of crisis situations. Less-intrusive measures exist that will reduce harm and it is imperative that these interventions are implemented.

Our quality initiative is influencing a longstanding cultural shift from merely managing challenging behaviour toward a proactive, preventative approach. Evidence-based approaches and safer methods are effectively implemented to reduce risk and build skills. Our initiative reflects similar projects in healthcare both nationally and internationally that are striving for restraint and restrictive practice reduction and elimination (Mental Health Commission 2016, Clark et. al 2017).

**Contact: Oluseye Akinkunmi**

RN, Health Services Manager  
Nova Scotia Health Authority  
oluseye.akinkunmi@nshealth.ca



Award of Excellence in Mental Health and Quality Improvement -  
Other Nominees

**Vancouver Coastal Health**

***Vancouver Coastal Health MHSU Acute Team***

This Mental Health Inpatient Access initiative is aimed at tackling flow issues that had resulted in regular utilization of unfunded beds and increasing costs associated with patients moving through the Acute Mental Health in-patient units at Vancouver General Hospital. Patient care has been enhanced by having more timely access to an acute MH bed.

This work resulted in a noticeable improvements on key indicators for the Acute Mental Health Inpatient Units during the period of 2017 to 2019. As a result of this multipronged approach acute care wards have increased discharges, reduced LOS, and maintained lower readmission rates, and decreased the number of ALC patients within the system. Acute Wards: discharges increased by 11.5%, length of stay decreased by 6.5%, and readmissions rate decreased by 13.7%. Additionally, ALC rates decreased by 44% from 2018 to 2019 following the initial work to capture cases that were previously not being identified.

These mechanisms are now well established within the inpatient mental health system at VGH. There are daily and weekly meetings, and the team is hoping to build on these structures to further enhance patient care and continue to improve access to inpatient beds. Anecdotal evidence suggests that staff morale has increased significantly. There are now more structural opportunities for operational and medical management to connect, and the tone of these meetings can be characterized as having a level of camaraderie and lighthearted energy.

**Contact: JJ Sidhu**

Department Head and Medical Director  
Vancouver Coastal Health  
jj.sidhu@vch.ca

Award of Excellence in Mental Health and Quality Improvement -  
Other Nominees

**Alberta Health Services**

***Virtual Opioid Dependency Program***

Virtually delivered healthcare (telehealth, telemedicine) has the potential to reduce gaps in access to opioid agonist therapy (OAT) as well as wait times to initiate treatment. Barriers such as lack of transportation, in-person induction requirements, employment demands and limited childcare options can decrease treatment opportunities for clients. The Virtual Opioid Dependency Program (VODP) is a service delivered completely by virtual means. The program began in 2017 to support the provision of OAT in Central Alberta where there was limited capacity to provide the service face-to-face. Assessment and treatment are provided virtually in collaboration with existing health providers including laboratories for urine drug screening, mental health supports and pharmacies for supervised dosing to reduce barriers to implementation and eliminate duplication of services. From inception the team has worked collaboratively using continuous quality improvement processes to learn, evolve and improve the service. The 2019/2020 fiscal year saw the expansion of the VODP from supporting central Alberta to serving clients throughout Alberta. Two new service teams were added: a Same Day (emergency) Start Service and a Transitional Treatment Service. The Same Day (emergency) Start service operates alongside the Transitional Treatment Service and expanded VODP team to ensure that any Albertan using opioids is able to access same-day treatment, reducing or eliminating delays in initiating treatment and engaging clients when and where they are in need. Outcome measurement demonstrates that the VODP clinic model is feasible, sustainable, and acceptable to clients, showing positive treatment effects at 3, 6, and 12 months while in treatment.

**Contact: Kelly Smith**

Manager  
Alberta Health Services  
kelly.smith@ahs.ca

## 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.

*Sponsored by:*



### SELECTION COMMITTEE

**Kenneth W. Baird, CHE** (Chair)  
Vice President, Quality Performance  
and Clinical Supports  
Eastern Regional Health Authority

**Brenda Badiuk**  
President & COO  
Seven Oaks General Hospital

**Catherine Gaulton**  
Chief Executive Officer  
HIROC - Health Insurance Reciprocal  
of Canada

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

**Dr. Barbara Mildon, CHE**  
Chief Executive Officer  
Community Care City of Kawartha Lakes

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

**Stefanie Ralph, CHE**  
Executive Director, Patient Experience  
Yukon Hospital Corporation

**Moyra Vande Vooren, CHE**

## AWARD RECIPIENTS

### Shaila Jiwa

Shaila Jiwa is the Senior Practice Leader for the Provincial Health Services Authority's Office of Virtual Health. In her previous role as Senior Practice Lead for Provincial Tuberculosis Services at the BC Centre for Disease Control, Shaila was an advocate to ensure communities receive the highest level of care and has actively sought input and feedback from affected communities to improve clinical services across BC. Shaila recently organized and hosted a Meet and Greet, bringing together healthcare providers from across BC to foster collaboration. She took this opportunity to invite tuberculosis survivors to share their stories. This was probably the most memorable part of the event and helped healthcare providers recognize not only the impact they can have on patients' healing journeys, but also see from their perspectives areas for improvement. Similarly, she co-led the "Making Spaces" project to improve the cultural safety and accessibility of our clinical spaces. The project invited Indigenous elders and community members to walk through the patient journey and share their perspectives on changes that could improve the experience of Indigenous peoples. This project has been invaluable in building relationships with Indigenous communities and a demonstration of her commitment to reconciliation. Throughout her work, Shaila exhibits a spirit of humility, grace and gratitude. For these reasons, Shaila is an inspiration not only to our team at the BC Centre for Disease Control, but also the wider community of healthcare providers across BC.

#### CONTACT:

**Shaila Jiwa**, Senior Practice Leader for PHSA's Office of Virtual Health  
Provincial Health Services Authority  
655 West 12th Avenue, Vancouver, BC V5Z 4E6  
604-837-4494 | shaila.jiwa@bccdc.ca

**Precautionary Geriatric Unit**

***Ontario Shores Centre For Mental Health Sciences***

The Precautionary Geriatric Unit (PGU) Team at Ontario Shores Centre for Mental Health Sciences (Ontario Shores) was urgently developed with the intention to meet the immediate care needs of our community partner, the Rene Goupil House during the initial phase of COVID-19. The Rene Goupil House is a 24-bed facility that houses Jesuit priests and brothers who cannot live independently. As a result, a total of 7 Jesuit priests were transferred to Ontario Shores for temporary housing while their home was being brought up to meet health and safety standards due to the pandemic.

The PGU care team mainly consisted of nurses (Registered Nurses, Registered Practical Nurses and Nurse Practitioner), Environmental Support Services and Infection Control Practitioners. The unit followed Ministry of Health and Public Health guidance to ensure that health and safety protocols were met. One example, is that for the majority of the duration of their stay, the priests were not able to physically leave the unit. Despite the limitations, the team went above and beyond to ensure the Jesuit priests had a positive experience by creating a caring and home-like environment within the parameters of all necessary protocols such as: A prayer room that provided a space for the priests to deliver mass; hymn sing groups were held; painting groups were facilitated; provision of mental health supports and opportunities to remain connected with the larger community were enabled by this team.

**Contact: Precautionary Geriatric Unit**

Ontario Shores Centre For Mental Health Sciences  
ricem@ontarioshores.ca

**Kevin Edmonson**

Kevin Edmonson is currently the Director of Emergency Health Services and Transitional Care at Toronto East Health Network (TEHN), responsible for a \$31M portfolio for the organization. Over successive leadership and Director roles, Kevin continues to demonstrate the attributes of the Celebrating the Human Spirit award in each of his roles at TEHN, leading through change, mentoring newer leaders and staff, and actively engaging with our East Toronto community.

