

20
22

National Awards Program

CELEBRATING LEADING PRACTICES

Expanded Edition:

Featuring the 2022 award recipients
and nominated programs



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

SPONSORED BY:



2022 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2022 National Awards Program sponsors.



Introducing the 2022 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 2023 National Awards Program. For nomination information please visit the awards section of our web site: 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

Cathy Bailey

Vice President, Corporate Services
and Chief Financial Officer
North Shore Health Network

Bonnie Conrad, CHE

Health Services Manager, Community
Mental Health and Addictions
Nova Scotia Health Authority

Jaime M. Cleroux (Ex-officio)

Executive Vice President
Canadian College of Health Leaders

Christian Coulombe (Ex-officio)

Vice-President, Marketing
& Membership
Canadian College of Health Leaders

Alain Doucet, MBA (Ex-officio)

President and CEO
Canadian College of Health Leaders

Rosmin Esmail, CHE

Provincial Trauma Epidemiologist
Alberta Health Services

Melicent Lavers-Sailly, CHE

Director, Communications, Strategy &
Stakeholder Engagement
Medtronic Canada

Andrew S. MacDougall, CHE

Executive Director, Community Health
& Seniors Care
Health PEI

Nancy Roberts, CHE

Board Representative
Canadian College of Health Leaders

Mehdi Somji, CHE

Director, Innovation & Partnerships
Trillium Health Partners

Francine St-Martin (Ex-officio)

Director, Conferences and Events
Canadian College of Health Leaders

Sheri Whitlock

Strategic Customer Group,
Vice President
BD-Canada

Kathryn York

Founding Partner
CCIG Solutions - Collective Change and
Innovation Group

TABLE OF CONTENTS

National Awards Advisory Committee	4
--	---

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.



SELECTION COMMITTEE

Quality Improvement Initiative(s) Across a Health System

Maura Davies, FCCHL (Chair)
President
Maura Davies Healthcare Consulting Inc.

John Andruschak, CHE
Principal
Andruschak Consulting

Sandra Blevins, CHE
Health Care Consultant

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

Wendy Hansson, CHE
Health System Executive VP
Lakeridge Health

Drew McCallum (Ex-officio)
Divisional Leader - Canada
Medical Solutions Division,
3M Healthcare Business Group

Kelli O'Brien
President and CEO
St. Joseph's Care Group

Victoria Schmid
CEO
BC Health Care Occupational
Health and Safety Society

AWARD RECIPIENT

Quality Improvement Initiative(s) Across a Health System

Island Health

STEPS for expedient acute care discharge: Cowichan Short Term Enablement and Planning Suites (STEPS)

STEPS is an innovative collaboration between community health services, long term care, acute care, and assisted living that creatively repurposes subsidized assisted living spaces into a transitional care unit, supporting acute patient flow. The STEPS unit is the first of its kind on the Island, and improves:

- acute length of stay;
- alternate level of care rates;
- readmission rates;
- clinical outcomes; and
- client and family experience.

Using a transformational leadership approach and quality improvement methodology this team has combined its resources to create a transitional care environment to support individualized, patient centered and culturally safe discharge plans. This integrated and engaged project leadership team, consisting of both internal and external partners, revamped community care processes, communication pathways, billing practices and many other systems.

Collaborative/creative problem solving; ongoing PDSA process improvements and a common vision were critical in creating a viable and sustainable solution. Success of STEPS was demonstrated through evaluation. Specifically:

- a reduction of 5.6 in-patient beds;
- a reduction in cost for each bed day was realized (STEPS cost is 1/3 of an acute bed day);
- provision of highquality patient care in the right place, at the right time;
- alignment to our corporate vision, mission and values and strategic plan;
- expansion from 6 to 10 suites was supported to meet demand; and
- interest in Island wide replication.

STEPS success is testament to the power of collaboration and innovation to support a network of care for the Cowichan community.

CONTACT:

Donna Jouan-Tapp, Director Cowichan Health and Care Plan, Island Health Authority
238 Government St, Duncan, BC V9L 1A5
250-737-2010 | donna.jouantapp@islandhealth.ca

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.



SELECTION COMMITTEE

Quality Improvement Initiative(s) Within an Organization

Patricia O'Connor, FCCHL
(Chair)
Consultant, Faculty and
Improvement Advisor
HEC - Healthcare Excellence Canada

Tracy Buckler, CHE
Retired Health Leader

Sandy Jansen, CHE
Vice President, Patient Care and
Risk Management
St. Joseph's Health Care London

Jamie MacDonald, MBA, CHE
Chief Administrative Officer
Health PEI

Drew McCallum (Ex-officio)
Divisional Leader - Canada
Medical Solutions Division,
3M Healthcare Business Group

Scott McIntaggart, CHE (Excused)
Senior Vice President
University Health Network

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

AWARD RECIPIENT

Quality Improvement Initiative(s) Within an Organization

Humber River Hospital

Humber's Elderly Assess and Restore Team (HEART)

Launched in September 2018, HEART, an innovative mobile service that operates 7 days/week with both inpatient and outpatient components, was implemented to optimize patient function, reduce length of stay, facilitate home discharge, and promote healthy aging in the community.

HEART is comprised of Occupational Therapists, Physiotherapists, Rehabilitation Assistants, and Registered Practical Nurses and serves a subset of "high-risk" seniors that have restorative potential and can benefit from assess and restore interventions. Through the HEART program, patients are screened for eligibility and assessed upon admission. Once enrolled, patients are followed to discharge and receive post-discharge continuity of care. Assessments use validated tools to ensure that HEART services are made available to the most complex and difficult to discharge patients who also have a functional restorative potential.

Electronic capture tools measure key performance indicators and patient and family input is gathered through surveys. From September 2018 to September 2021, HEART served 1109 patients. Of these, 98.3% maintained or improved their functional capacity, with an average 36.7% improvement in function, and 87.7% were discharged home to their baseline. Furthermore, HEART participants had a lower average length of stay when compared to similar non-participants (7.5 vs. 12 days), resulting in savings of 4990 bed days and approximately \$4.6 million in cost savings. 90% of HEART participants reported that they would recommend this program to others. HEART helps patients maintain their independence in the community, improves inpatient capacity, and provides a basis for scale and spread.

CONTACT:

Beatrise Edelstein, Program Director, Seniors Care, Inpatient Medicine,
Allied Health & Ambulatory Services, Humber River Hospital
1235 Wilson Avenue, Toronto, ON M3M 0B2
416-242-1000 ext. 82131 | bedelstein@hrh.ca

Award of Excellence in Mental Health and Addictions 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

Darryl Yates, CHE (Chair)
Health Care Executive

Dr. Pierre Beauséjour
Full Professor of Psychiatry
University of Sherbrooke

Jean Daigle (Excused)
Vice President, Community
Horizon Health Network

Barbara C. Hall, CHE
Board Chair
Northwood People Services

Yasmin Jetha
Vice President, Community Services
Vancouver Coastal Health Authority

Rita Notarandrea, CHE
CEO
Canadian Centre on Substance Abuse

Michel Rodrigue, CPA, CMA, MBA
(Ex-officio)
President and Chief Executive Officer
Mental Health Commission of Canada

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

AWARD RECIPIENT

Fraser Health Authority

Urgent Care Response Centre

Surrey's Urgent Care Response Centre (UCRC) is an outpatient mental health centre, located on the campus of Surrey Memorial Hospital, the largest acute care site in the Fraser Health Authority. The UCRC is a great example of creativity in the delivery of healthcare to meet the increasing demands for mental health and substance use services. Ingenuity and teamwork on all levels including frontline staff and leadership have contributed to the success of the service.

