

20
23

National Awards Program

CELEBRATING LEADING PRACTICES

**Expanded Edition:
Featuring the 2023 award recipients
and nominated programs**



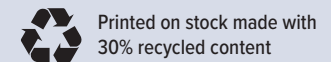
CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

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2023 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2023 National Awards Program sponsors.



Introducing the 2023 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.

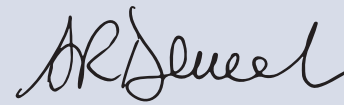
We would like to thank all the dedicated College members, health workers, industry partners and leaders who continue to manage difficult healthcare challenges.

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 2024 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

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

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.

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Vice President of Child Development
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Health Services Manager, Community
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Kathryn York
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CCIG Solutions - Collective Change
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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.



SELECTION COMMITTEE

Quality Improvement Initiative(s) Across a Health System

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Kelli O'Brien

President and CEO
St. Joseph's Care Group

Victoria Schmid

CEO
SWITCH BC

AWARD RECIPIENT

Quality Improvement Initiative(s) Across a Health System

Nova Scotia Health

VirtualCareNS

Despite being a foundational need and a right to access, many Nova Scotians are experiencing significant challenges in accessing primary care services including many without a primary care provider. The pandemic despite its many negative impacts has accelerated ability to rapidly innovate, and to "test and try" new solutions. The pandemic has also shone the light on the importance of integrating virtual and digital health solutions as part of overall care and access. VirtualCareNS is a novel access to primary care service to meet the low-acuity primary care needs for Nova Scotians implemented to reduce high use of ED services and increasing challenges related to access to primary care. This uniquely designed virtual care solution for Nova Scotians was implemented in record time, 3 months from design to implementation given high needs for access to primary care.

The novel elements include access to virtual and in-person follow up, access to lab and diagnostic services and access to specialists. This rapid implementation has taken the "test and try" and QI approach to implement many positive changes including bringing access in library locations for those without access to computer or internet services. To date, over 130,000 without access to primary care can use this service with overwhelmingly positive response (4.6/5 average rating to date) and over 300+ visit requests per day, and reduction in ED utilization and cost savings for patients and the system. This service will continue to be front door access to primary care. "It is about time" - users

CONTACT

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3M Health Care Quality Team Awards (Across a Health System) - Other Nominees

Providence Health Care

Rapid Access to Consultative Expertise – RACE. An Integrated Provincial Approach

The RACE line was initially created to fill a gap in care. Instead of sending a patient for a referral to a specialist which might take months, with the RACE line, it became possible for PCPs to connect with the appropriate specialist to discuss questions related to their patient. Over the initial five years of the model, RACE lines were created in each of the five geographical health regions of BC. Each area created their RACE line based on their local needs. While this model of spread worked well for local engagement and management, there were five disparate RACE lines across the province, all with different ways of connecting. In 2018 a provincial evaluation of the five disparate RACE models was conducted. While there was overall satisfaction and praise for RACE, a number of challenges were identified and RACE users offered a variety of suggestions to improve RACE. These suggestions were reviewed and where possible, have been incorporated into the next chapter of RACE in BC. Based on the evaluation, our goal was to evolve RACE into a fully integrated, centrally administrated provincial service that would increase access to users. In 2022, after one year of the integrated model, metrics show uptake and spread of the RACE program. Number of calls, number of users, and number of specialties has increased. Post call survey shows 79% of calls avoid an ED visit and 76% avoid a consultation, 99% satisfaction with the interaction and 95% of calls re answered within 2 hours.

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3M Health Care Quality Team Awards (Across a Health System) - Other Nominees

Erie Shores Healthcare

Mobile.Medical.Support (MMS)

The COVID-19 pandemic has significantly transformed the healthcare system in Windsor and Essex County, Ontario. The crisis response initiative, led by Erie Shores HealthCare (ESHC) and Essex-Windsor EMS, resulted in the establishment of a mobile healthcare initiative called Mobile. Medical. Support. (MMS). Through a partnership with over 45 different care providers, MMS aims to offer expanded healthcare coverage and reduce the burden on essential health services. The mobile unit travels directly into communities and provides tailored services, increasing staff capacity in clinical and social-prescribing. MMS focuses on socio-economically underserved High Priority Communities (HPCs) and providing cost-effective preventative care. The aim is to improve health outcomes in underserved populations while addressing medical and social health determinants. By providing a new channel for healthcare partners to embed themselves in the community, the MMS program has given individuals a voice to advocate for their health and well-being directly in their community. The goal is to define a new cost-effective and evidence-based care delivery model that diverts patients from emergency departments and provides ongoing connected care through attachment to primary care close to home. The MMS initiative, a provincially recognized first for Ontario, demonstrates how a mobile approach to healthcare can result in improved outcomes across the healthcare system.

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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.



SELECTION COMMITTEE

Quality Improvement Initiative(s) Within an Organization

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Anita Ellis (Ex-officio)
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Vice President, Patient Care
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Jamie MacDonald, MBA, CHE
(Excused)
Chief Administrative Officer
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Colin Stevenson, CHE
Chief of System Integration
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and Wellness

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

AWARD RECIPIENT

Quality Improvement Initiative(s) Within an Organization

St. Joseph's Care Group

The Hogarth Riverview Manor Transformation Journey

In October 2017, Hogarth Riverview Manor (HRM) was placed under a mandatory management order by the Ministry on the grounds of "ongoing non-compliance with resident care requirements, protecting residents from abuse, not following plans of care and not meeting reporting obligations to the director (of the long-term care inspections branch)". The Home underwent a transformational journey to restore resident, family, staff, public and Ministry confidence and trust in our ability to deliver high quality, safe, client-centred care. Through the implementation of iCare, its operational excellence program, resident quality and safety outcomes improved, compliance increased, accountability increased, staff experience improved and HRM emerged from the multi-year mandatory management order in 2021.

This large-scale organizational improvement initiative has been recognized with two Leading Practice Awards from Health Standards Organization and was shortlisted for 2022 Global Opex Award for Business Transformation Leader of the Year Award. The shared vision of operational excellence was enabled through leadership, management practices and infrastructure. Through the establishment of a quality management system that embraces problem solving capability at the frontline, the development of leaders as coaches and embedding quality improvement into the fabric of the home, cultural change and the relentless pursuit of excellence continues to be sustained. Even during the midst of COVID-19, this team was able to make the seemingly impossible possible through their steadfast focus on excellence, client-centred care and quality improvement.