Kevin rose to a new leadership challenge during the COVID-19 pandemic, leading the hospital's Long-Term Care Home (LTCH), Shelter and Congregative Living Outreach, and the Community Assessment Centre (CAC) for COVID-19 testing. Through this leadership, Kevin worked with over 12 different community partner organizations, a network of over 200 family physicians and the team at TEHN to respond to LTCH outbreaks, deliver proactive care to mitigate COVID-19 spread and mortality, and rapidly stand-up 10 different CAC pop-ups.

In parallel, Kevin also led the start-up of an offsite Reactivation Care Centre for East Toronto, working with partners and two local retirement homes, to open 46 hospital beds serving Alternative Level of Care patients. Moving quickly, Kevin led a multi-organization team to launch these beds within 8 weeks of approval, providing much-needed support to hospital patients and community members awaiting long-term care home placement.

Kevin led these unique COVID-19 responses, while still serving in his Director role at TEHN – demonstrating his ability to excel to new levels of leadership, and truly putting his heart into serving the community of East Toronto.

**Contact: Kevin Edmonson**

Director, Emergency Health Services and Transitional Care  
Toronto East Health Network  
kevin.edmonson@tehn.ca

## 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.



### AWARD RECIPIENTS

#### BC INTERIOR CHAPTER

##### **Kris Kristjanson, CHE**

Past Chapter Chair  
BC Interior Chapter

#### BC LOWER MAINLAND CHAPTER

##### **Juliet Batke, CHE**

Regional Leader,  
Regional Surgical Program  
Vancouver Coastal Health

#### BLUENOSE (NS AND PEI) CHAPTER

##### **Cristina German, CHE**

Senior Consultant, Digital Transition  
Canadian Institute for Health Information

#### GREATER TORONTO AREA CHAPTER

##### **Jillian Chandler, CHE**

Manager  
Toronto Rehab, University Health  
Network

#### HAMILTON AND AREA CHAPTER

##### **Emmi Perkins, CHE**

Director of Transformation  
Guelph and Area OHT

#### MANITOBA CHAPTER

##### **Matthew Reimer, CHE**

Value Based Professional  
Medical Device Industry

#### NEWFOUNDLAND AND LABRADOR CHAPTER

##### **Judy O'Keefe, CHE**

Vice President  
Eastern Health

#### NORTHERN ALBERTA CHAPTER

##### **Kathryn York**

President/Owner  
CCIG - Collective Change and  
Innovation Group

#### NORTHERN AND CENTRAL SASKATCHEWAN CHAPTER

##### **Sandra Blevins, CHE**

Dean, Schools of Health Sciences  
and Nursing  
Saskatchewan Polytechnic

#### CHAPITRE DU QUÉBEC

##### **Lise Lamothe**

Full Professor and DGEPS  
Interim Director  
DGEPS/ESPUM Université de Montréal

#### SOUTHERN ALBERTA CHAPTER

##### **Mike Lamacchia, CHE**

Chief Operating Officer -  
Provincial Operations  
STARS Air Ambulance

#### SOUTHWESTERN ONTARIO CHAPTER

##### **Michael Leisinger, CHE**

Happily Retired Senior Executive  
Northern Health Authority, British  
Columbia

#### VANCOUVER ISLAND CHAPTER

##### **Cindy Trytten, CHE**

Director, Research  
Island Health

## CCHL Distinguished Leadership Award

The CCHL Distinguished Leadership Award honours a Champion of Performance Improvement. Winners of this Award will be passionate and visionary leaders who have led transformative change, demonstrated exemplary engagement and collaboration and a dedication to building leadership capacity.

*Sponsored by:*

**stryker**

## AWARD RECIPIENT

### Ron Noble, FCCHL

Ron Noble is the President and CEO of the Catholic Health Association of Ontario and has achieved his Fellowship within both the Canadian College of Health Leaders and the American College of Healthcare Executives. He was Chair of the Canadian College of Health Leaders from 2000 to 2002.

He has over 35 years of executive leadership experience within the healthcare industry, encompassing both the public and private sectors, and has provided leadership in the academic health science centre, community hospital, long-term care, community-based healthcare, private healthcare and consulting environments.

Ron has a proven track record of delivering strategy, operating and capital budgets on time and on budget while maintaining quality of care and strategic intent, leading organizations towards achieving their strategic objectives, pursuing life-long learning and contributing to the advancement of healthcare leadership within the Canadian Healthcare sector.

He is also a Certified Management Consultant (CMC) with the Canadian Association of Management Consultants, a Certified Management Accountant (CMA), a certified member of the Institute of Corporate Directors and was previously a certified long-term care administrator with the Ontario Long Term Care Association.

#### CONTACT:

#### **Ron Noble, FCCHL**

President and CEO

Catholic Health Association of Ontario

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## 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.

*Sponsored by:*



### SELECTION COMMITTEE

**Tony Dagnone, FCCHL, FACHE**

(Chair)  
Past President and CEO  
London Health Sciences Centre

**Kenneth W. Baird, CHE (Excused)**

Vice President, Quality Performance and  
Clinical Supports  
Eastern Regional Health Authority

**James Hanson**

Vice President, Operations and  
Support Services  
Island Health

**Mike Hickey**

President  
MF Hickey Consulting

**Jo-anne Marr, CHE**

President & CEO  
Markham Stouffville Hospital

**Andrew Neuner, CHE**

Former CEO  
Health Quality Council of Alberta

**Ron Noble, FCCHL, FACHE**

President and CEO  
Catholic Health Association of Ontario

**Luis Rodrigues (Ex-officio)**

Vice President, Energy Services Group  
Honeywell

### AWARD RECIPIENT

## Woodstock Hospital

Built in 2011, Woodstock Hospital was the first in Ontario to achieve LEED (Leadership in Energy and Environmental Design) certification and the first in Canada to achieve this certification at the silver level. As part of the 'Growing' pillar in Woodstock Hospital's 2020-2025 strategic plan, we strive to "continue to advance our energy conservation management through sustainable use of energy and waste reduction". Woodstock Hospital's ongoing commitment to sustainability and energy best practices is evident in the recent installation of 21 electric car-charging stations, operationalized co-gen plant, and the completion of a 135 kW solar roof top project.

Since 2014, WH has improved its waste diversion rate by an estimated 15%. With the establishment of the Environmental Advisory Committee, Woodstock Hospital was the proud recipient of a Recycling Council of Ontario (RCO) Award for outstanding results in recycling and waste diversion in 2015. With the support from the hospital's Board of Directors, Senior Team, and staff, WH has a deeply embedded culture of environmental sustainability, and continues to build upon green initiatives year after year.

#### CONTACT:

**Kathy Lavelle**, Vice President, Finance & Chief Financial Officer  
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**Centre intégré universitaire de santé et de services sociaux du Centre-Ouest-de-l'île-de-Montréal**  
**CIUSSS Centre-Ouest-de-l'île-de-Montréal**

Au cours de ces dernières années, notre institution, le Centre Intégré Universitaire de Santé et de Services Sociaux du Centre Ouest de Montréal (CIUSSS CCOMTL) a subi de multiples évolutions sur chacun de ses 32 sites, autant à l'Hôpital général juif qui constitue son épicerie que sur les institutions assurant le trajet patient complet, CHSLD, Centre de Réadaptations, CLSC et autres.

Dans ce contexte, nous avons réalisé plusieurs initiatives et projets sur le plan de Développement Durable. Ce document se veut donc une synthèse succincte de ces chantiers qui ont animés nos équipes autour de plusieurs objectifs mobilisateurs tel que le recyclage, les projets de réinsertion sociales, l'emphase sur des designs de construction durable et plus particulièrement ici des projets majeurs d'économie d'énergie. Chacun de ces objectifs va bien au-delà des infrastructures ou des opérations mais ont des impacts certains sur la qualité de vie des patients et du personnel qui œuvrent dans ces institutions.

La première partie du rapport présente le dernier grand projet d'économie d'énergie (ESE) il est important de ne pas perdre de vue que celui-ci constitue le quatrième projet de cette nature pour notre CIUSSS et vient ainsi pousser aux limites l'optimisation de cette ressource. La deuxième partie du dossier va plutôt mettre l'emphase sur les actions de développement durable ou recyclage, optimisation des ressources humaines et matérielles et environnement physique ont toute leur importance sur le bien-être de nos patients, du personnel, mais de la société en général.