The service provides a central point of access for adults who are experiencing mental health and substance use issues and who require urgent care, but do not require hospitalization. It provides easy access for patients to walk-in or self refer themselves on their own schedule as the service is open 12 hours per day, 365 days per year.

The UCRC provides a calm and peaceful environment for patients to address their concerns with professionals in contrast to a busy hospital emergency department environment. Some of the achievements of the program include:

- There were 20,000 referrals to the service over the first 20 months of operation. It has provided 24, 320 assessments and 38,468 sessions.
- The UCRC provides timely service ensuring that patients receive same day treatment; current statistics indicate that 79% of all referrals were assessed on the same day.
- Patients receiving services from the UCRC significantly reduced their emergency department visits, acute admissions and acute bed days.
- The COVID-19 pandemic has exacerbated the mental health and substance use crisis. The UCRC plays an integral part in supporting those in need by providing accessible, timely and effective service.

CONTACT:

Sharan Sandhu, Manager, Clinical Operations, Fraser Health
Surrey Memorial Hospital, Charles Barham Pavilion
13750-96 Avenue, Surrey, BC V3V 1Z2
778-241-8675 | sharan.sandhu@fraserhealth.ca

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

St. Joseph's Health Care London
Zero Suicide Project Team

As the first Canadian health care organization to implement the Zero Suicide framework, St. Joseph's Health Care London put into effect evidence-based best practices for suicide prevention management. Recognized in 2019 as a Leading Practice (Health Standards Organization) and for engagement of care partners, ("Recognizing Excellence in Patient Engagement for Patient Safety" Award, Canadian Patient Safety Institute, HealthCareCAN & HSO), continuous quality improvement remains our focus.

Zero Suicide builds a standardized internal approach to implementation. Training includes mandatory, role aligned, e-learning modules for all staff. Standardization came from the development of a digital audit and feedback mechanism to ensure adherence to required screening tools. With real time prompts for staff and leaders, this system was instrumental to achieving our Quality Improvement Plan. Between summer 2020 and today suicide risk screening assessments completed within 72 hours of a mental health admission increased from 48% to 88%. The target for 22-23 QIP is 90 per cent and will increase to include all inpatients and ambulatory patients.

External dissemination and work with key partners (e.g., Suicide Prevention Resource Council) resulted in the adaptation of the framework into a community implementation toolkit. Created for services not formally a part of the health care system, this groundbreaking resource will be launched in spring 2022 and uses a project management lens to support implementation and CQI of evidence-based, community-focused, suicide prevention strategies. St. Joseph's London aspires to continue to lead and grow a collective vision of suicide becoming a never event for those we serve.

Contact: Shauna Graf
Project Lead, Zero Suicide
St. Joseph's Health Care London
Shauna.Graf@sjhc.london.on.ca

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

Waypoint Centre for Mental Health Care
Waypoint Family, Child & Youth Outpatient Team

The Waypoint Family, Child & Youth Outpatient Team implemented a new innovative collaborative care model for youth and their families suffering with mental illness. This new model of care streamlined the previous existing model whereby pediatric mental health services were accessed through traditional family doctor to consultant channels. This new model of care created a modern team-based approach. The clients are identified by the Family Health Team counselor in collaboration with the primary care physician. Together they would assess the needs of the client and determine whether or not the client requires an increased level of support from a pediatrician (either for diagnostic or treatment purposes) and then a referral would be made as a team approach. This team approach meant there was not a hand off of the client to the pediatrician, instead a collaboration of treatment planning was created including the client, family, health care worker, family doctor and pediatrician working together and sharing care for the client. This new process eliminated the client having to go to the pediatrician in a separate appointment, the pediatrician would come to them either live or via videoconference. This approach reduced a lot of stress for client and their families. The success of this initiative provided continuity of care, shared health records, improved communication, reduced wait times, and the right service for the client. This new model of care improved and built strong partnerships in the community and resulted in improved client outcomes. The feedback we have received from families, health care teams and community partners has been very positive.

Contact: Rob Meeder
Medical Director, Family, Child and Youth Program
Waypoint Centre for Mental Health Care

Mental Health & Addictions, Nova Scotia Health

Access & Navigation: MHA Intake Process

In 2019 Nova Scotia Health's Mental Health and Addictions Program launched a new service as part of a province-wide Access and Navigation quality improvement initiative intended to transform the patient experience. The Mental Health and Addictions (MHA) Intake Service provides Nova Scotians with one access point through a toll-free number. Processes were standardized and included the development of an Intake Screening and Triage Tool and associated Triage Acuity Guide. By calling MHA Intake clients are connected with a trained health care provider, who is knowledgeable of the supports available in the caller's region. The provider works with the client to identify their individual needs and assess the intensity of care they require. The clinician connects individuals to the resources best suited to meet their needs with a single call resolution. By the end of the call, individuals may have a scheduled first appointment with NS Health Mental Health and Addictions Services, be connected to other resources in their community, provided recommendations for self-directed online tools, and/or receive brief intervention support.

A comprehensive service review was recently conducted, including feedback from multiple stakeholder groups through experience surveys and focus groups. Both qualitative and quantitative information were used to evaluate the service delivery model and develop a set of recommendations for improvement, some of which are in the process of being implemented. This large-scale, innovative quality improvement project has proven to be successful in transforming how Nova Scotians access Mental Health and Addictions treatment and supports. Continuous quality improvement has been applied throughout development, implementation, and continues to be applied through a dedicated Quality Team.

Contact: Michele Bullerwell

Quality Lead, Intake, Urgent Care & Special Projects
Mental Health & Addictions, Nova Scotia Health
Michele.Bullerwell@nshealth.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 (Ex-officio)
Chief Executive Officer
HIROC - Healthcare 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
President and CEO
St. Joseph's Care Group

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

Talya Wolff, CHE
Manager, Patient Services and
Experience
University Health Network

AWARD RECIPIENT

Safehaven

For over thirty years, Safehaven has provided exceptional care to/advocated for the rights and quality of life of youth and adults with developmental disabilities through leading medical care and non-institutional recreational programming.