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

**Centre intégré de santé et de services sociaux de la Montérégie-Est
*Développer et implanter la gestion de cas réseau pour les usagers
présentant de multiples visites à l'urgence de l'Hôpital Pierre-Boucher***

Network case management at the CISSS de la Montérégie-Est - In 2020-2021, 415 users went to the emergency room of the Pierre-Boucher Hospital in Longueuil more than five times. Several had multiple physical, psychological or social comorbidities that overlapped with many different and unintegrated services. Concerned about providing integrated, quality care for these users, the Montérégie-Est Integrated Health and Social Services Center (CISSS) has developed a network case management program. The care and professional services teams have been called upon, but also the users and their loved ones. The voice of more than 150 users has made it possible to set up a service in line with their

needs. In total, nearly 200 people worked on this project. The results regarding the use of emergency services are there. In fact, for 70% of the users monitored, the organization recorded a 50% drop in visits. This innovation has made it possible to improve the care and services offered to the clientele thanks to the involvement of everyone in reviewing practices and drawing on the expertise of users. The experience of users has shaped the beginnings of this approach to care and services for thousands of users. The commitment of all the partners to offer a complete and follow-up service for users outside the hospital, in addition to other services offered by our organization, makes it an innovative practice in the management of quality of care.

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

**CHU de Québec-Université Laval
*Améliorer l'accès aux soins grâce à la logistique***

The CHU has put forward their first logistical support project as part of the FORCES program. By integrating industrial engineering for the benefit of hospital logistics, this project aimed to thwart the effects of the labor shortage through an innovative organization of work. The mission was therefore to free up clinical time in order to reinvest it in time with the patient. The compilation of data, observations, pooling and optimization have demonstrated great advantages in developing a proven methodology, but also in collecting a lot of conclusive data. We have corroborated the literature to the effect that for each hour invested in logistics, we can free up 1.9 clinical hours and we have succeeded in establishing a ratio allowing us to measure the logistics maturity of an establishment in order to then establish the number of potential resources to add. Following these conclusive results, the CHU wanted to replicate this promising methodology in several other clinical units, in order to better support clinical staff and therefore improve the patient experience. Four other projects resulting from the FORCES project are currently being deployed at accelerated speed, namely to extend the management of internal transport of people, internal transport of goods and to support the replenishment of primary and secondary reserves. Several qualitative and quantitative benefits have been appreciated to date, including an increase in the speed associated with clinical tasks and the time spent with the patient.

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

University Health Network

Improving Escalation of Care (EOC) is a system quality priority at University Health Network (UHN) and across the Toronto Academic Health Science Network. We define EOC as the communication of a clinical/administrative concern to the most appropriate team member by any member of TeamUHN (including patients and care partners). UHN dedicated November 2022 to raising awareness on EOC and it was termed “EOC Month”. This improvement (QI) initiative spanned all our sites and included the development and implementation of educational and awareness activities to support TeamUHN in being able to: (1) Describe the significance of EOC and impact on patients; (2) Describe what, when and how to escalate, and to whom to escalate care and (3) Identify tools and resources to support professional escalation of care concerns. Additionally, there was focused efforts on engaging 1787 physicians in EOC activities – a historically challenging group to engage. Each week of EOC Month focused on a specific theme and aligned educational/awareness activities were co-developed with TeamUHN and Patient Partners, and implemented during EOC Month. During EOC Month, we had 644 EOC intranet page views, 1577 views of our EOC at UHN video, high agreement (94%) that the physician specific activities met the objectives, and 699 of 1787 UHN physicians attested to completing EOC education requirements (as of Jan 31, 2023). Developing educational and awareness activities with end-users to be adopted into existing processes was key in building EOC knowledge and supported meaningful engagement in a wide-scale QI initiative.

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

Providence Health Care

Integrated Rehabilitation Program Across the Organization

The opportunity to redesign how rehabilitation services are delivered across PHC has been recognized over several years. Planning activities occurred in silos, rather than as a collective on larger scale. The on-going challenge was the current structure of rehabilitation services, dispersed across different sites and programs. The goal was to create an Integrated Rehabilitation Service to align, establish synergy and partnerships towards common patient outcomes. In order to create a strategic plan and Integrated Rehabilitation Service, a robust nine month current state assessment across key in-patient, outpatient and speciality areas was required with input from leaders, staff, patients, families and external organizations. This current state analysis included seven teams with 11-14 front line allied health, nurses, physicians, and leaders and patient journey mapping with 21 patient partners. A best practice literature review was conducted and embedded in goals. Results of implementation of goals show improvement in teamwork across programs leading to: • decreased turnaround time (TOT) for psychiatry consults from average of 2.4 to 1.2 days • decreased TOT psychiatry consult on day 3 of admission versus day 12 • decreased TOT from 3 to 1 day to intensive Rehabilitation/doubled number of transfers • increased Functional Impairment Measure (FIM) completion rate from 10 – 80% • Increased average change in FIM admission and discharge scores from 19 to 21 • Value for patients through patient-identified treatment goals • Reduced patient safety events for discharging patients • Improved patient experience to 80% of patients rated good or better in transitions in care between acute, intensive rehab and discharge home

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

Institut national de psychiatrie légale Philippe-Pinel
Télésanté

In March 2020, a state of health emergency was declared and the National Institute of Forensic Psychiatry Philippe-Pinel (INPLPP) had to renew its practices in order to maintain services to the population. Indeed, the INPLPP had to adapt to this new reality since its forensic psychiatrists could no longer travel to detention facilities to respond to requests for evaluations ordered by the courts in Montreal. COVID-19 outbreaks occurring frequently in these institutions meant that the transport of inmates to the Institute was delayed or even impossible. As the pandemic has accelerated the transition of the courts to digital, we had to meet a challenge to maintain our forensic assessment and treatment

services accessible to the entire province, both for detained and released clients, and this, virtually. Our program also had to allow users to appear remotely at their hearings, especially those in criminal jurisdiction, which do not operate in the same way as civil courts. In collaboration with the institutions, we have established a process allowing the continuity of medico-legal assessments. Our program has enabled the Institute to increase its ability to respond to court-ordered requests within the legally prescribed time limits so as not to penalize incarcerated individuals. Remote clients have also been affected by this mode of operation; Thanks to the possibilities offered by our enhanced program, she was able to receive the appropriate care and services remotely in a safe manner.