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**Eastern Health**

Eastern Health (EH) is the largest integrated health organization in Newfoundland and Labrador. EH provides the full continuum of health services to more than 300,000 people across a total area of 21,000 km<sup>2</sup> and is responsible for several unique provincial programs. Historically, EH sites have engaged in multiple organization-wide initiatives demonstrating environmental responsibility through the reduction of energy usage, the preservation of natural resources and effective waste diversion. Over 20 years ago, EH completed healthcare facility energy retrofits in 7 facilities to reduce energy usage and outsourced an energy manager to continue to carry out a series of energy studies and projects to continue the sustainability effort. Most recently EH has embarked upon an enterprise-wide energy performance contract to reduce GHG by 3,324 tonnes eCO<sub>2</sub>, which is equivalent to removing 1,121 medium-size cars from the road. Measures include LED lighting, building envelope, updating controls and mechanical systems, ozonated laundry, running man green EXIT LED lighting and computer sleep mode. Also, EH has committed efforts to reduce GHG targeting anesthetic gas recovery at multiple operating rooms. This measure alone will reduce GHG annually by approximately 600 tonnes of eCO<sub>2</sub>. Presently, EH is actively seeking an \$8.4M grant from Low Carbon Economy Fund (LCEF) to further reduce GHG by 6,535 tonnes eCO<sub>2</sub> annually. Finally, on a site to site basis, EH carries out a plastics recycling program including our steamplasticity plates, juice containers, beverage containers, dialysis bottles, saline bottles, and some of the plastic film that are entering the buildings.

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### **Kemptonville District Hospital**

Kemptonville District Hospital (KDH) Environmental Champions have worked diligently to overcome many challenges – an impressive feat when we consider that we began our journey with limited internal support and limited or zero access to external resources.

More impressive though is that, despite every challenge, every obstacle, every nay-sayer, KDH is now in a position where we are able to request participation for new initiatives, and our Organization RESPONDS – a major accomplishment in itself.

Our Environmental Mission is; “a demonstrated commitment from within to operate in an environmentally responsible manner today, for a better tomorrow”; an initiative perfectly aligned with our organizational Mission, Vision, and Core Values. Our aim is to be a leader in our efforts to achieve and sustain, to engage, to educate, and provide an environment of care and respect for all living things.

Together we engage staff and nurture community partnerships to achieve a healthy and safe environment for all. Moreover, our efforts have been prioritized and strongly endorsed by KDH Senior Management as key components of our new strategic direction. This top-down support is essential to develop and implement sustainable initiatives – and the resulting buy-in received from staff, physicians, volunteers, and the community is our greatest achievement.

That said, we feel strongly that formal recognition of KDH in the form of the Energy and Environmental Stewardship Award will strengthen our Organizational resolve to push our efforts further, and serve as a visual reminder for all users of our Environmental Philosophy, which remains; “OUR HOSPITAL, OUR RESPONSIBILITY”.

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### **Providence Health Care**

Providence Health Care (PHC) has a long history of compassionate and innovative care and is a leader in the responsible provision of healthcare services and accountability, extending to energy and environmental stewardship. From 2018-2019, PHC showed an overall decrease in electricity consumption (0.7%), natural gas consumption (2.5%), Steam (and hot water) consumption (7.5%), and Greenhouse Gas Emissions (2.2%). Additionally, cores sites at PHC saw a total landfill waste diversion rate of 41%.

Because of the collaborative culture fostered by PHC, various stakeholders (including the GreenCare team, Facilities Maintenance & Operations, Finance) are able to identify important opportunities for building improvements leading to the reduction of resource consumption and GHG emissions. PHC staff are engaged through programs like the Green + Leaders, empowering and providing staff with the resources to make changes in their own workplaces.

PHC demonstrates leadership amongst the lower mainland health organizations by including Sustainability as a foundational principle and core belief within their strategic plan. Having a strong foundation to grow from has set the stage and provided a platform upon which meaningful engagement and collaboration can occur within the PHC community. It is evident there is strong support from leadership, who walk the talk alongside staff and participate in the actions necessary to reduce resource consumption and increase PHC’s capacity as an environmental and energy steward. PHC has a 125-year history of health care leadership, and PHC’s commitment to EES reflects their commitment to providing sustainable health care services into the next century.

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## Excellence in Diversity & 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.

*Sponsored by:*



### SELECTION COMMITTEE

**Dwight Nelson, CHE** (Chair)  
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Carewest

**Dr. Brendan Carr, CHE**  
President & CEO  
Nova Scotia Health Authority

**Brenda Flaherty**  
Healthcare Consultant

**James Gouthro, CHE** (Excused)  
Clinical Social Worker  
IWK Health Centre

**Jim Hornell**  
CEO  
e-Health Saskatchewan

**Scott Jarrett**  
Executive Vice President and  
Chief Administration Officer  
Trillium Health Partners

**Norman Peters, CHE** (Excused)  
Vice President,  
Regional Care Integration  
Fraser Health Authority

**Normand St-Gelais** (Ex-officio)  
Director of Corporate Responsibility  
Sodexo Canada

## AWARD RECIPIENT

### Scarborough Health Network

Scarborough Health Network (SHN) is located in one of Canada's most diverse communities, which is also reflected in SHN's workforce. Diversity and inclusion (D&I) is a corporate value, embedded into SHN's current strategic plan based on community stakeholder feedback. SHN has two departments responsible for leading, implementing and supporting key D&I initiatives: one focused on workplace D&I and the other focuses on health equity, patient and community engagement. The departments work with champions to support key D&I initiatives, including SHN's Health Equity Certificate Program, Global Community Resource Centre, Community Advisory Council, Scarborough Ontario Health Team and SHN's Patient and Family Advisory Council, which are designed to support and promote awareness and change regarding equity across SHN's community.

SHN has also developed two Communities of Inclusion (COIs), also known as employee resource groups. "SHN Pride" was formed to bring together staff members who identify with the Two-Spirit and LGBTQ+ community. "SHN BUILD" (Blacks United for Inclusion, Leadership and Development), brings together members of SHN's Black community and was recognized as a best practice in a recent Ontario Health report. SHN develops a yearly Inclusion Calendar and provides learning opportunities, including Anti-Black Racism Dialogues and Education Sessions, "Stand Up for Health" Simulation training and Health Equity Grand Rounds.

SHN understands the criticality of D&I to optimizing outcomes, providing outstanding patient experiences and inspiring and empowering staff. SHN is currently developing a comprehensive, three-year Diversity, Equity and Inclusion Strategy highlighting SHN's continuing commitment to being a D&I leader.

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**Eastern Health**

***Eastern Health's Diversity and Inclusion Committee***

Eastern Health's Diversity and Inclusion committee has shown their leadership and dedication to diversity and inclusion for over 10 years. From awareness, promotion, education and advocacy; the committee seeks to bring diversity, equity, fairness and inclusion to the forefront of the organization. More recently, the committee efforts have focused in creating and supporting an environment of civility and respect across the organization through a multi-prong approach. This work is fully supported by Eastern Health's commitment to the implementation of the National Standard of Canada for Psychological Health and Safety in the Workplace. Similarly, significant strides have taken place towards the improvement of Indigenous Health, and work to raise awareness of diverse groups and multi-cultural events is ongoing. The committee has also introduced and supported a significant number of educational initiatives to foster diversity and inclusion among its workforce, and to improve service delivery across our diverse populations.

The Diversity and Inclusion committee has put forward a strategic plan for the next three years that serves to bring Eastern Health closer to experiencing an organizational transformation where diversity and inclusion are embedded in its very fabric. Eastern Health and its Diversity and Inclusion committee are committed to this work and will continue to demonstrate leadership in this area. Overall, Eastern Health recognizes that support for diversity and inclusion is more important than ever and it is taking action to create safe spaces for all.