Over the past year, Safehaven has gone above and beyond its mandate to support the developmental services sector and broader community. As the Toronto Region's Infection Prevention and Control (IPAC) Collaborative Lead, Safehaven has led 70+ agencies and over 600+ sites in the community, developmental services, Indigenous, youth justice, violence against women, and anti-human trafficking sectors to provide IPAC education and supports, including mask-fit testing, vaccines, rapid antigen testing, and outbreak management. This work has achieved over 10,000 impacts in the Toronto Region, keeping individuals safe and preventing poor outcomes during the pandemic. Safehaven has been recognized provincially/nationally for this exceptional work, with CEO Susan Bisailon named to the City of Toronto COVID-19 Vaccine Accessibility Task Force and the Provincial Network for Vaccine Access in Ontario.

Safehaven's #WeBelong movement champions an inclusive community where individuals with developmental disabilities can break down barriers and change perceptions of what it means to live with a disability. As Safehaven looks towards an inclusive and equitable future, it aims to expand to an affordable and sustainable housing model that grows with clients from childhood through to adulthood, eliminating barriers between pediatric and adult care and empowering individuals through safe and accessible independent living.

CONTACT:

Susan Bisailon, CHE, CEO, Safehaven
1173 Bloor Street West, Toronto, ON M6H 1M9
416-535-8525 | sbisailon@safehaven.to

20
22

Awards

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

Jason Jaswal, CHE

Regional Director - Medical Affairs
Northern Health

BC LOWER MAINLAND CHAPTER

Sarah Ashton

Marketing Director
BD-Canada

BLUENOSE (NS AND PEI) CHAPTER

Lindsay Peach, CHE

Executive Director
Tajikeimik | Mi'kmaq Health and Wellness

EASTERN ONTARIO CHAPTER

Michele Bellows, CHE

CEO, Rideau Community Health Services

GREATER TORONTO AREA CHAPTER

Talya Wolff, CHE

Manager, Patient Services and Experience
University Health Network

MANITOBA CHAPTER

Arle Jones

Director of Primary Health Care –
Integrated Palliative, Primary & Home
Health Services
Winnipeg Regional Health Authority

MIDNIGHT SUN CHAPTER

Sean Secord, CHE

Program and Policy Analyst
CADTH

NEON LIGHTS CHAPTER

Cathy Bailey

NEW BRUNSWICK CHAPTER

Stephanie Smith, CHE

New Brunswick Liaison Officer CADTH

NEWFOUNDLAND AND LABRADOR CHAPTER

Melissa Coish, CHE

Regional Director
Eastern Health

NORTHERN ALBERTA CHAPTER

Alisha Thaver

Director, Strategic Initiatives
and Stakeholders
Covenant Care/Covenant Living

NORTHERN AND CENTRAL SASKATCHEWAN CHAPTER

Leanne Smith, CHE

Director Maternal Services and
Children's Intensive Care - Saskatoon
Saskatchewan Health Authority

QUÉBEC CHAPTER

Liette Bernier, PhD

Directrice des services généraux
et des partenariats urbains
CIUSSS du Centre-Sud-de-l'Île-de-Montréal

SOUTHERN ALBERTA CHAPTER

Kara Patterson

Lead, Program Innovation and
Integration, Provincial Screening
Programs
Alberta Health Services

VANCOUVER ISLAND CHAPTER

Dr. Dawn Waterhouse, CHE

Research Business Manager,
Research and Capacity Building
Vancouver Island Health Authority

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

Neil Fraser

Neil Fraser joined Medtronic over 35 years ago and became the President of Medtronic Canada in 2004, receiving numerous awards, including Canada's Best Large Workplaces and Top 100 Employer, and various sub-categories that highlight his focus on inclusion, diversity, equity, and the environment.

He is passionate and engaged in helping improve the health outcomes of Canadians, with a focus on access to healthcare technology and improving the efficacy and efficiency of the system. He does this through stakeholder engagement Federally and Provincially, and by driving an innovation agenda that will result in better care for Canadians.

Neil has been an avid supporter of the College since Medtronic joined as a corporate member in 1994, to the extent that they were recognized in 2009 and again in 2013 as the recipient of the College's President's Award for Outstanding Corporate Membership. This recognition was well deserved with Neil's ongoing support towards the HPRS Program (over 25 sessions delivered), National Awards Program sponsorship (since 2014), other event sponsorships (2008 – 2019), and Board and Committee work (since 2012) through representatives from Medtronic.

CONTACT:

Neil Fraser, President, Medtronic Canada
99 Hereford Street, Brampton, ON L6Y 0R3
905-301-6817 | neil.fraser@medtronic.com

Energy and Environmental Stewardship Award

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

Sponsored by:



SELECTION COMMITTEE

Jo-anne Marr, CHE (Chair)
President & CEO
Markham Stouffville Hospital

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

Mike Hickey
President
MF Hickey Consulting

Kim Kerrone
VP Support Services & CFO
Vancouver Island Health Authority

Andrew Neuner, CHE
Former CEO
Health Quality Council of Alberta

Jeremy Newhook (Ex-officio)
Senior Business Consultant
Honeywell

Ron Noble, FCCHL, FACHE
President and CEO
Catholic Health Association of Ontario

Michael Young
Executive Vice-President, CAO
Sunnybrook Health Sciences Centre

AWARD RECIPIENT

Institut National de psychiatrie légale Philippe-Pinel

The Institut national Philippe-Pinel has become a leader in environmental health and sustainable development in Québec. They have been recognized by receiving awards of excellence from the Conseil régional de l'environnement de Montréal and from the ministère de la Santé et des Services sociaux du Québec, as well as being granted the ICI ON RECYCLE+ certification from RECYC-QUÉBEC.

Their action plan, to ensure the institution's new sustainable development policy, includes initiatives on various themes ranging from responsible procurement to residual materials management, including energy efficiency, water management, air quality and climate change. All these initiatives, led by the technical services department, are also supported by senior management, who take part in various activities such as tree planting. Patients were also assigned tasks to develop new skills related to their care plan, such as building garden composters and maintaining flower beds.

The energy efficiency projects resulted in an annual reduction of 54% in greenhouse gases (GHG) and 35% in energy consumption. Other waste reduction solutions for several commonly used items such as coffee cups and dishes used by patients have enabled the Institute to reduce its total waste by more than seven tons per year. The organisation's initiatives also included the planting of 3,000 trees, the acquisition of 2 beehives, the installation of a green wall, and the installation of 5 charging stations for electric cars, spaces dedicated to carpooling, and bicycle parking.

CONTACT:

Annie Côté, Directrice des services techniques et du projet majeur
Institut National de psychiatrie légale Philippe-Pinel
10905, boul. Henri-Bourassa Est, Montréal, QC H1C 1H1
514-648-8461 ext. 1615 | annie.cote.ippm@ssss.gouv.qc.ca

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)
Former Chief Operating Officer
Carewest

Brenda Flaherty
Healthcare Consultant

Jim Hornell
Executive Coach & Consultant
Hornell BDS Enterprise

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

Norman Peters, CHE
Vice President,
Regional Care Integration
Fraser Health Authority

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

AWARD RECIPIENT

Alberta Health Services

Alberta Health Services (AHS) has put people, programs, work groups, and resources in place to ensure all workers within Alberta's healthcare system live its core values — compassion, accountability, excellence, safety, and respect — and have cultural competency training so they have a deeper understanding and appreciation of other cultures and customs.