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

William Osler Health System
iHuddle Board and Huddle Process

The iHuddle Board is an electronic integrated quality management tool that allows for information sharing, implementation and evaluation of quality improvement initiatives and supports overall organizational engagement. The iHuddle Board application is accessible to leaders, staff, physicians, patients and families via a 55" touchscreen monitor that allows for two-way information sharing and collaboration. Co-designed with multiple stakeholders including patients and families, the iHuddle Board has a standardized layout that was purposefully designed to reflect William Osler Health System's (Osler) Strategic Plan, and cascades the organization's goals and objectives to the day-to-day activities and performance metrics at the unit-level, while also dedicating space for communication, staff engagement and continuous quality improvement. Launched in 2020, the digital iHuddle Board and standardized huddle process involves conducting 10-15 minute following a series of steps that align with the different sections of the board: People & Culture, Metrics, Spotlight, Ideas & Collaboration, and Executive Patient Safety Rounds (EPSR). The goals of the iHuddle Board are to: Improve patient safety outcomes and experience Increase team engagement, staff satisfaction and enable cross functional collaboration Provide an open forum and real time information Enhance transparency and sharing of local and organizational metrics Support consistency and effective communication Demonstrate how the daily activities at the point care influence Osler's Strategic Plan, Balance Scorecard, Quality Improvement Plan and other performance indicators

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3M Health Care Quality Team Awards (Within an Organization) - Other Nominees

Nova Scotia Health

Timely and Equitable Access to Psychosocial Oncology at Nova Scotia Health

The Psychosocial Oncology Program (PSO) is an innovative service that provides equitable, accessible, high-quality care to patients living with cancer in Nova Scotia. The new program model was created and implemented in response to patient feedback and now supports patient centered care and a healthy workforce in a fiscally responsible and sustainable manner. Successful outcomes were achieved by reorganizing processes to support central referral process, consistent registration practices and collection of key performance indicators while developing practice standards, guidelines, specific profiles, a new model of care and communication and collaboration for complex patient care needs.

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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:



SELECTION COMMITTEE

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Executive Director, Brain and Mental Health Services
The Hospital for Sick Children (SickKids)

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Full Professor of Psychiatry
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Vancouver Coastal Health Authority

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

Waypoint Centre for Mental Health Care | Ontario Structure Psychotherapy Program

The Ontario Structured Psychotherapy Program – Central North implemented a quality improvement project aimed at increasing the quality and volume of services provided to people from the program's Priority Populations. This regional Quality Improvement initiative targeted the needs of individuals most represented in the community of Central-North Ontario (people who are Indigenous, Francophone, and members of 2S-LGBTQ+ community). This quality improvement project involved eliciting feedback from the OSP Client Advisory Committee, the Indigenous Evaluation Circle, OSP's Francophone Engagement Committee, and OSP Service Providers. Based on stakeholder feedback, regional data, and research evidence, the OSP team implemented training, communication strategies, and service modifications aimed at improving the accessibility and quality of service provision.

Throughout this quality improvement project, all staff working for OSP-CN completed Indigenous Cultural Safety Training and Safer Spaces Training (focused on working with clients from the 2S-LGBTQ+ community). OSP-CN also maintains a Client Advisory Committee, an Indigenous Evaluation Circle, and a Francophone Engagement Committee aimed at developing and evaluating advances in service provision. The implementation of this quality improvement project increased referrals and successfully increased the number of people accessing CBT in the region, provided positive clinical outcomes to CBT participants, increased number of clients served from the identified Priority Populations and contributed to the advancement of continuous quality improvement initiatives across the OSP program provincially.

CONTACT

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

CIUSSS du Centre-Ouest-de-l'Île-de-Montréal
Guichet d'accès en santé mentale adulte (GASMA) du CIUSSS du
Centre-Ouest-de-l'Île-de-Montréal

Improving access to Mental Health services is a ministerial priority in Quebec that is frequently highlighted in the media. The Guichet d'Accès en Santé Mentale Adulte team (GASMA) at the CIUSSS du Centre-Ouest-de-l'Île-de-Montréal (CIUSS-COMTL) has grasped the importance of this priority and has put its focus on assuring an easy, simple and agile access to Mental Health services for its population. Every action that took place and every decision were motivated by this motto: the right patient at the right time with the right service. The GASMA was able to eliminate the obstacles in the access trajectory to offer a superior quality of services to its patients.

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

The Children's Hospital of Eastern Ontario (CHEO)
The ECHO (Extension for Community Healthcare Outcomes) Ontario
Child and Youth Mental Health program

The ECHO (Extension for Community Healthcare Outcomes) Ontario Child and Youth Mental Health (CYMH) program is a provincial hospital-based and community-driven initiative aimed at connecting Primary Care Providers (PCPs) to mental health specialists. Using teleconferencing technologies, ECHO Ontario CYMH allows PCPs to receive specialized information and resources on CYMH-related topics, such as self-harm, aggression, substance use, and more. This empowers PCPs to better support CYMH in the community, and reduces the need for specialist intervention. ECHO Ontario CYMH is housed at CHEO, but its impact and implementation extend across Ontario. To ensure the program reaches its goals and adequately supports Ontario PCPs and CYMH, we follow a Continuous Quality Improvement model to deliver sustained system improvements in the delivery of care to children and youth. An interdisciplinary team of specialist providers provide virtual education sessions called ECHO Clinics to PCPs across the province. These sessions include a brief educational lecture, followed by a discussion of a de-identified patient case, which allows for experiential learning. During the ECHO Clinics, PCPs and specialists share knowledge, support, guidance, and feedback. And, by participating in ECHO Ontario CYMH, a single specialist contributes to the development of several local experts, who then go on to apply their newly acquired skills to improve the lives of their patients — a concept called the multiplier effect.