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**Grand River Community Health Centre**

***Grand River Community Health Centre within Brantford/Brant OHT***

The Grand River Community Health Centre (GRCHC) (Brantford, Ontario) embraces diversity and the advancement of inclusion and health equity. A wide range of initiatives is pursued in support of: Seniors, Indigenous Persons, the LGBTQ2S+ community, immigrants and migrant farm workers, those facing poverty and homelessness, and persons with mental health and addictions challenges. The pandemic has spotlighted particular challenges in congregate living settings for the homeless and migrant workers.

Ontario Health Teams are a relatively new model of system transformation in Ontario and the Brantford-Brant Team has identified some social determinants of health as priorities. The OHT has spawned much collaboration across the partners including the hospital, municipality, public health, paramedic service, community mental health, community supports services, physicians, and the health centre.

Through the GRCHC core programs and through grants, several initiatives have been launched that facilitate ally-ship with, and cultural awareness of diverse populations, such as indigenous persons and the LGBTQ2S+ community. Innovation and "busting barriers" to access, are often key success factors, an example being Friday evening clinics for migrant workers, in grocery stores, aided by translators and Spanish speaking staff.

Healthcare Quarterly (Oct. 2020) notes: "Recent data from across the globe show that COVID-19 is disproportionately affecting those who are already adversely impacted by social determinants of health" The health centre has undertaken extra efforts in 2020 to target the COVID related needs of the diverse populations it serves with the work tremendously aided by the combined efforts with OHT partners.

**Contact: Janet Noble**

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## **Vancouver Coastal Health**

Vancouver Coastal Health (VCH) is a regional health authority that provides healthcare services through a network of hospitals, primary care clinics, community health centres and long-term care. Within this region, there are fourteen First Nations with approximately 27,000 members living on reserves and 21,000 Urban Aboriginal community members.

Aboriginal populations experience a greater array of health disparities compared to non-Aboriginal Canadians, including poorer health outcomes and shorter life expectancies. British Columbia recently released the In Plain Sight Report by Mary Ellen Turpel-Lafond, highlighting the extent of racism and discrimination experienced by Indigenous patients and staff in the healthcare system.

VCH is committed to addressing and decreasing health inequities for the Indigenous peoples we serve through the Vancouver General Hospital (VGH) Indigenous Cultural Safety (ICS) Project. This project aims to improve health outcomes, healthcare experiences and access to culturally safe care for Indigenous peoples. The project's four components: Culturally Safe Staff, Cultural Supports, Cultural Resources, and Welcoming Spaces have ensured that ICS is embedded at every step of the patient journey, marking a significant move towards reconciliation.

To date, 3,300 staff across VCH have taken ICS Foundational training (three hours). Furthermore, VGH is the first acute care centre in Canada that has had two programs complete intensive ICS training of over seven hours. As a result, 70% of Indigenous patients at VGH reported feeling welcomed, safe and cared for. This ground breaking work is now being spread to more programs across acute care settings.

### **Contact: Leslie Bonshor**

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## Excellence in Patient Experience Award

This award is focused on honouring organizations and individuals who have set in place innovations that improve the human experience in healthcare. The Excellence in Patient Experience Award will highlight and recognize innovations that have made a change to how patients and their families experience healthcare services.

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### SELECTION COMMITTEE

**Marnie Escaf, CHE** (Chair)  
Senior Vice President UHN, Executive  
Lead PMH  
University Health Network

**Bonnie Cochrane, CHE**  
(Ex-officio)  
Managing Director, Huron  
General Manager, Huron Advisors  
Canada Limited

**Linda Dempster**  
Vice President Patient Experience and  
Pandemic Response  
Fraser Health Authority

**Eric Hanna, CHE**  
President and CEO  
Arnprior Regional Health

**Janet Knox, CHE**

**Arden Krystal, CHE**  
President & CEO  
Southlake Regional Health Care

**Marc LeBoutillier, CHE**  
Chief Executive Officer  
Hawkesbury General Hospital

### AWARD RECIPIENT

## Centre intégré de santé et de services sociaux de Laval (Laval CISSS)

Since 2014, the integrated health and social services centre of Laval (Centre intégré de santé et de services sociaux - CISSS) has implemented a care and services partnership (Partenariat de soins et services - PSS) at all levels in the organization: operational, tactical and strategic.

The PSS constitutes a transformational innovation in the relationship between managers, doctors and workers with users and relatives. It modernizes clinical and administrative practices by placing the patient/user at the heart of decisions and interactions. This partnership is part of the culture and is at the heart of the philosophy of clinical intervention of the establishment.

The results presented in this document demonstrate the added value and multidimensional impacts of the PSS for users and their families, physicians, managers and employees. These impacts improve the relevance, effectiveness, efficiency and safety of care.

Several partners benefit from the development of training courses, guides and publications on PSS carried out at the Laval CISSS whether at the Quebec, Canadian or international level. This sharing of knowledge affirms the leadership in this area at the Laval CISSS. The establishment is notably recognized by peers, by the University of Montreal, by the Ministry of Health and Social Services and by Accreditation Canada.

In 2020, the Health Standards Organization (HSO) and Accreditation Canada recognized the implementation of the PSS at the Laval CISSS as a “best practice”.

#### CONTACT:

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**Bethany Care Society**

Under Vision 2020, we focused on four strategic initiatives: organizational excellence, innovative leadership, community engagement and strategic growth. In the 2020- 2021 fiscal year, we will transition from our Vision 2020 strategic plan — which was initiated in 2015 — to our new five-year plan, Focus 2025. We have a solid foundation as we begin implementing our transformational goals for the future. The development and introduction of our new strategic plan, Focus 2025, marks a new chapter for Bethany. We've made tremendous progress under Bethany's Vision 2020 strategic plan because of the leadership team and employee commitment to Service Excellence and to meeting our goals outlined in the plan. Our exceptional employees, come to work every day with the sole focus of providing exceptional care and support to those we serve. Service excellence is woven into the very fabric of all that we are and all that we do. We will continue to strive for everyday excellence, position Bethany for a sustainable future and engage with our communities as we move forward.

**Contact: Nancy Hughes**

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## 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.

Sponsored by:



### SELECTION COMMITTEE

**Arden Krystal, CHE** (Chair)  
President & CEO  
Southlake Regional Health Care

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

**Janice Kaffer, CHE**  
President & CEO  
Hotel Dieu Grace Healthcare

**Lori Korchinski, CHE**  
Director  
Vancouver Coastal Health

**Sandi Kossey, CHE**

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

**Wendy L. Nicklin, CHE, FACHE**  
Immediate Past President (Immediate  
Past Board Chair)  
International Society for Quality  
in Health Care

**Sheri Whitlock** (Ex-officio)  
Vice President, Corporate Accounts,  
Strategic Marketing, Communications  
BD Canada

## AWARD RECIPIENT

### Humber River Hospital

Humber River Hospital's (HRH) digital systems integration, interoperability embraced communication and automation are key levers in our achieving high reliability. The HRH closed loop medication system has been studied in terms of its elimination of human error, automation in delivery, single-dose packaging and labelling of medications. HRH also houses impressive reports and individual medication traceability generated through electronic documentation/computerized reports. HRH experienced a statistically significant decrease in reported medication errors ( $p=0.003$ ) with implementation of barcoded administration processes, and absolute decrease in medication errors ( $p=0.020$ ) with full implementation of closed loop medication system.

HRH continues to maintain a remarkably low medication error rate (0.0001), and has been featured as a major case study for SwissLog PillPick System, the Canadian Journal of Nursing Leadership, and the Institute for Healthcare Improvement, and recognized by the Auditor General of Ontario, and the College of Pharmacists of Ontario for its safety-engineered high-reliable processes and outcomes. HRH was also awarded with three leading practices by Accreditation Canada: "Closed Loop Medication System", "Using Robotic Admixture to Improve Patient Safety and Reduce Wait Times" and "Barcode Verification for Medication Preparation and Traceability Using In-house Develop Systems".