As Canada's fifth-largest employer — and Canada's largest healthcare provider with over 130,000 employees, physicians, and volunteers, AHS provides care and services to over 4.5 million Albertans. With the support of executive leadership, AHS has a Diversity & Inclusion Council of 25 leaders to guide the work of a Diversity & Inclusion Centre of Expertise with a team of three full-time personnel who assist in implementing programs and policies across the organization.

A cornerstone accomplishment this past year is the Report and Recommendations of the AHS Anti-Racism Advisory Group including the Anti-Racism Position Statement, which affirms our commitment to combat racism and discrimination in all forms. When it comes to Indigenous Health, AHS consults a Wisdom Council of elders which reports directly to its CEO, has created an Indigenous Awareness and Sensitivity Training Program, and produces a monthly Indigenous virtual learning series.

Recent leadership initiatives also include guides to creating safer and more inclusive spaces for sexual and gender minority people, to inclusive language and communication, and educational sessions on topics such as cultural competence, power, and privilege. AHS leads by example as a healthcare organization that's growing its culture to be inclusive, respectful and treat everyone with fairness and equality.

CONTACT:

Marni Panas, Program Manager, Diversity and Inclusion, Alberta Health Services
587-786-6373 | marni.panas@ahs.ca

The Good Samaritan Society

Indigenous Strategy

As one of the largest not-for-profit care providers in Alberta and British Columbia, Good Samaritan provides safe, comfortable communities inspiring involvement, where people can experience a sense of caring, belonging and purpose regardless of their ethnicity, sexuality, beliefs. Our 4500-person workforce is diverse and our care is better because of it.

The organization is driven by the mission of extending Christian hospitality through a continuum of care to those in need or at risk, regardless of race or religious belief. Its vision is to grow in strength, excellence and creativity in caring for others. The values that are central to the culture that will make the mission and vision possible are healthy relationships, hospitable environments, and servant leadership. These values bring diversity and inclusion to the forefront as a priority for our current and future organizational pathway.

In the midst of navigating the pandemic with one of the most vulnerable populations and caring environments, the Board of Directors and the President and CEO took a decisive direction in living out its mission through the lens of diversity and inclusivity. The path towards reconciliation with Indigenous peoples would include the heart and work of Good Samaritan. Through strategic decision making, creative initiatives highlighting Indigenous cultural practice and ways of knowing, forming key relationships with external stakeholders, and empowering voices of Indigenous staff, incredible progress has been made. The commitment to reconciliation, the celebration of diversity, and the priority that this work has been given, embodies excellence in diversity and inclusion.

Contact: Dr. Katherine Chubbs

President and CEO

The Good Samaritan Society

kchubbs@gss.org

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.

Sponsored by:



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

Past President and CEO
Arnprior Regional Health (Retired)

Janet Knox, CHE

Past President and CEO,
Nova Scotia Health Authority (Retired)

Arden Krystal, CHE

President & CEO
Southlake Regional Health Care

Marc LeBoutillier, CHE

Chief Executive Officer
Hawkesbury General Hospital

Bernie Weinstein

Patient Representative
Patients for Patient Safety Canada

AWARD RECIPIENT

Island Health

Island Health's Hospital at Home (HaH) is an innovative patient-centered care model that offers patients and families an acute care alternative by providing 24/7 hospital-level care in the patients' home.

Over the past decades, hospitals have trialed various initiatives to deal with hospital overcapacity – a problem often associated with poor care experiences. These interventions are seldom durable and rarely patient-centred. During an admission, patients may experience fear, separation, and loneliness – experiences exacerbated by COVID-19. HaH allows patients to remain at home close to loved ones, transforming an acute care stay into a more compassionate experience. Recognizing the vital contributions of patients and families, the HaH team invited them to partner with them to co-create, learn, adapt, and scale a more meaningful acute care solution. By leveraging best practices in public and patient engagement, and fostering a culture of inclusion, HaH meets the needs of patients, families, and health care providers.

Fifteen months after its launch, HaH has provided care to just over 600 patients. The majority of HaH staff (93%) rate HaH as an excellent/very good place to work. All patients and family caregivers (100%) who have completed the post-discharge evaluation survey (n=344) stated they would recommend HaH to family and friends. HaH improves patients' acute care experience by changing the way care is provided and used, and in doing so, fosters patient autonomy and self-management. The care collaboration and level of information sharing intrinsic to HaH, solidifies patients, families, and healthcare providers as true partners in care.

CONTACT:

Dr. Sean Spina, Director - Special Projects (HaH), Island Health (Pharm Admin)
1952 Bay Street, Victoria, BC V8R 1J8
250-216-9203 | Sean.Spina@islandhealth.ca

The Good Samaritan Society

CHOICE Program

The Good Samaritan CHOICE (Comprehensive Home Options in Care of the Elderly) Program serves up to 180 people including a 20 person program aimed towards clients with advanced dementia. The Program provides services for older adults who have complex health issues and want to remain living in their own home. The goal is to keep clients healthy, at home, and out of acute care. The program also aims to enhance the quality of life of both the client and those in their support network, as well as to provide respite and support to caregivers.

At the beginning of the pandemic, the Program was concerned and specifically identified clients who lived alone and were at risk of isolation. Team members reached out to clients by phone to check in and do an assessment of how they were coping. The majority of our clients did not have technology for virtual contact which posed a challenge and home visits were preferred.

As a result, the team filled their workdays with home visits and virtual programming although some in person visits had to occur. There was also specialized focus on the caregivers regarding stress and coping skills. As clients and families provided their feedback, the team developed new programming. Trying to find new ways to create a client experience/program really brought the team together. It strengthened everyone's commitment to continue working through challenges brought on by the pandemic. The priority was to do the best we could for our clients and their loved ones.

Contact: Heather Stankey
Manager, Site and Clinical Services
The Good Samaritan Society
hstankey@gss.org

Oak Valley Health

Oak Valley Health's Language Navigation Program

Oak Valley Health is proud to serve one of the most diverse and culturally rich communities in the country. The city of Markham Stouffville has the highest visible minority population (72%) of any Canadian city, with Mandarin and Cantonese speakers as the largest non-English speaking language group. When the pandemic began and visitors were restricted, the absence of family, friends and caregivers who had helped with communication and interpretation at the bedside became apparent. Oak Valley Health responded by accelerating the development of a comprehensive language program and successfully launching the on-site Mandarin and Cantonese speaking professional interpretation service at the Markham Stouffville Hospital. The service launched on February 1, 2021 and within a month, there were more than 170 requests, over 4,000 minutes of direct interpretation and requests from 20 separate areas of the hospital. One year into the program, and this popular program is now used in over 35 areas of the hospital and celebrated by both patients & families, staff and physicians in significantly improving the overall patient experience and quality of care by ensuring patients are active partners in their care. Time and time again, patients who have used the service share feelings of trust and confidence when they see an interpreter who looks like them, who represents their community, and who will ensure their voice is heard. There is great momentum and opportunity to further grow and include access to more languages 24/7.