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

IWK Health

Brief Intensive Outreach Service (BIOS)

In 2019, the Mental Health and Addictions team at IWK Health introduced the Brief Intensive Outreach Service (BIOS). The innovative service was co-created in partnership with families, youth, caregivers, community partners to better support caregivers and families of children living with Autism Spectrum Disorder (ASD) and comorbid mental health challenges. The focus of treatment is on children, youth and their caregivers. Families receive a comprehensive assessment and specialized treatment plan aimed to strengthen caregiver knowledge and capacity to support their children and minimize disruption and challenging behaviour in their day-to-day life. Brand new roles were added to the mental health team - including a speech language pathologist and a board-certified behavioral analyst. The new outreach team is equipped to respond to complex situations families were experiencing and works together to support patients and their caregivers at home, at school and in community. This service has been life changing for many families helping to prevent escalation of destructive and harmful behavior that may have previously necessitated a visit to the emergency department in severe crisis or an admission to an acute inpatient care unit. Feedback from families has been overwhelmingly positive with many stating they now feel they have new and better strategies for addressing challenging behaviours and feel empowered to care for and support their child. Following a pilot phase, the evidenced-based approaches, positive outcomes, standardized protocols and care pathways are now in place. BIOS is poised to become a provincial model of care in Nova Scotia.

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

Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'île-de-Montréal

Since 2014, the Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'île-de-Montréal (CIUSSS ODIM) has managed to implement 5 lines of the Resident Assessment Instrument (RAI) to improve clinical and mental health care and service planning. This achievement is part of clinical practice based on measurement, which is common in physical health. Our establishment, which serves a population of nearly 375,000 people, is the first in Quebec to use the RAI, while it is everywhere in the other Canadian provinces. With this achievement, we expect to be leaders in Quebec and lead our partners in this direction. The success of our project is based on several factors: alignment of all layers of internal governance, rigorously applied implementation science, review and standardization of processes, reliable technologies, adequate human and financial resources, creativity and ingenuity to generate mobilization. of the approximately 250 clinicians who have been trained on the fully bilingual computer platform. We also focused on the sustainability of the optimization obtained by setting up a permanent support team, a data management method that maintains its integrity over time, the use of communities of practice to keep the new reality alive within the daily lives of our clinicians. We still have a lot to accomplish, but last year's invitation to join the interRAI Network for Mental Health (international review committee) is a good example of interRAI's recognition of the quality of our implementation.

Contact: Mr. Amine Saadi

Directeur des programmes de santé mentale et dépendances
Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'île-de-Montréal
514-761-6131
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Award of Excellence in Mental Health and Addictions Quality
Improvement - Other Nominees

Healthy Essential Clinic
Christina Camilleri, CHE

Healthy Essentials Clinic (HEC) is for people struggling with mental health and healthcare issues who need quality integrated care from multiple practitioners. We provide timely access to individual and family needs. HEC is a regional resource serving the Central Okanagan and member of the BC Association of Community Health Centres. HEC is supported by the Community Foundation North Okanagan, Dakota Foundation, Okanagan Learning Foundation and work closely with the District of Lake Country, Interior Health Authority, the BC Ministry of Health, and a large network of community organizations. The HEC Integrative Care Model has come alongside community physicians to offer early intervention and prevention services at the onset of illness. Chirstina Camilleri leads the team at HEC and has worked with several levels of government to design a business model that effectively responds to the community's need for mental health service and healthcare services. HEC's Advisory Committee of professionals, client and family representatives, meet three times per year to review needs, programs and assist with strategic planning. In summary, HEC is a QI in and of itself for system transformation. The team at HEC brings quality treatment programs into communities to meet the gaps in services. For example, the MH Pilot Project and Day Treatment Program

Contact: Christina Camilleri

Healthy Essential Clinic
250-766-3433
admin@healthyessentialsclinic.com

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, Transition
Eastern Regional Health Authority

Brenda Badiuk
President & COO
Seven Oaks General Hospital

Michael Gardam, CHE
Chief Executive Officer
Health PEI

Catherine Gaulton (Ex-officio)
Chief Executive Officer
HIROC - Health Insurance
Reciprocal of Canada

Cheryl L. Harrison, CHE
President and Chief Executive Officer
Muskoka Algonquin Healthcare

Kelli 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

Dr. Katherine Chubbs, CHE

As a passionate Indigenous leader, Dr. Katherine Chubbs exemplifies the obligation to set a positive example and be that spark of change. Paraphrasing her comments, "If you don't do it, no one else will either, so it must start with you". Consequently, Dr. Chubbs can be found spending countless hours as a volunteer to support those most vulnerable in society. She is particularly dedicated to supporting Indigenous and other marginalized populations as it pertains to issues with addictions and mental health, housing, and community reintegration. Another example of Dr. Chubbs' community engagement that assists in fostering understanding and bridge-building is Good Samaritans work in supporting the Coldest Night of the Year (CNOY) campaign. CNOY is a national initiative that rallies around a winter family-friendly walk to raise money and awareness for local charities that serve people experiencing hurt, hunger, and homelessness.

Dr. Chubbs also role models the importance of cultivating meaningful relationships with First Nations and Indigenous organizations. With a posture of servanthood and a desire to learn, Dr. Chubbs has guided Good Samaritan leaders to build strategic relationships that have brought an awareness and educational benefit to the organization. In as much as there is need for reconciliation action, Good Samaritan acknowledges the need to ensure the truth about residential schools is heard and known – therefore, Dr. Chubbs led the organization in making significant strides towards cultivating awareness for the need for reconciliation. These actions go above and beyond the call of duty in our service of care and compassion.

CONTACT

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20 23

Awards

AWARD RECIPIENTS

BC LOWER MAINLAND CHAPTER

Dr. Shirin Abadi

Clinical Professor, Faculties of Pharmacy & Medicine, UBC
Pharmacy Clinical/Education
Coordinator, BC Cancer (Vancouver), PHSA

BLUENOSE CHAPTER (NS AND PEI)

Brent VanBuskirk, CHE

Director, Health Systems Strategies & Government Affairs
Medtronic

GREATER TORONTO AREA CHAPTER

Susan Fryer-Keene

Chair, GTA Chapter

NEON LIGHTS CHAPTER

Ila Watson

President and CEO
Sault Area Hospital

NEW BRUNSWICK CHAPTER

Tom Maston, CHE

Former Deputy Minister of Health
New Brunswick Department of Health
(Retired)

NORTHERN ALBERTA CHAPTER

Raymond Cormie

Chief Executive Officer
Homeland Housing

NORTHWESTERN ONTARIO CHAPTER

Jessica Logozzo, CHE

VP Regional Transformation and Integration,
Thunder Bay Regional Health Sciences Centre

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.