#### CONTACT:

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**Canada Armed Forces**

***Canadian Health Services Group***

On April 15, 2020, the Canadian Armed Forces received a request for assistance to help in providing care to some of Canada's most vulnerable seniors in response to the COVID-19 pandemic, by deploying in support of Long Term Care Facilities (LTCFs) across Quebec and in the Greater Toronto Area, as part of Operation (Op) LASER. From April to July, 2020, the CAF supported 54 LTCFs in Ontario and Quebec. Answering calls for assistance, CAF members provided support to seven facilities in Ontario and 47 facilities across Quebec. This included medical and support personnel who worked directly on-site as well as providing off-site support including planning, liaison, general duty chores, maintaining and delivering personal protective equipment (PPE). CAF members worked in augmented civilian care teams, made up of a senior medical authority, approximately six medical technicians, and support personnel who assist on-site staff with patient management.

Their observations resulted in the production of the Canadian Armed Forces Report . As a result of the deployment of the CAF members to the LTC facilities the Liberal government initiated a call for national standards for long-term care homes. In May, the Ontario government responded immediately to the findings and has been addressing issues around infection control, standards of practice/quality of care, supplies, local practices, communication, staffing and inappropriate behaviour. The government announced the launch of an independent, non-partisan commission into Ontario's long-term care system in July 2020.

**Contact: Rebecca Patterson**

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**Alberta Health Services**

***Connect Care Patient Movement Team***

Connect Care is a province-wide initiative, a new paperless way of using and sharing health information, to improve the quality of care provided to our patients. More than 1,300 distinct clinical information systems, many of which do not share data, are being reinvented as a single provincial clinical information system. Connect Care empowers the whole healthcare team, including patients, with the best possible information throughout the care journey. Early on, we realized that a vital part of the care journey is patient movement (PM) from one hospital location to another which, if not expertly managed and integrated into Connect Care, could impact patient safety and delay care.

To ensure a smooth transition to Connect Care for end users, our team struck a Patient Movement Rapid Response Team, and a site-based Patient Management Working Group, to swiftly identify and resolve issues as they arose, with interventions aimed at a broad base of users to expose them to workflow scenarios. Also, targeted instruction focused on a smaller group of individuals to create experts, now known as PM Site Champions, who helped to mitigate issues at subsequent launches and ensure their knowledge remains embedded within operations, once the project team has ended their support. From a broader perspective, the creation of a PM Readiness Series equipped managers for launch, with a PM Clinician Handbook, which also detailed activities required to be completed by their staff. Resources included: PM Videos, a PM Fundamentals presentation via Skype and PM Live Systems Demonstrations to illustrate workflows.

**Contact: Thora Eyford**

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**Alberta Health Services**

***Connect Care Patient Safety Team***

Putting the Connect Care (CC) integrated clinical information system into place across Alberta Health Services brings a foundational platform to advance quality care across all our teams. It builds upon excellence, collaboration and drives best practices with advances in research, quality and safety. Connect Care has already begun to demonstrate improvements in patient care, patient safety and health outcomes by giving teams a strong communication tool — one that’s accessible to the entire team — providing a more complete picture of a patient’s healthcare journey. To further improve collaboration and the continuity of care, we developed a Connect Care Provider Portal to give access to the CC record for both patients and community partners who need to participate in the care. Currently, more than over 24,000 Albertans have personal access to their medical records, and this number will continue to grow as we roll out Connect Care across Alberta. To ensure patients, quality, and safety remain at the heart of Connect Care development, we engaged with frontline staff, managers, senior leadership, IT services, patient and family advisors and patient safety teams across our organization throughout the design and build process. We made sure the final product meets the needs of the entire healthcare team — and promotes safe and efficient patient care. We’ve also built a patient safety dashboard and metrics directly into the system, to help clinical leaders monitor patient safety concerns in real time. Addressing patient safety with these metrics allows for rapid intervention, education and training to minimize future risk.

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**Island Health**

***Island Health COVID-19 Long-term Care Response Team***

In December 2019, SARS-CoV-2 emerged as a novel coronavirus, rapidly spreading across the world and resulting in a global pandemic. COVID-19 disproportionately affects older adults, particularly those in care homes. Healthcare worker anxieties about protecting residents and themselves were amplified as news of the pandemic spread.

Island Health Long-term Care (LTC) worked rapidly to develop protocols and guidelines to support direct care staff in caring for residents amidst the pandemic. One initiative that has had significant impact on resident safety is the creation of a collaborative, interdisciplinary COVID-19 LTC Response Team (the “Response Team”). The Response Team’s goal is to ensure that an LTC or Assisted Living (AL) facility experiencing an outbreak has rapid access to the supports and resources that ensure staff and resident safety, reduce the risk of COVID-19 transmission, and ensure that residents receive excellent care.

The Response Team is made up of clinical and administrative members from many different departments. Establishing an interdisciplinary Response Team has forged stronger relationships across the organization. Partnerships and teamwork also extend beyond Island Health. Ongoing communications have strengthened the sense of all being on one team with a shared goal championing resident and staff safety.

The Response Team has immediately been deployed to support every LTC and AL outbreak in Island Health. The team has improved staff and resident safety by ensuring outbreak sites have timely access to Personal Protective Equipment, training, staffing, and coaching. Feedback from site operators has been overwhelmingly positive.

**Contact: Emily Pridham**

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### **Scarborough Health Network**

With the establishment of the strategic plan in 2018, Scarborough Health Network (SHN) set up a strategic direction of ‘Set a New Standard for Exceptional Quality and Patient Safety.’ Since then, SHN is committed to working with our patients, families, and partners to find bold new ways to provide exceptional quality and be a place where patients are physically safe and mentally and culturally safe. To accomplish this goal, we have strengthened the foundation for quality and safety with a scope of improving outcomes across our three hospitals — Birchmount, Centenary, and General — and eight community satellite sites. We have made positive impact on our patient’s experience and outcomes by achieving a culture of safety.

To have a substantial positive impact on patient safety, a safety culture must be present right across the organization.

The Safety Culture initiative was implemented using a multi-faceted approach that included:

- Board, leadership, staff, Volunteer, Professional staff and patient engagement (Boardroom to bedside engagement)
- Leveraging technology with our improved incident reporting system
- Developing a strong foundation of safety by making quality and safety a strategic priority, and SAFETY one of the pillars in our strategic direction, Quality Improvement Plans

A Culture of Safety demonstrates our renewed commitment to preventable harm, reducing risk and reporting incidents as they occur to monitor potential problems proactively, provide learning through the established root causes analysis and prevent reoccurrence of future incidents.

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### **Scarborough Health Network *Resuscitation Strategy***

The Scarborough Health Network (SHN) is a 3 site community hospital comprising of 826 beds, recently amalgamated December 1, 2016. The merger presented SHN with a unique opportunity to evaluate and assess existing processes/standards against best practices in the industry. Safety reports identified gaps and improvements needed for cardiac and respiratory emergencies in the organization, and it was recognized that the 3 hospitals would benefit from a corporate resuscitation strategy to improve responses.

A continuous journey of improvement began in 2017 by identifying current state, response times, and capital equipment requirements. The strategy evolved into the introduction of Automated External Defibrillators (AEDs) for faster shock response times, new equipment, additional code carts, education and training, in-house advance life support program, mock codes for practice and reinforcement of training, quality improvement processes, procurement and supply standardization, cart restocking and exchange cart process, and a creation of a corporate interprofessional Resuscitation Committee.

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## HMF Article of the Year Award

This award recognizes an article published in Healthcare Management Forum in the preceding year which has helped to advance knowledge in the practice of health leadership.

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## AWARD RECIPIENT

### Dr. Stephen L. Archer, MD

The Canadian College of Health Leaders is pleased to announce that Dr. Stephen L. Archer, MD, has been named the recipient of the 2021 Healthcare Management Forum Article of the Year Award for his article entitled “Providing care for the 99.9% during the COVID-19 pandemic: How ethics, equity, epidemiology, and cost per QALY inform healthcare policy”. Dr. Archer is the Head of the Department of Medicine at Queen’s University and the Program Medical Director for Kingston Health Sciences Centre.