Contact: Vivian Yee
Quality & Patient Safety Specialist
Oak Valley Health
viyee@msh.on.ca

The Good Samaritan Society
Pandemic Communications Strategy

Healthcare organizations across the world have been handling the impact of COVID-19 for two years. There have been varying levels of success in relation to how organizations have managed their interactions and relationships with clients, patients, and residents through this unprecedented ordeal. As the largest non-profit continuing care provider in Alberta and British Columbia, Good Samaritan understands the importance of effective communication with key stakeholders, especially in times of crisis. Our goal was to emerge from the pandemic stronger than before, with relationships with residents and families that were nurtured through our mutually challenging pandemic experience.

Good Samaritan approached pandemic communications with a robust and strategic communications plan. We considered deeply how effective communications could change the patient experience and sought to create communications that would be transparent, informative, and supportive. Our goals were achieved, and perhaps surpassed, in that the organization has received tremendous support from residents and families in relation to COVID, despite the obvious strain and hardship. Our goal was also surpassed due to the interest from other continuing care partners in our comprehensive communications strategy. Many healthcare organizations requested and received our plan and used it as the foundation for their subsequent communication. Our communications strategy included numerous elements related to residents and families but also had a large component directed toward employee communications. We believed that the better informed our staff were, the more capable they were to translate information and support to those we care for. More engaged staff equates to higher quality care.

Contact: Paola Gatica
Executive Associate
The Good Samaritan Society
pegatica@gss.org

Niagara Health
Niagara Health

I wish to nominate the Essential Care Partner (ECP) program at Niagara Health (NH). NH is a large multi-site network of community-based hospitals serving over 1800 km² in Niagara region.

NH co-designed, trained and implemented the ECP program in six weeks with Patient Partners (PP) when visitor restrictions were re-implemented in Wave 2 and 3. Our PP's were critical in criterion development, training protocols, evaluation and communication to the community. The program ensured a standardized care experience irrespective of which site patients were receiving care, and leveraging technology to make the process simple for staff and families. In the first six-weeks of launch the on-site training was held across 3 sites to accommodate for the large geographic area, offering 5 sessions per day, seven days a week. Over the past year 2,511 ECP applications were processed, 1,600+ caregivers trained with the outcome that connected families reducing physical/psychological harm. A quote below from caregivers highlight the impact.

“The ECP Program is an essential component of patient care. ECPs are the ears/translators for the hard of hearing, the interpreters for those where language is an issue, the informed connection between pre and post hospital medications and treatments, the provider of personal services that busy nursing staff just can't provide and, most importantly, the loving and caring interaction with family and/or friends.” This program has ensured meaningful connection and care throughout COVID and reduced moral hazard experienced by staff. NH implemented a sustainable program within a six-week timeframe, evaluated its efficacy, and implemented improvements. The partnership across the organization and integration of PP in the design has made this successful.

Contact: Sonia Pagura
Director of Quality, Safety, Risk, Patient Partnership and Relations
Niagara Health
Sonia.pagura@niagarahealth.on.ca

North York General Hospital

North York General Hospital Virtual Family Visit Team

In March 2020, North York General Hospital (NYGH) instituted a limited family presence policy due to the COVID-19 pandemic. In order to ease the social isolation of patients, NYGH began a Virtual Family Visit (VfV) program at that time. The approach relied on intensive cross-functional collaboration to scale up the service to over 100 iPads across all areas of the hospital and its long-term care home in under 2 weeks. A small team of facilitators was mobilized to support education and program execution. Patients and families were identified through daily team rounds and by the patients and families themselves, further aided by an online booking tool. Since its inception, over 1,000 VfVs have occurred at NYGH, Seniors' Health Centre (SHC) and Reactivation Care Centre (RCC). At the peak of Wave 2, the program delivered over 30 VfVs per day. Evidence of patient experience and quality of care was observations collected through feedback surveys and a qualitative research study. In 53 survey responses collected, 98% of respondents felt the service was easy to access and book, and 92% of families surveyed would highly recommend the service to family and friends. Family testimonials eloquently expressed deep gratitude. Qualitative feedback was also used for process improvement. In summer 2021, as NYGH's visitor restrictions loosened and family presence increased, responsibility for VfV services transitioned to the clinical units who effectively operated it through subsequent COVID-19 waves. Other hospitals have used the NYGH VfV model as an exemplar.

Contact: Sean Molloy

Director, Quality, PCC and Care Transitions

North York General Hospital

sean.molloy@nygh.on.ca

Excellence in Patient Safety Award

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

Sponsored by:



SELECTION COMMITTEE

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

Janice Kaffer, CHE
Retired health care administrator

Lori Korchinski, CHE
Director
Vancouver Coastal Health

Sandi Kossey, CHE
Senior Manager, Government
& Public Sector, Consulting
PwC Management Services LP

Emily Musing, CHE
Vice President Quality & Safety and Chief
Patient Safety Officer
University Health Network

Bernie Weinstein
Patient Representative
Patients for Patient Safety Canada

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

AWARD RECIPIENT

William Osler Health System

In 2019, Osler embarked on its transformational journey to enhance corporate oversight and accountability for Patient Safety Incident Management through the implementation of a corporate Patient Safety Incident Management Framework. The standardized framework aimed to improve reporting, standardize the organizational response to patient safety incidents and increase frontline staff and physician participation in quality of care reviews.

The engagement and ongoing feedback from staff, physicians, patients, and families who have endorsed the approach was crucial to creation, implementation, and evaluation of the process.

Osler used a robust multipronged approach which included the implementation of a corporate quality infrastructure. This infrastructure consists of a leadership dyad model accountable for quality at the program level, targeted education, tools and resources, and the optimization of the electronic reporting system (Datix) to streamline and improve patient safety incident management processes along the continuum.

The implementation of a standardized Patient Safety Incident Management Framework, one that is reliable and applies a consistent just culture approach, has supported an increase in staff and physician participation and has resulted in a 17% increase in patient safety incident reporting over two years.

CONTACT:

Antonio Raso, Associate Vice President, Clinical Practice & Quality
William Osler Health System
2100 Bovaird Drive East, Brampton, ON L6R 3J7
905-494-2120 Ext. 57480 | tony.raso@williamoslerhs.ca

Windsor Regional Hospital

Windsor Regional Hospital - Pharmacy

At Windsor Regional Hospital (WRH), the medication incident team which is a multi-disciplinary team (including nurses, pharmacists) had identified naloxone as a medication to track opioid overdoses. Naloxone events are a corporate initiative. As a result, overprescribing, over-dosing, pain and sedation monitoring are reviewed and are considered medication incidents reported at weekly organizational safety huddles. Particularly, hydromorphone due to its potency had been identified as the major narcotic culprit for causing CNS depression and respiratory depression requiring the use of naloxone to reverse its effects at WRH. Thus, to mitigate the use of high doses of hydromorphone, WRH pharmacy implemented a pharmacist-driven safety initiative to interchange hydromorphone intravenous or subcutaneous doses of 1mg or greater to low dose (0.5mg IV/SC) in opioid naïve medical or surgical patients to minimize opioid-related events.