QUÉBEC CHAPTER

Gyslaine Samson Saulnier, CHE/LCS

Consultante-Formatrice,
GSS Conseil
Chargée de cours, Université de Montréal, École de Santé publique

SOUTHERN ALBERTA CHAPTER

Ian Woodcock, CHE

Executive Vice President and Chief Operating Officer
Intercare Corporate Group Inc.

SOUTHWESTERN ONTARIO CHAPTER

Nicole Robinson, CHE

Vice President System Strategy, Planning, Design and Implementation
Ontario Health West

VANCOUVER ISLAND CHAPTER

Lindsay Brookes

Manager, Contacts & Performance, LTC & AL
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:



GE HealthCare

AWARD RECIPIENT

John Borody, MBA, FCCHL

John Borody, a CHE and Fellow of the College, has had a distinguished career as a Healthcare Leader. He has proven to be a strong Executive Leader with demonstrated strengths in many areas. He possesses strong interpersonal skills, is an assertive communicator and is highly respected by his superiors, peers and subordinates alike.

John has served in many senior capacities in the not-for-profit health sector in Alberta, Saskatchewan and Manitoba. He served as Executive Director of Addictions Foundation of Manitoba for 12 years and as Marketing Director for Accreditation Canada for two years in Kuwait.

He has contributed on many industry organization's including QNET, Accreditation Canada, and CCHL, as well as non-sector community organizations. He has been a presenter at seminars and workshops on various topics throughout the years. Nationally, John has played a pivotal role serving twice on the CCHL National Board, where he served as Chair of the CCHL Fellows Council and Chair of the CCHL Professional Standards Committee. He has been and is a long-time member of his local chapter assuming leadership roles in education, conference planning, long-term care, mentorship and leadership. John was Chair of the CCHL's Board of Directors from 2008 to 2010.

CONTACT

John Borody, MBA, FCCHL

Director, CCHL Board of Directors

Winnipeg MB

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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

Jo-anne Marr, CHE (Chair)
President & CEO
Oak Valley Health

Dean Anderson
Executive Director,
Facilities Management
Vancouver Island Health Authority

Kenneth W. Baird, CHE
Vice President, Transition
Eastern Regional Health Authority

Mike Hickey
President
MF Hickey Consulting

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)
General Manager, Comprehensive
Energy and Infrastructure Solutions,
Canada
Trane Canada

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

AWARD RECIPIENT

Unity Health Toronto

Unity Health has implemented organizational wide initiatives demonstrating stewardship in sustainability through the reduction of energy usage, the conservation of natural resources, and waste diversion – from energy efficient building systems and solutions, sustainability awareness programs, and waste management initiatives. With Unity Health’s aspirational goals, Unity Health is well on its journey towards sustainable and net zero healthcare. The Director of Project Engineering and Energy created an Energy Team in 2019, and since then, Unity Health has had three years of consistent energy savings.

In 2022, some of the major projects, which contributed to significant savings in both electricity and water included: An organization wide LED lighting retrofit; Variable frequency drive installation on pumps; Variable frequency drive installation on fans; Chiller plant optimization; and MRI heat exchanger plate replacement. The following awards were received in 2021 for Unity Health’s commitment to sustainability: Save on Energy – Energy Manager of the Year Award to recognize the skill and dedication of the two Unity Health Energy Managers and the organization’s commitment to energy-efficiency best practices; The Canadian Coalition for Green Health Care (CCGHC) awarded Unity Health as a top performing Canadian hospital in its peer group in sustainability leadership; The CCGHC awarded Unity Health as top performing Canadian hospitals in their respective peer groups in pollution prevention; and The CCGHC awarded Providence as a top performing Canadian hospital in its peer group in energy.

CONTACT

Katelyn Marie Poyntz, Director, Project Engineering & Energy
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CIUSSS du Centre-Ouest-de-l'Île-de-Montréal

For several years, the CIUSSS du Centre-Ouest-de-l'Île-de-Montréal (CIUSSS-COMTL) has been implementing initiatives and projects related to energy conservation, the environment and sustainable development. This application presents our most recent energy saving project, implemented in nine buildings totaling an area of 2.8 Msq. Through lighting, automation and control, heating and heat pumping, as well as aerothermal measures, recurring energy savings of \$1.3 million per year are achieved, with just as much greenhouse gas avoided over the life of this project! In terms of sustainable development, the CIUSSS adopted a sustainable development policy in 2018 and set up a committee whose actions are structured around 11 areas of intervention. The initiatives implemented include: a mini-market for organic and local fruits and vegetables at the Jewish General Hospital, measures to green the facilities, a responsible procurement approach, optimization of the management of residual materials, including a job reintegration component, as well as measures promoting sustainable mobility. Our sustainable development and energy saving approach is one of continuous improvement, through the implementation of a performance evaluation and monitoring system. It is also part of the organizational culture of the CIUSSS-COMTL in the sense that its purpose, like the mission of our establishment, is to protect the health and well-being of our users, population and staff members.

Contact:

CIUSSS du Centre-Ouest-de-l'Île-de-Montréal
514-340-8222

Interior Health

Over the past few years, Interior Health (IH) has faced environmental and climate related challenges in ways we have never imagined. The 2021 heat dome, wildfires and flooding significantly impacted those living in the interior of British Columbia. This interdependence between health and the environment compels IH to continue to reduce their environmental footprint toward a low-carbon future, beneficial for the environment and the health and well-being of all British Columbians. Interior Health is taking several actions to mitigate, adapt and increase their resilience to the impacts of climate change. Along with a commitment to caring for patients, IH is committed to making investments to reduce its carbon footprint. IH is proud of the energy and environmental sustainability efforts achieved in 2022, some highlights include: • Maintaining carbon neutral operations since 2010, • The diversion of 2,512,000 kilograms of waste from landfills and increased staff education programs for waste management practices, • Release of the 2022-2023 Strategic Energy Management Plan to meet long-term greenhouse gas emissions reduction targets, • Staff recruitment in the Sustainability Engagement Program increased by 166% and five regional sustainability committees were established, and • IH became the first Health Authority in British Columbia to implement Anesthetic Gas Recovery Technology, reducing emissions associated with clinical services. IH will continue to strive for meaningful environmental improvements across operations in future years ahead. In 2023 and beyond, IH is dedicated to identifying more avenues to be environmentally responsible and will continue to implement strategies and tactics to realize these commitments.