The most downloaded ethics column of 2020, Dr. Archer’s piece was chosen because it tackles the timely, system-level issue of developing balanced healthcare policies that are nationally aware but locally informed. He cautions that the care of patients without COVID-19, the 99% of the population, should neither be advantaged nor disadvantaged by healthcare policies. In other words, while health leaders need ethical policies to deal with COVID-19, they must also still treat all other diseases. Ethical healthcare policies must ensure equitable access to care for patients regardless of whether they have COVID-19 or another disease.

#### CONTACT:

#### **Dr. Stephen L. Archer, MD**

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## Mentorship Award

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

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### SELECTION COMMITTEE

**Katherine Chubbs, CHE** (Chair)  
President and Chief Executive Officer  
Good Samaritan Society

**Dianne Doyle, FCCHL**  
President  
St. Thomas More Collegiate

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

**Wolf Klassen, CHE**  
Vice President, Program Support  
Toronto East Health Network

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

**Collette Smith, CHE** (Excused)  
Vice President, Clinical Services,  
Chief Nurse and Human Resources  
Eastern Health

**David Thompson, CHE**  
Advisor, Pandemic Planning  
Fraser Health Authority

**Ila Watson**  
Vice President People & Partnerships  
Sault Area Hospital

## AWARD RECIPIENT

### Jeanette Edwards, CHE

“From the first moment we met, it was clear that Jeanette’s dedication to fostering positive relationships and leadership growth within healthcare was unparalleled. Through her tireless work to improve healthcare in Manitoba and the world, Jeannette has spent decades informally mentoring healthcare workers and when I, a stranger, a new Manitoban and a new CCHL member asked for support through a formal mentorship agreement navigating my role as a young female director working in public healthcare for the first time she stepped up without hesitation and has been steadfast in her dedication to my growth and development. Jeanette and I are separated by decades of age and experience, we have contrasting backgrounds but her willingness to support my goals through asking probing questions, offering supportive advice, and helping to expand my network has been invaluable. Her ability to build professional and trust-based relationships with mentees as well as community members is commendable. These innate connections are rooted in Jeanette’s fundamental values, which include focusing on the delivery for services from a quality and equability framework. Jeanette has helped me to question assumptions, seek out training and reach out to experts in the field. If when I initially sought a mentor, I had been asked to paint a picture of the ideal relationship my imagination would not have been able to produce the spectacular landscape that Jeanette has now opened my eyes to. To my mind there is no person more deserving of this acknowledgement from the CCHL than Jeanette Edwards.” - Kimberly Dodds, award nominator.

#### CONTACT:

**Jeanette Edwards, CHE**, Former Strategic Lead, Community Health, Quality and Learning and Interim Provincial Lead, Indigenous Health at Shared Health  
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**Wayne Coveyduck, FCCHSE**

Wayne is an inspirational healthcare leader who selflessly gives his time and insight to enable others to make a difference in the health system. While I could summarize his mentorship to others in his decades of leadership across North America, it really comes down to the on-on-one impact a mentor has on a mentee:

*Time:* His door is quite literally always open to discuss any matter at hand. In these informal conversations Wayne is honest, frank, and apt to pass on his wisdom through his own experience - allowing me to settle on an approach of my own for what works for my style of leadership. These conversations have helped in my development more than any formal performance review.

*Inspiration:* He himself demonstrates his own on-going commitment to education through his current pursuance of a law degree. He has coached me and fellow colleagues on how to develop together to lead the system of the future by encouraging new work teams and educational opportunities that we had not considered – nor thought we were capable of. In my case, he has supported my navigation in professional development from the front line, through middle management, to a valued member of the senior leadership team.

*Opportunity:* Our innovation workgroup highlights his ability to mentor myself and my colleagues in organizing, strategy, and team building. This table has created a venue for internal and external networking. He sets the stage for me to learn and then to succeed by providing opportunity to role-play beforehand; opportunity to co-design a strategic approach; opportunity to step into a situation one has not been in before; and, constructively debrief after for continuous learning.

Being mentored by Wayne has made me a different leader, a better leader, with an eye on how much more I can accomplish. – *Erin Brown, Nominator*

**Contact: Wayne Coveyduck, FCCHSE**

President & C.E.O

Lennox & Addington County General Hospital

wcoveyduck@lacgh.napanee.on.ca

**Christine Bruce, CHE**

Christine’s passion and commitment to mentorship in healthcare spans 23 years in laboratory medicine. She inspires others to pay it forward through her investment of her own time in the lab profession and its professionals.

Christine guides academic leaders as an active member of the Program Advisory Boards for 5 medical laboratory science programs, and contributes to the competency of future laboratory professionals. She seeks to increase the ability for med lab professionals to experience a meaningful clinical experience by increasing access to clinical placements and coupled with rich feedback.

Advocating knowledge sharing, Christine is an educator, locally and internationally. As a dynamic tutor for bridging students and laboratory technologist hopefuls, Christine takes an active interest in her students and employees’ career paths as well, and seeks to provide meaningful development plans and coaching, and removes barriers to success. She has hired every student she has placed and has coached many numerous direct reports to fulfilling promotions in the industry.

Employee engagement and retention is a priority, always focused on nurturing a great place to work and grow. Efforts can be as simple as creating a leadership book club, informally mentoring future and exiting leaders, but could also be evidenced in something as complex as managing the outcome of adopting massive automation. Christine lobbies senior leadership so ‘no one loses their job to automation’. Rather, Christine asserts plans to mentor and cross train displaced staff to fill vacancies across the laboratory disciplines. Everyone can achieve career goals in her charge.

**Contact: Christine Bruce, CHE**

Senior Director

University Health Network

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## 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.

Sponsored by:



### SELECTION COMMITTEE

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

**Vanessa Burkoski**  
Chief Nursing Executive & Chief,  
People Strategy  
Humber River Hospital

**Dr. Rhonda Crocker Ellacott**  
(Excused)  
Thunder Bay Regional Health Sciences  
Centre

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

**Barbara Steed, CHE**  
EVP Clinical Services & VP Central  
Region Cancer Program  
Southlake Regional Health Centre

**Lucie Tremblay, CHE**  
Directrice des Soins infirmiers  
CIUSSS Ouest de l'Île de Montréal

**Debbie Walsh, CHE**  
Vice President Clinical Services  
Eastern Health

**Michael Weber (Ex-officio)**  
Former Vice President, Health Systems  
Baxter Corporation

## AWARD RECIPIENT

### Deb Gordon

Deb Gordon's leadership ability knows no limit, moving from coordinator to Chief Operating Officer throughout her tremendous career. This is exemplified by her current role overseeing a budget of \$8.8B, representing over 64,000 staff, 8,800 physicians, 3,400 paramedics, and 14,000 volunteers.

Previously as Vice President of Health Professions Strategy and Practice, her nursing leadership shined as her team of 300 health professionals developed, implemented and evaluated clinical workforce programs and services. Deb directed CoACT, a major quality improvement initiative to bolster team culture by building leadership at all levels and focusing on patient and family centered care. CoACT resulted in inpatient and employee satisfaction increasing to over 90 per cent and LOS reducing to a sustained level of 0.8, without complications or increased readmission rates.

Deb is currently implementing Operational Best Practices by integrating internal and external benchmarking across AHS. To date, over \$210M has been saved while maintaining or improving quality of care. As part of a government-mandated review, Deb led the creation of a three-year implementation plan identifying over \$1B of cumulative savings.

Deb's leadership has been paramount to Alberta's COVID-19 response, creating over 2400 blocked beds and 150 ICU spaces during the first wave, which helped resume 90 per cent of clinical capacity.

Deb has served on the Board of Directors of Children's Healthcare Canada and the Board of Governors of the Women's and Children's Health Research Institute. As an Associate Faculty Member at University of Alberta, she has co-authored publications and is a frequent keynote speaker.