Contact: Antoinette Duronio

Pharmacy Director
Windsor Regional Hospital
Antoinette.Duronio@wrh.on.ca

The Good Samaritan Society

Preparation for British Columbia Wildfires

Amidst the fourth wave of the pandemic, the province of British Columbia (B.C.) was under extreme heat warnings resulting in severe drought which led to widespread fire activity. “With more than 1,600 fires burning nearly 8,700 square kilometers of land this year [2021], the 2021 wildfire season in B.C. was the third worst on record in terms of area burned.” (CBC News – B.C.)

The Good Samaritan Society/Good Samaritan Canada (Good Samaritan) operates eight care homes in B.C. with five of these being in the interior of the province which had devastating outcomes as a result of the wildfires. Significant preparation was required not only to ensure the safety of our residents and employees but also to be ready for evacuation. Particularly affected was our care home in Vernon, B.C., Good Samaritan Heron Grove, as the city was put on evacuation alert early August 2021.

Our goal was to ensure a robust wildfire response plan was in place given the significant threat wildfires can have on the safety of our residents, staff, and property.

This initiative resulted in quality improvement related to emergency preparedness, and ultimately our organization being an exemplar of how continuing care should prepare for and manage wildfires, including evacuations and associated receiving of evacuees.

Contact: Candice Christenson

Vice President and Chief Clinical Officer
The Good Samaritan Society
cchristenson@gss.org

Vancouver Coastal Health

Vancouver Coastal Health Community Clinical Informatics

The Vancouver Coastal Health Community Clinical Informatics team is responsible for the implementation and use of technology-based information systems in non-acute settings across a large BC health region. While new technologies are rapidly advancing, it is largely thought that these technologies promote safe care and contribute to better patient outcomes. However, there is also the potential for health information technology to inadvertently contribute to adverse events. The Community Informatics team has established new safety-oriented practices, including implementing a real-time system for monitoring and analyzing technology-mediated adverse events related to clinical information systems. In doing this work, the Community Informatics team supports the organization to systematically track, analyze and make real-time workflow & system improvement recommendations to organizational decision-makers and clinical teams. This important work not only leads to real-time system adjustments and improvements for client care, but also provides overarching data to understand where technology-based system changes are needed most to promote the provision of safe patient care.

Contact: Jeb Dykema

Vancouver Coastal Health - Community Clinical Informatics

Vancouver Coastal Health

CommunityInformatics@vch.ca

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.

Sponsored by:



AWARD RECIPIENT

Dr. Anne Mullin

The Canadian College of Health Leaders is pleased to announce that Anne Mullin, PhD, MBA, has been named the recipient of the 2022 Healthcare Management Forum Article of the Year Award for her article entitled “Inclusion, diversity, equity, and accessibility: From organizational responsibility to leadership competency”. Dr. Mullin is a Principal at Shift Health, a strategy consulting firm for the health research and innovation ecosystem.

In her article, Dr. Mullin and her co-authors have captured the essence of what is necessary to meet the challenges of anti-Black racism, anti-Indigenous racism, and harmful colonial structures while in the midst of a pandemic crisis response. This article stands out because it provides practical recommendations for health leaders that can be used to change traditional governance, mentorship, and performance management programs. The end result allows leaders to attract better talent and create a more progressive, inclusive culture.

CONTACT:

Dr. Anne Mullin, Principal, Shift Health
162 Cumberland Street, Suite 310, Toronto, ON M5R 3N5
416-646-7636 | amullin@shifthealth.com

Mentorship Award

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

Sponsored by:



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

Jeanette Edwards, CHE (Excused)
Retired Health Leader

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

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

David Thompson, CHE
Senior Consultant
Ambient Consulting

Ila Watson
President and Chief Executive Officer
Sault Area Hospital

AWARD RECIPIENT

Christina Denysek, CHE

As an established leader within the Saskatchewan Health Authority (SHA), Christina Denysek demonstrates exemplary, sustained commitment to mentoring, and inspiring healthcare leadership. Her commitment to mentorship has been long-standing, has been both formal and informal, and has involved those that report to her as well as other emerging leaders. Christina entered a leadership role a young age herself and has stated that fostering young leaders through mentorship has been a passion of hers throughout her career.

“As the Executive Director of Continuing Care across the Integrated Rural Health portfolio of the SHA, I have witnessed the mentorship she provides to her team of Directors. She dedicates time to team development, leadership skill acquisition, and systems thinking. She is a lifelong learner who embodies an enduring growth mindset, which is nurtured amongst those she mentors. One of Christina’s mentees notes, ‘Christina has been an integral part in my leadership journey, and I know I wouldn’t be the leader I am now if I didn’t have her support and coaching.’ Another states, ‘Over the last 3 years, Christina has mentored myself as well as many others. She is the person I count on to help guide and teach me new and efficient approaches to leadership within my own team. I would not be the leader I am today without her engagement, mentorship, leadership, and support.’ These testimonials highlight the impact Christina has on emerging leaders through mentorship and I can attest that many others in the health system would report similar sentiments.” - *Dr. Kevin Wasko, award nominator*

CONTACT:

Christina Denysek, CHE, Executive Director of Continuing Care,
Integrated Rural Health, Saskatchewan Health Authority
270 Bradbrooke Drive, Yorkton, SK S3N 2K6
306-621-3075 | christina.denysek@saskhealthauthority.ca

Nursing Leadership Award

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

Sponsored by:



SELECTION COMMITTEE

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

Shahira Bhimani (Ex-officio)
VP, Health System Solutions,
Government Relations
Baxter Corporation

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

Dr. Rhonda Crocker Ellacott (Excused)
Chief Executive Officer
Thunder Bay Regional Health
Sciences Centre

Dr. Doris Grinspun (Excused)
Chief Executive Officer
Registered Nurses Association
of Ontario

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

Debbie Walsh, CHE
Vice President Clinical Services
Eastern Health

AWARD RECIPIENT

Sean Chilton

Sean Chilton is a visionary, a truly creative leader with a wide range of clinical, operational, corporate, and strategic leadership experiences. His track-record reflects his ability to inspire and shape interdisciplinary healthcare teams while creating sustainable, positive working relationships with diverse stakeholders, both inside and outside the health sector. As our Vice-President of People, Health Professions and Information Technology, Sean is a well-respected trailblazer across AHS. He sets strategic priorities and solves problems for the nation's largest provincewide, fully integrated system, which delivers care to more than 4.4 million Albertans.

His healthcare career started as a Registered Nurse and spans more than 35 years. His education and experience in nursing has allowed him to be successful in leadership roles across many distinct and unique portfolios. He is the executive sponsor for our Patient First and People strategies as well as for Connect Care, our new \$1.4B Clinical Information System. He's guided our Collaborative Care framework, which supports improved patient outcomes and superior staff and patient experiences.