Contact: Susan Brown

President and Chief Executive Officer
Interior Health

The Hospital for Sick Children

Hospitals consume immense amounts of energy, water and resources, and SickKids is committed to being part of the solution for the good of our patients, families, staff, and our planet. In January 2023, we took a major step forward in mobilizing a green-friendly organization with the launch of a dedicated Environmental Sustainability Strategy. Healthy children need a healthy environment, and that's why the aim of the strategy is A Greener SickKids. Healthier Children. A Better World. No initiative or idea is too big or too small when it comes to sustainability. Our award-winning energy management team monitors energy and water use to identify improvement opportunities. Since 2018, the implementation of a new energy and water management system, existing building recommissioning, and equipment retrofits/upgrades, have resulted in an annual reduction of energy use intensity and greenhouse gas emissions by 2.3 per cent, and water use intensity by 6 per cent. Our waste diversion rate has risen to 39 per cent from 31 per cent due to several initiatives, including the introduction of compostable take-out containers and cutlery, donation of unused medical supplies, and elimination of unnecessary packaging. SickKids also has an Environmentally Preferred Purchasing Policy outlining the sustainable purchasing vision and strategies for staff and vendors for office supplies, packaging, hazardous substances and more. We are proud of our progress and excited for the future. Guided by the new sustainability strategy, we will work to further reduce greenhouse gas emissions, adopt greener behaviours and processes, and model responsible stewardship.

Contact: Mr. Allan Dai
Energy Manager
The Hospital for Sick Children
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allan.dai@sickkids.ca

Oak Valley Health ***Markham Stouffville Hospital***

As the recipient of the 2018 CCHL Green Hospital Award, MSH continues to champion our efforts at being an environmentally-friendly and sustainable organization through a number of initiatives focused on decreasing our environmental footprint. Our commitment to sustainability is evident throughout our organization. Utilizing our multi-disciplinary Greening Committee, the sustainability values and core principles of environmental responsibility of both our Board and leadership team are integrated into our culture and operations. We continue to prioritize our waste management practices, energy conservation, and promotion of greening initiatives to ensure we are leaders in environmental sustainability not just within our walls, but in our community as well. Our work has been acknowledged by a number of external parties: we have received LEED Silver certification; received recognition by the Toronto Board of Trade for sustainability; and have been a silver and bronze seal recipient with the Ontario Health Association (OHA) Green Scorecard for more than the last five years. Providing excellent care is more than medical treatment: it's about doing our part to create a clean, healthy environment for our patients, staff, physicians and volunteers. For our efforts to be environmental stewards for our organization and our community, we hope that we will be acknowledged by the CCHL.

Contact: Ms. Maria Pavone
Senior Director Facilities and Corporate Services
Oak Valley Health
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mpavone@oakvalleyhealth.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

Brenda Flaherty (Chair)

Healthcare Consultant

Jim Hornell

Executive Coach & Consultant
Hornell BDS Enterprise

Scott Jarrett

Executive Vice President and Chief
Administration Officer
Trillium Health Partners

Philippe Lubino, CHE

CEO
Phoenix Leadership Coaching inc.

Norman Peters, CHE

Chief Operating Officer
Providence Health Care

Dionne Sinclair, CHE

Vice President, Clinical Care and
Chief Nurse Executive
CAMH

Jackie Schleifer Taylor, CHE

President and Chief Executive Officer
London Health Sciences Centre

Normand St-Gelais (Ex-officio)

Director of Corporate Responsibility
Sodexo Canada

AWARD RECIPIENT

Good Samaritan Society / Good Samaritan Canada

The Good Samaritan Society and Good Samaritan Canada (Good Samaritan) is committed to upholding the values of equity, diversity, inclusion and anti-racism at all levels throughout the organization, as well as in the delivery of our services. The organization believes that equity, diversity, inclusion and anti-racism involve creating an organizational culture that wholeheartedly welcomes and fosters the individuality of others and represents all people within the communities served. For Good Samaritan, equity means freedom from unfairness as a result of one's identity. The organization believes that dignity, rights, responsibilities, treatment and opportunities as an individual are not dependent on who you are. Diversity is the inclusion of all the ways people are different; age, gender and gender identity, neurodiversity, physical and non-physical ability, race and ethnicity, relation, sexual orientation, socio-economic status and more.

Good Samaritan promotes inclusion to ensure that people feel respected and valued for who they are as individuals. It practises anti-racism as the active process of identifying and opposing racism. Anti-racism is rooted in action. Our collective differences shape our views, outlook and approach, while supporting us to explore these differences in a safe, positive, and nurturing environment. By creating a culture that fosters equity, diversity, inclusion, and anti-racism, Good Samaritan embraces, respects, welcomes and values the differences of all people. Everyone has the right to be treated fairly and justly, and everyone can continue to learn and grow through understanding each other's differences. Building an equitable, diverse and inclusive organization requires that everyone work together.

CONTACT

Good Samaritan Society / Good Samaritan Canada

Edmonton AB T6C 4G8

www.gss.org

**Centre intégré universitaire de santé et de services sociaux de l'Estrie
– Centre hospitalier universitaire de Sherbrooke**

The Centre intégré universitaire de santé et de services sociaux de l'Estrie – Centre hospitalier universitaire de Sherbrooke is the most complete integrated center in Quebec. Nearly 100% of health care and social services are offered. The establishment has more than 22,000 employees and managers, more than 1,000 physicians and serves more than 500,000 people in an area of nearly 13,000 km². It is made up of 101 points of service: hospitals, CLSCs, CHSLDs, child and youth protection centers and rehabilitation centres. The CIUSSS de l'Estrie – CHUS wishes to become an inclusive environment for the internal community, users and the entire population of the territory served, by first adopting an

organizational policy on equity, diversity and inclusion. The work, carried out by the Deputy Chairman and Chief Executive Officer, begins with the completion of a broad consultative process with as many stakeholders as possible, both internally and externally (170 people). The policy establishes five guiding principles guiding our actions and demonstrating our will. They are also a direct reflection of the results of the consultation and the desire to act to change the organizational culture. They concern the users and the population as much as our internal community. The approach taken, the strategies deployed and the tools disseminated made it possible to identify a common vision and ensure support. The subsequent stage in progress is centered on appropriation and allows the movement to continue.