#### CONTACT:

**Deb Gordon**, Vice President and Chief Operating Officer, Clinical Operations  
Alberta Health Services  
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**Cindy MacQuarrie**

Cindy MacQuarrie is the senior director of interprofessional practice and learning with Nova Scotia Health. Cindy's commitment to improving access to ongoing professional development, and advocacy and promotion of interprofessional collaboration is demonstrated by:

- Co-leadership of the NS Health COVID-19 Clinical Medical Advisory Committee, where she is responsible for ensuring translation of COVID-19 care guidance and pathways at all levels within the organization and enabling access to novel COVID-19 testing pathways and rapid deployment of practice supports internally and externally to support the long-term care sector and First Nations communities.
- Ensuring LPN access to nursing education, resulting in 30 LPNs becoming RNs this year.
- Oversight of NS Health's role in the provincial nurse prescribing implementation (NS Provincial Nursing Strategy).
- Supporting the NP Education Incentive with government and in collaboration with Dalhousie University to increase the number of NPs in order to improve access to primary health care.

Cindy's leadership in developing NS Health's first Interprofessional Practice and Learning Framework will foster collaboration, build capacity, and inspire a culture of practice and learning for generations to come. Cindy's unwavering commitment to quality of care and patient safety is evident by:

- The development and implementation of clinical wound care standardization.
- Transition to practice models and optimization of co-leadership to advance Interprofessional Education including simulation learning.

As a life-long learner, Cindy continues to set the example of nursing excellence and leadership for all; she has successfully completed her requirements for PhD candidacy with the University of Alberta.

**Contact: Cindy MacQuarrie**

Senior Director, Interprofessional Practice and Learning  
Nova Scotia Health  
cindy.macquarrie@nshealth.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.



## AWARD RECIPIENT

### Roche Canada

Roche, a global pharmaceuticals and medical diagnostics leader, has been a corporate member of the College since 2005. Andrew Plank, President and General Manager, Roche Diagnostics Canada, is currently a member of the Corporate Advisory Council.

Through their financial support, Roche was instrumental in the delivery of our first virtual BC Health Leaders Conference in 2020. When the College was uncertain about delivering this event virtually, our friends at Roche expressed confidence and stepped up to provide their support as title sponsor. Our long-standing partnership with Roche has resulted in support for CCHL activities such as national and exclusive HPRS™ events, exclusive sponsorship of the Coaches Corner sessions at NHLC and the National Mentorship Award. In addition, Roche has provided their support towards the Honouring Health Leadership Event, published in Healthcare Management Forum and held the Corporate Director position on the College Board of Directors.

Together with their 90,000 employees working across more than 100 countries, Roche believes it is urgent to deliver medical solutions right now – even as they develop innovations for the future. Roche is committed to improving the effectiveness and efficiency of the healthcare system in the diagnosis, treatment and management of acute and long-term disease in key therapeutic and diagnostic areas.

#### CONTACT:

**François Drolet**, Director, Public Affairs, Roche Canada  
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## Recognition in Delivering Value-based Healthcare

This recognition aims to increase the profile and understanding of value-based healthcare by honouring an organization, or team, that is deliberate in changing the way that care is delivered, resulting in improved patient outcomes. This means that patients are being optimally cared for at the right time, in the right setting, and at the right cost.

*Recognition made possible by a grant from:*



### SELECTION COMMITTEE

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

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

**Brock Hovey, CHE**  
VP, Corporate Services, Accountability  
and Quality  
Ontario Health (Central Region), Central  
West LHIN

**Melicent Lavers-Sailly** (Ex-officio)  
Director, Communications, Strategy &  
Stakeholder Engagement  
Medtronic Canada

**Janet Newton**  
Vice President and Site Lead  
University Health Network

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

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

## AWARD RECIPIENT

### Scarborough Health Network

The Central East Regional Cardiovascular Rehab (CERCER) is a regional program made possible by the collaboration of hospitals, government agencies, community leaders, local champions, and patients expressed concern that there is no such service in the region. Three hospitals, Scarborough Health Network, Lakeridge Health, and Ross Memorial Hospital, with the support of the Central East LHIN integrated their cardiac rehabilitation programs to create a regional cardiovascular rehabilitation system. It developed an evidence-based service to improve: access, quality of care, resource utilization, cost effectiveness and, importantly viability and scalability of the regional coordinated cardiovascular rehabilitation system.

CERCER has grown to provide service to over 3500 patients annually in 16 community sites throughout the Central East LHIN, such that >90% of residents have access to a site within 30 minutes from home. It's virtual care platform, [www.gethearthealthy.ca](http://www.gethearthealthy.ca), overcomes challenging circumstances such as, COVID-19, to ensure access. CERCER has completed an Applied Health Research Question (AHRQ) with Institute of Clinical Evaluative Science (ICES) which demonstrated statistically significant reductions were observed in mortality, hospital admission rates and length of stay, emergency department visits, physician visits. Over 20 abstracts, poster, presentations, and workshops have been accepted to conferences describing the model of care and outcomes. It continues to share its experiences and contribute to cardiac rehabilitation initiatives with CorHealth and Canadian National Registry of Cardiac Rehabilitation.

This has all been accomplished through efficiency and cost effectiveness for under \$1,000 (CAD) per patient (80% of national average cost of cardiac rehab delivery).

#### CONTACT:

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## Robert Wood Johnson Awards

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

Sponsored by:



## AWARD RECIPIENTS

### Christine McGovern, *University of Toronto*

Christine McGovern (RN, BScN) is the Clinical Manager for the SickKids COVID-19 Testing Centre and Community Outreach in Toronto and completing her MHS in Health Administration at the Institute of Health Policy, Management and Evaluation at the University of Toronto. Her career started at SickKids in 2016 as a registered nurse on the Pediatric & Respiratory Medicine, Intermediate Care Unit. Her nursing leadership excelled and she was elected as the Co-Chair of the Registered Nurses Council in 2018, leading the organization and acting as a direct liaison of the nursing voice to numerous leadership committees. She became deeply involved in the care of children who have complex medical conditions and passionate about caring for those with Cystic Fibrosis, which award her the “Above and Beyond Healthcare Team Award” in 2020. Christine held the Project Lead for SickKids Mobile Swab and Community Outreach program in the summer 2020, supporting patients at congregate care settings, community homes, and shelters across Toronto. Christine is committed to community outreach and advancing the idea of a “hospital without walls”. Christine enjoys being physically active, spending time at home on Prince Edward Island and volunteering for organizations that include Cystic Fibrosis Canada, 6ix Kids Yoga teaching yoga and mindfulness to children, and Nightwood Not-for-Profit Theater.

### Anthony Le, *University of British Columbia*

Anthony graduated from the University of British Columbia with a Bachelor of Science in Pharmacy and became registered with the College of Pharmacists of BC in 2014. During his undergraduate studies, he worked as a research student at the Michael Smith Genome Sciences Centre, pharmacy assistant at various community pharmacies, and he served as a medical first responder and officer for the St. John Ambulance Brigade. Since graduation, Anthony has practiced pharmacy in numerous settings throughout BC including specialty compounding, retail, and independent community practice. He is also regularly engaged in pharmacy practice education in the UBC Entry-to-Practice PharmD Program and the UBC Canadian Pharmacy Practice Program. As a UBC Master of Health Administration student, Anthony has taken on additional roles including contributing to interprofessional graduate program development in the UBC School of Population and Public Health, virtual care program evaluation in the Fraser Health Authority, and quality review board membership. Anthony has professional interests in patient care quality and health policy and systems evaluation. He is committed to improving the healthcare system for all British Columbians.