When disaster strikes, Sean has successfully led our response to emergencies, including COVID-19, H1N1 2009, Slave Lake forest fires, and Southern Alberta floods. His influence beyond AHS is evidenced by the strong community relationships he's forged with a focus on Health Advisory Councils, patient and family advisors, regulatory bodies, post-secondary institutions, elected officials, and Indigenous leaders. As well, his commitment to mentorship and sharing experiences with staff and students is laying the foundation for the future.

In short, Sean's leadership has been, and remains, paramount to the ongoing growth, development, and success of Alberta Health Services.

CONTACT:

Sean Chilton, Vice President of People, Health Professions and Information Technology
Alberta Health Services
10030 107 Street NW 14th Floor North Tower Seventh Street Plaza, Edmonton, AB T5J 3E4
780-906-5202 | sean.chilton@albertahealthservices.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

HIROC - Healthcare Insurance Reciprocal of Canada

The Healthcare Insurance Reciprocal of Canada has been a corporate member of the College since 1997. Catherine Gaulton, President and CEO of HIROC is currently a member of the Corporate Advisory Council.

Through their financial contributions, HIROC has helped support a number of CCHL events, conferences, and initiatives. They have been an annual sponsor of the National Health Leadership Conference (NHLC) since 2008 and of the Canada West Health Leaders Conference (formerly BCHLC) since 2017. In addition, HIROC has provided their support for the CCHL National Awards Program by sponsoring the Celebrating the Human Spirit Award since 2021, being an educational partner of the Leading Practices Booklet since 2020, and supporting our Honouring Health Leadership event.

Established in 1987, the Healthcare Insurance Reciprocal of Canada (HIROC) is a trusted healthcare safety advisor, committed to offering a full spectrum of insurance products and support throughout a claim. Combined with sage counsel and risk management solutions, HIROC works with its partners to increase safety.

CONTACT:

Catherine Gaulton, President and CEO

HIROC - Healthcare Insurance Reciprocal of Canada

4711 Yonge Street, Suite 1600, Toronto, ON M2N 6K8

416-733-2773 | cgaulton@hiroc.com



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:

Medtronic

Engineering the extraordinary

SELECTION COMMITTEE

Shirlee M. Sharkey, CHE (Chair)

President and CEO
SE Health

Dr. Robert Halpenny

Consultant

Elma Heidemann, FCCHL

Founding Co-chair,
Canadian Health Leadership Network
(CHLNet)

Brock Hovey, CHE

Vice President Corporate Services,
Accountability and Quality
Home and Community Care Support
Services Central West

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

Retired 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

Providence Health Care

Over the past 10 years, the Adult Bleeding Disorders Program of British Columbia (previously known as the BC Adult Hemophilia Program) led by Dr. Shannon Jackson has embraced value-based health care delivery on a Provincial scale. Outcomes that matter to patients and costs have been measured.

Outcomes have improved in a relationship-centric care model while cost to deliver care across the continuum has been stable. More patients have had access to the right expert care. The experiences are a proof of concept that the VBHC approach works when applied with patience and a long-term vision in a population with complex chronic disease who have shared needs.

Many of the lessons learned over the years in this clinic have been bolstered through Dr. Jackson's formalized education and training in VBHC. Now, Providence Health Care is poised to apply VBHC other populations at Providence Health Care as part of the Mission Forward Strategic Plan by 2026.

CONTACT:

Dr. Shannon Jackson, Medical Director, Adult Provincial Bleeding Disorders Program, Providence Health Care
Room 491, West Burrard Building, 1081 Burrard Street, Vancouver, BC V6Z 1Y6
604-806-8855 | sjackson@providencehealth.bc.ca

Recognition of Excellence in Delivering Value-based Healthcare - Other Nominees

Oak Valley Health

Oak Valley Health's @Home Program

Oak Valley Health's @Home Program is an intensive, 16-week transitional program that is designed to create a direct pathway for patients who have completed their acute care length of stay, wish to go home, but require a more complex plan of care to ensure a safe transition home. This program is driven by the principle of value-based healthcare through improved utilization of the healthcare sector by integrating transitions from acute care with home and community care. Our program aims to eliminate the designation of alternate level of care (ALC) to home, decrease emergency department visits and readmissions for patients, and ensure that it is highly satisfactory for patients, families, and staff.

Our patients and families are partners at all levels of the program; design, implementation, improvement, and at the interface of care. Each care plan is guided by goals that are defined by the patient and family and focus on the provision of integrated care that improves self-care, knowledge, and functional independence. Teamed with connections to community resources, the goal is sustained independent community living for as long as possible.

To date, our @Home Program has saved an average of 14 days per ALC patient for the acute care system. With the average daily ALC cost being \$493 per person, this translates into 726 ALC days or \$357,918 saved, based on a two-year average at Oak Valley Health. In addition, 92% of patients enrolled in our program have been discharged to self-care with the appropriate community and home support services.

Contact: Parisa Mehrfar

Oak Valley Health's @Home Program
Parisa.Mehrfar@wchospital.ca

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

Dr. Saeed Elassy, *Dalhousie University*

Dr. Saeed Elassy is a Cardiothoracic Surgeon who performed more than 2500 open heart cases and has more than 25 years of experience in healthcare systems in several countries. He holds a master's and Ph. D. degree in Cardiothoracic Surgery and a Diploma in Healthcare facilities management. He is a spring 2022 candidate for Master of Health Administration from Dalhousie University in Halifax, NS, where he is currently living. His administrative experience includes leading new healthcare projects, operation management, and facilitating mergers and acquisitions of private health care facilities. Saeed has published many international articles and has instructed courses for medical students, nurses, and allied health professionals. Saeed is an active member of the CCHL and working towards his CHE designation.

Saeed strongly believes in the importance of interprofessional collaboration in healthcare. He is looking forward to continuing to build on his extensive clinical experience to improve healthcare systems efficiency, patient access through technology, and leveraging physicians' engagement in healthcare administration. Saeed is proficient in knowledge mobilization, critical thinking, and change management, and he is passionate about continuously learning new skills and innovation in healthcare. Saeed enjoys hiking beautiful NS, handcrafts, and traveling with his family in his free time.

Nicole Didiuk, *University of British Columbia*

Nicole earned her Bachelor of Business Administration degree from Simon Fraser University and started her career in the non-profit health sector before shifting to conference production both locally and as far away as Arusha, Tanzania. Her program planning skills, particularly with multiple stakeholders, are useful in her current role managing rural medical education programs at the UBC Faculty of Medicine's Continuing Professional Development division. Here, Nicole discovered a passion for supporting health care providers along their unique educational journeys and for exploring how ongoing medical education and supportive networks ultimately impact patient care. Someone who values lifelong learning herself, Nicole is proud to be a part of the 2020-22 cohort of UBC's Master of Health Administration program at the School of Population and Public Health. Here, she enjoys expanding her knowledge and tackling relevant issues alongside an interprofessional group of health care leaders and change agents.