Contact: Mrs. Anne-Marie Poulin

Adjointe à la PDGA

Centre intégré universitaire de santé et de services sociaux de l'Estrie –
Centre hospitalier universitaire de Sherbrooke
819 345-6235
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**Hôpital Montfort
CRÉDI**

A few years ago, Hôpital Montfort reviewed the day-to-day lives of its community and users after the reverberations of the G. Floyd case in the United States, a case of racism that upset many people. Hôpital Montfort's CEO's message to all his staff was clear and simple: "At Hôpital Montfort, we can and must do better," he said. This decision to do better led to the creation of the CRÉDI committee (French acronym for anti-racism, equity, diversity and inclusion). This was the starting point of an unexpected adventure that has now become the internal founding and organizing committee for the fight against racism, as well as for equity, diversity and inclusion at Hôpital Montfort. Supported by all the organization's management (managers, administrators, senior management and the Board of Trustees), CRÉDI sought the funding needed to achieve its strategic directions. Led by a group of 15 Hospital employees from various sectors, the drive and creativity of its members enabled CRÉDI to carry out several of their complex projects, given the type of organization they work for. As an employer, the Hospital has the special characteristic of being directly in contact with the public in sometimes difficult settings (healthcare), with groups of employees often dealing with stress (nurses). Despite these constraints, which included a pandemic, CRÉDI has successfully managed to maintain the attention of all employees for anti-racism courses as well as Equity, Diversity and Inclusion conferences. The CRÉDI Committee is now a vital part of the Hospital's journey towards a work environment that is free of racism and is welcoming and inclusive.

Contact: Mrs. Sara Leblond

Directrice Développement organisationnel et bureau de projets
Hôpital Montfort
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Provincial Health Services Authority

BCCDC Decolonizing Practices and Structures and Anti-Racism Working Groups

Addressing BC's health inequities Canada's healthcare system has long been a source of discrimination and contributor to colonization with significant impacts on the health and well-being of Indigenous Peoples and other marginalized populations. It's these structural and systemic factors that staff and leaders at BC Centre for Disease Control (BCCDC) have set out to tackle with a grassroots approach. With the organization's Indigenous-led Chee Mamuk program in place for more than 30 years, social justice has long been a unifying theme amongst staff and leaders. Recent events – both global and local – sparked a renewed desire by staff to work towards a racism-free workplace and explore ways of dismantling the effects of colonization on Indigenous Peoples and other marginalized populations. In the past couple of years, staff have undertaken a number of new initiatives designed to: *Ensure cultural safety for Indigenous Peoples and other marginalized populations; *Provide further understanding of the needs of these populations by actively connecting with patient populations to find ways to integrate; and, *Take stock of what the BCCDC does that's working for these populations as well as what's not working. This work has included activities such as establishing an Anti-Racism Working Group and a separate Decolonizing Practices and Structures Working Group, both of which follow non-traditional approaches to their functioning and problem-solving. This nomination is dedicated to the many BCCDC staff, leaders and patients served for their commitment to addressing health inequities in a dedicated and compassionate manner.

Contact: Ms. Melanie Kurrein

Director of Operations Population & Public Health and Environmental
Health Services BC Centre for Disease Control
Provincial Health Services Authority
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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.

Sponsored by:



SELECTION COMMITTEE

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

Bonnie Cochrane, CHE (Ex-officio)
Huron Healthcare Practice,
General Manager for Canada,
Huron Consulting Group

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

Marion Dowling
Executive Director & Professional
Practice, Quality & Patient Experience,
Chief Nursing Officer
Health PEI

Krista Jangaard
President & CEO
IWK Health Centre

Arden Krystal, CHE
President & CEO
Southlake Regional Health Care

Judy O’Keefe, CHE (Excused)
VP Clinical Services
Eastern Health

AWARD RECIPIENT

Provincial Health Services Authority | BC Mental Health & Substance Uses Services

The Patient Experience and Community Engagement (PE/CE) team at BC Mental Health and Substance Use Services (BCMHSUS) was looking for a way to disrupt the traditional model of care in a growing area of patient need, to help a hard-to-reach and hardly reached patient population in dire need of support. They explored the data around their programs and patients and began imagining a new approach, one that moved away from a custodial nature of care, to one that put patient empowerment at the heart of trauma-informed programs and services. This shift in approach placed the power of family and community as an extension of the care team and moved from asking patients, “what’s the matter?” to a simple, but profound change in wording: “What matters to you?” The success of this team in their approach has been impressive, both in meaningful process and improved outcomes for patients. A significant part of this new approach has been the quantitative success and replicability of it, enabling teams across the mental health and substance use spectrum to follow in the team’s footsteps. From the increased involvement of patient partners across all levels of decision-making, patient and family leadership, and peer worker hiring – and providing staff with the training, coaching and capacity-building to do this work – to rolling out a comprehensive, evidence-informed anti-stigma intervention across BCMHSUS, the team has accomplished a lot in a relatively short timeframe. This can be seen in the patient experience measurements that are now a standard part of treatment.

CONTACT

Kathryn Proudfoot

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Provincial Health Services Authority | BC Mental Health &
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Centre intégré de santé et de services sociaux (CISSS) de Chaudière-Appalaches

Projet « JE SUIS... » Chaque personne est unique. Chacun a son parcours.