## AWARD RECIPIENTS

### **Jalila Mafhoum, *Université de Montréal***

Motivated to embody the positive change she wants to see in the world, Jalila is a young Montrealer who seeks to improve the awareness of issues related to mental health, while defending the rights of cultural minorities and women. In 2019, she obtained a Bachelor of Science from the Faculty of Nursing at the University of Montreal. Her academic and professional experiences in the Quebec health system greatly increased her interest in transformational leadership and improving the accessibility and quality of health care. She continued her studies in the Master of Health Services Administration at the School of Public Health of the University of Montreal. Through this master's degree, she improved her tools and strengthened the skills that will guide her in her desire to improve health services. At the same time, Jalila works at the heart of the management of cases affected by COVID-19 at the Montérégie Public Health Department. In addition, the laureate stands out for her community involvement in various volunteer avenues, whether through her involvement in the relevant inclusion sub-committee of the Association québécoise des jeunes parlementaires or through her role as co-founder of the Visions Plurielles platform intended to bring the voice of young women from diverse backgrounds to the public sphere. Moreover, she firmly believes that the inclusion and representation of women and people of diversity in the various strategic and decision-making bodies of health organizations is necessary on the one hand, to better meet the needs of the population, while on the other hand, to contribute to the emergence of creative and innovative solutions. As a successor in a line of health leaders, she is committed to continuing to apply her knowledge and skills to contribute to the creation of values in the care and improvement of the health of the general population.

### **Mara Steiner, *University of Alberta***

Originally from Medicine Hat, Alberta, Mara Steiner is a second-year Master of Public Health student at the University of Alberta, specializing in Health Policy and Management. Prior to entering her MPH, Mara previously completed a bachelor's degree in Science at the University of Alberta, majoring in Biology and minoring in Philosophy. Her primary areas of interests in public health and healthcare include health ethics, policy development and health equity. Mara has had previous experience delivering community-based programming in non-profit organizations within Edmonton. Most recently, she completed her practicum with the Clinical Ethics Service at Alberta

Health Services, giving her the opportunity to learn and work on policy from an ethics lens. Upon graduating for her degree this year, Mara hopes to pursue future work at the intersection of health policy and health ethics.

### **Sean O'Reilly, *University of Ottawa***

Growing up, my life and schedule revolved around what sport was in season - health and physical activity were my passion. In 2009, I received a Bachelor of Physical and Health Education and a Bachelor of Life Sciences from Queen's University. After that, I completed the Diagnostic Cardiac Sonography program at Mohawk College and have enjoyed over 8 years of providing cardiac ultrasounds at the Ottawa Heart Institute and Renfrew Victoria Hospital. During this time, I was fortunate to support a multi-facility echocardiography partnership, train cardiology residents and ultrasound students, and facilitate the successful completion of departmental accreditation. My career goal had always been to become a leader in the healthcare industry, so my next step was to enroll in the Master of Health Administration program at the Telfer School of Management at the University of Ottawa. During my residency at the Perley and Rideau Veterans' Health Centre, I was able to lead a team that focused on improving the end-of-life experience provided at the facility. I look forward to using what I have learned to find innovative ways to improve the patient experience.

### **Claudia Côté, *Dalhousie University***

Claudia Côté completed her Bachelor of Science at McGill University in 2012, followed by her Doctor of Medicine degree at Dalhousie University in 2016. She then went on to pursue sub-specialty training in cardiac surgery at Dalhousie University, during which time she undertook a Master of Health Administration degree at the same institution. She is currently completing her thesis examining the social determinants of adverse outcomes in patients undergoing aortic surgery in Nova Scotia. She is also completing her internship with the Heart Health Program at the Nova Scotia Health Authority, where she helped create an early discharge pathway for transcatheter valve procedures and is working on innovative solutions to improve continuing education among nursing staff. Claudia's research interests include addressing healthcare disparities at a population level and quality improvement within institutions. Claudia is interested in expanding her experience in project management to improve quality at all levels of patient care.

## The 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.

Sponsored by:



### SELECTION COMMITTEE

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University of Toronto

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Chief Customer Officer and EVP, Sales  
and Marketing  
HealthHub Patient Engagement Solutions

**Jim Hornell**

CEO  
e-Health Saskatchewan

**Altaf Stationwala**

President and CEO  
Mackenzie Health

**Andrew Williams, CHE**

President and CEO  
Huron Perth Healthcare Alliance

### AWARD RECIPIENT

## Samantha Hodder, CHE

A member of CCHL and a Certified Health Executive, Samantha Hodder is an exceptional young leader with a passion for improving care for individuals living with mental illness and addictions, and a commitment to service excellence and evidence informed strategic systems change.

Sam has had impressive leadership growth within the last five years, advancing from Manager, to Director, and now Senior Director in the complex, priority portfolio of Mental Health and Addictions with Nova Scotia Health.

As Senior Director, Sam has demonstrated extraordinary vision and leadership providing focus and guidance in the transformation of mental health and addictions in Nova Scotia and serving on several national committees as an expert advisor.

Sam has built a high-functioning leadership team and worked in partnership with the team and others to lead the development and execution of strategic and operational plans that enable excellence in service delivery, improvement in health outcomes, and achievement of standards.

The results in 2.5 years are remarkable. An intake service has been established that provides same day assessment, brief intervention, and "matching" services; on-line self-assessment and self-management tools have been made available; virtual care teams and flexible resource allocation models have been introduced to improve access and focus; and wait times have been reduced exponentially and are now among the best in the country.

With a bright future in health leadership, Sam was one of thirteen international health leaders recognized with the Young Executive Award in 2019 for outstanding merit in healthcare management by the International Hospital Federation.

#### CONTACT:

**Sam Hodder, BScN RN MA CHE**

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**Jennifer Quaglietta, CHE**

Jennifer Quaglietta is a respected leader with vast experience in the Canadian healthcare sector. She has consistently demonstrated her ability to lead complex initiatives at the local, regional and system levels. She has led countless improvement efforts, and the sustained impacts can be seen across the healthcare landscape today.

Her portfolio at the Health Insurance Reciprocal of Canada includes digital innovation, knowledge translation, decision support, artificial intelligence, data warehousing, and cyber security. She has a willingness to accept new challenges and is a highly versatile leader. In under a year, she has transformed the Performance Excellence and Information Services department by creating systems to foster innovation in meeting subscriber needs. She is responsible for leading half of the organization's strategic projects, many of which have progressed ahead of schedule due to her leadership.

At North York General Hospital, her numerous accomplishments included spearheading initiatives that led to the hospital being consistently ranked as one of the top 2 hospitals in Ontario, based on the Ministry of Health and Long-Term Care's Emergency Department Pay-For-Results funding program. She was also able to secure over \$1.2M in a competitive environment for transformative initiatives at the hospital.

Recently, she was appointed to the Board of Trustees at the Holland Bloorview Kids Rehabilitation Hospital. Jennifer is a guest lecturer at the Rotman School of Management and University of Toronto's Faculty of Applied Science and Engineering Emerging Leadership Program. She also serves on the Canadian College of Healthcare Leader's Greater Toronto Area Chapter Board of Directors.

**Contact: Jennifer Quaglietta, CHE**

Vice President, Performance Excellence and Information Services  
Health Insurance Reciprocal of Canada (HIROC)  
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**Erin Cook**

Mrs. Cook's educational path has led her from a collegial nursing diploma to a Master's Degree within a short time frame. Within ten years, she advanced from being a nurse clinician to an associate director of one of the largest directorate of our CIUSSS.

She has developed innovative ideas for improving existing programs and creating new programs. She is a trailblazer in telehealth. Her innovation in that sector is being adopted by other organizations. Her communication and collaborative skills allow her to create synergy between various health networks, leading to improvement in patient care outcomes, teaching and nursing research in collaboration with McGill University. Her novel approach to multidisciplinary collaboration with different health care professionals, patients and administrators stood her in good stead as the project lead for the implementation of a quality improvement project for remote symptom management of cancer patients and providing urgent patient care outside of the Emergency Room in three different health networks. This project was a game changer for the patients during the current pandemic.

Mrs. Cook's commitment to nursing education is demonstrated through her work as a nursing education consultant and clinical instructor and through her involvement in the McGill Leadership Education Program. She is the winner of multiple awards including the Prix d'Excellence en Cancerologie, Jewish General Hospital Nursing Innovation award and other scholarships and grants.

Mrs. Cook presents at numerous conferences, sharing her knowledge and expertise in multidisciplinary forums. Her research has been published in well recognized Nursing and Oncology journals.

**Contact: Erin Cook**

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