Stéphanie Bumba, *Université de Montréal*

Stéphanie Bumba has been a nurse clinician since 2019 and currently practices at the McGill University Health Center. She created the web series, "These Afro-Scientists from Yesterday to Today", which features Afro-descendant personalities who left their mark on health sciences history. Her educational videos are available on her YouTube channel "Nurse Stephe Tv".

Ms. Bumba is officially the first nurse clinician to have written articles for the Montreal Science Centre. Her work has been highlighted in several national newspapers such as CBC/Radio-Canada, La Presse, TVA Nouvelles, Global News, L'Actualité, Montreal Gazette, The Toronto Star and CityNews Vancouver. She recently gave lectures at several educational institutions such as the Universities of Ottawa, McGill, Montreal and Concordia and the National Institute for Scientific Research (INRS).

Her civic involvement throughout her academic career led her to being invited to a historic event as a distinguished guest. In June 2021, McGill University and Howard University announced the launch of the "Dr. Charles R. Drew" graduate scholarships in recognition of the doctor's global contributions as the "Father of Blood Banks". Finally, Ms. Bumba is one of the authors of L'Agenda des femmes 2022, which includes writings advocating for nursing expertise, cultural competence and the political role of caregivers. Stéphanie Bumba, a Canadian of Congolese origin, works every day to encourage people to live together in a multicultural society.

AWARD RECIPIENTS

Jesse Alook, *University of Alberta*

A proud member of Bigstone Cree Nation, Jesse Alook was raised in Wabasca, AB, before he moved to Edmonton to pursue a Bachelor of Science in Nursing. After working as a Registered Nurse in a large urban emergency department, Jesse was accepted into the University of Alberta's Master of Public Health degree specializing in Health Policy and Management.

Jesse was first introduced to the field of Indigenous Health as part of a grade 11 career internship with Alberta Health Services. It is here where he was inspired to pursue a career in health care, and what encouraged him to train as a Registered Nurse and a public health practitioner. Jesse's primary interests in public health are within the realm of Indigenous Health and health leadership. During the Master's degree, Jesse spent time learning from Elders and other Indigenous students across campus as the President of the Indigenous Graduates Student Association.

Jesse is currently completing a practicum project with the Government of British Columbia's Division of Indigenous Health and Reconciliation. Upon graduation, he hopes to find a leadership position where he can utilize and implement his training in both nursing and public health with Indigenous communities across Canada.

Elizabeth Tanguay, *University of Ottawa*

From an early age, Elizabeth Tanguay learned the value of kindness and civic engagement and remains an active contributor in her community. Her mission in life is to dedicate her energy and talent to improve society's welfare. Born in Quebec City, Elizabeth is fluently bilingual in both official languages and has a Bachelor of Arts in Public Communications from the Laval University. Through 20 years of experience in healthcare she has gained a comprehensive background in business development, marketing, communications, and team building. After collaborating with a broad network of individuals and institutions from the private and public sectors of the health system, she enrolled in the MHA program at the Telfer School of Management of the University of Ottawa to acquire key competencies and knowledge to become a successful leader in the public administration of healthcare. Upon graduating, Elizabeth was awarded the 2020-21 MHA-AA Health Leadership Award, for an outstanding

presentation of the Health Care Management Field Project crowning the MHA Program. Elizabeth is now the Administrative Director of the Ottawa East Ontario Health Team, a relatively new provincial integrated delivery model in Ontario. As a transformative leader in integrated healthcare, she leads collaborative multisector efforts to improve the lives of citizens through a population health approach based on the quadruple aim framework. Through the continuation of her work and dedication, Elizabeth hopes to support the necessary transformations of the health system to be more representative of today and tomorrow's contexts and better meet the needs of the people it serves. So that one day, constituents from all walks of life may reap the benefits of these system changes and enjoy life to the fullest.

Eimear Murphy, *University of Toronto*

Eimear Murphy began her healthcare journey studying Radiography at University College Dublin, Ireland, graduating with a Bachelor of Science in 2011. After working in a large teaching hospital in Dublin, Eimear moved to Toronto where she began her career at Mount Sinai Hospital. As a Medical Radiation Technologist, Eimear worked across multiple areas of the hospital. This included working closely with the Michener Institute of Education leading student and staff learning in the department. After becoming a supervisor in the department, Eimear worked on large-scale strategic projects, including the roll-out of a Technologist Peer Review program across six sites and the redevelopment of the Breast Imaging department at Mount Sinai. Eimear is focused on improving patient experiences and in 2020 she received JDMI's Joan Nuttall award for outstanding patient care. She is a long-standing member of the Practice Council managing quality improvement and practice changes across six sites. Since joining Mount Sinai, Eimear completed a Certificate in Management Accounting at University of Toronto and also pursued a MHS Health Administration in order to lead further positive change in the health system. Eimear is passionate about improving coordination of care and completed a three-month practicum at the Ontario Ministry of Health in summer 2021, where she was a member of the team responsible for the implementation and support of Ontario Health Teams.

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

Jim Hornell (Chair)
Executive Coach & Consultant
Hornell BDS Enterprise

Jeanie Argiropoulos, CHE
Chief Executive Officer
Scarborough Centre for Healthy
Communities

Lucy Brun, CHE
Partner
Agnew Peckham & Associates

Dr. Ben Chan
Assistant Professor
University of Toronto

Barbara C. Hall
Board Chair
Northwood People Services

Carrie Jeffreys, CHE
Vice President/Chief Nursing Executive
Oak Valley Health

Peter Varga (Ex-officio)
Chief Clinical Executive
HealthHub Patient Engagement
Solutions

Andrew Williams, CHE
President and CEO
Huron Perth Healthcare Alliance

AWARD RECIPIENT

Jennifer Quaglietta, CHE

Jennifer Quaglietta is a respected leader with vast experience in the Canadian healthcare sector. She consistently demonstrates 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 Healthcare Insurance Reciprocal of Canada (HIROC) includes digital innovation, knowledge translation, decision support, artificial intelligence, data warehousing, and cyber security. In two years, she has transformed the Performance Excellence and Information Services department by creating systems to foster innovation in meeting subscriber needs. In advancing HIROC's digital and data analytics capabilities, Jennifer leverages the power of HIROC's information for improvement.

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.

Outside of HIROC, Jennifer is a proud member of the Board of Trustees for Holland Bloorview Kids Rehabilitation Hospital. Jennifer is also the recipient of the 2020 Top 10 Women Leaders in Digital Health Award from Digital Health Canada and the 2021 Chief Information Officer of the Year Award from CIO Association of Canada and IT World Canada.

CONTACT:

Jennifer Quaglietta, CHE

Vice President, Performance Excellence and Information Services
Healthcare Insurance Reciprocal of Canada
4711 Yonge Street, Suite 1600, Toronto, ON M2N 6K8
647-400-9769 | jquaglietta@hiroc.com

Canadian College of Health Leaders

150 Isabella Street, Suite 1102, Ottawa, ON K1S 1V7

613-235-7219 | 1-800-363-9056 | cchl-ccls.ca



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