The “I am” project (Je suis) has its origins in the sustained reflections of a caregiver and the living environment committee of the CHSLD Centre intégré de santé et de services sociaux (CISSS) de Chaudière-Appalaches. The identity, respect and dignity of residents were at the center of the concerns heard. It became essential to focus on the uniqueness of the person and not on his illness. An awareness campaign and personalized approach were carried out to recognize the highlights of the resident's life story. The initial project, started in 2019, involved 148 residents of a CHSLD. Since 2020, 29 CHSLDs have adhered to the “I am” philosophy, for more than 1,500 residents and their loved ones. A mobilizing project, these positive effects are numerous and significant, for quality and safety, for the lived experience of residents and caregivers, but also for staff. The successes of the initiative, recognized at various levels, as well as its ease of export, inspire other teams and organizations to deploy the “I am” project, one more step towards humanizing care on a larger scale.

Contact: Mrs. Chantal Caron

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St. Joseph's Health Care, London

Biigajiisakaan: Indigenous Pathways to Mental Wellness

Biigajiisakaan is co-delivered by St. Joseph's Health Care London (SJHC) in partnership with Atlohso Family Healing Services (Atlohso) with the goals of eliminating a service access barrier for Indigenous people to tertiary level mental health services and providing, culturally safe service. The program provides a service that treats the whole person, utilizing a two eyed seeing approach that incorporates both Indigenous health and healing and Western medical interventions. This approach and collaboration have resulted in innovative improvements to Indigenous health care in tertiary mental healthcare in the region. These include: • The designated indigenous healing space within the hospital provides safety and familiarity, promotes healing and the building of a positive Indigenous identity, and the building of positive, healthy associations with going to a hospital • SJHC staff spend time in the healing space and witness changes in service users' well-being. This has led to significant shifts in the hearts and minds of SJHC staff and their first-hand account of the efficacy of Indigenous healing practices has reduced bias and stereotyping. • People experience a truly unique approach to care within the Biigajiisakaan program, which incorporates a comprehensive interdisciplinary assessment for clients that includes input from an Elder, a psychiatrist, a social worker, and a nurse. Patient and provider interactions take place in a sharing circle in the Indigenous healing space. • To support cultural safety at every level of the hospital organization, Cultural Safety Training through San' Yas Indigenous Cultural Safety Training Program is available to SJHC staff.

Contact: Deb Gibson

Director of Mental Health
St. Joseph's Health Care, London
519-646-6100
deb.gibson@sjhc.london.on.ca

Dar Al Shifa Hospital
Dar Al Shifa Quality Team

Patient and Family Experience is one of the four strategic plan pillars of Dar Al Shifa Hospital's. This is embedded into organizational operations by aligning the department operational plan along with the strategic goals. Patients are one of Dar Al Shifa's vital partners in the People-Centered Care approach and today we have 27 Patient partners who volunteer with us. Several Committees and Councils are established with an objective to improve the patient experience. This includes the Patient and Family advisory council (PFAC) with the majority of the members are patients. The patient Care Council (PCC) review all incidents and complaints related to patient care issues. Improving Patient and Family experience and attaining the People-centered Care award was one of the many objectives of the Quality Department in its operational plan and took a structured process and successfully attained it in Nov 2022. Providing unparalleled Patient experience is our mission and we continuously strive in attaining it at all levels of the organization. The impact of the patient experience enhancement initiatives is measured through patient experience survey by “Press Ganey”, third party international organization and benchmarked against similar organization.

Contact: Dr. Jessy Jacob
Quality Director
Dar Al Shifa Hospital
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St. Thomas Elgin General Hospital

I am submitting this nomination on behalf of St. Thomas Elgin General Hospital for their excellent performance in Patient Experience results. The pandemic has been exceptionally difficult and having a strong baseline of the EBL framework in place has allowed the leaders to manage the last three years of the pandemic in an enhanced way; despite the challenges. The patient experience scores demonstrate this...as does the staff engagement! As you can review in the attached 2022 performance report you can see that they not only have attained, but sustained stellar results in the various domains that are measured, especially in Overall Rating and Communication. These outcomes are a result of consistent use of Evidenced-Based (EBL) tools and behaviours such as aligned goals, accountability, and using the AIDET framework for great communication. The executive team hosts regular leadership development trainings where leaders learn new skills, review the EBL concepts and learn how to cascade information to their staff. Specific behaviours that directly affect the patient experience are: Clinical Leader Rounding on Patients, Hourly Rounding by staff and Bedside Shift Report. While St. Thomas Elgin has struggled with the same challenges that all hospitals have faced during the pandemic – such as staffing shortages, surges and ED overcrowding; they have been able to still deliver excellent care. I feel they are very deserving of this prestigious award.

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CHU Sainte-Justine

Tout doux : pour des soins tout en douceur

For children and their families, visiting a hospital center is almost always a source of worry and stress. In order to soften the care provided to the mother-child clientele of the CHU Sainte-Justine and to better support families, the “Tout Doux” organizational project (soft & gentle) was launched in June 2021. Born from the dedication and determination of a multidisciplinary team, the initiative aims to reduce procedural distress and pain, both short- and long-term, in patients. It also aims to promote and deploy best practices for optimal care during medical and nursing procedures. “Tout Doux” is a commitment on the part of the CHU Sainte-Justine to care gently, with a view to humanizing care. It is the ambition that all caregivers, doctors and staff members be made aware and equipped to relieve and support the child and his family. “Tout Doux”, it is the art of changing practices to the benefit of the quality of the care experience, with and for the patient.

Contact:

CHU Sainte-Justine
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Centre intégré de santé et de services sociaux de Laval

Veilleuse de nuit

The “night watch / night light” project, with its innovative approach, has made it easier for people at the end of life to have access to end-of-life care in the comfort of their homes. Indeed, the Centre intégré de santé et de services sociaux de Laval has set up a unique initiative in Quebec, which allows a nursing assistant to accompany, during the last three nights before the end of life, at home, patients as well as their relatives. This service facilitates death at home, in addition to fulfilling the patient's wish. The presence of this nursing assistant (the night watch / night light), their knowledge and their know-how put the patient and their family in confidence and at ease. The latter reduces stress and allows loved ones to rest in a context of end of life, while counting on an experienced resource. In addition, their diligent interventions have made it possible to reduce emergency room visits for end-of-life patients, thereby avoiding moments of panic experienced by loved ones. We are convinced that this program has made a significant difference for the Laval clientele at the end of life, for the benefit of loved ones, health and social services workers and doctors, who have only good words about this project whose humanism is at the heart.

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Island Health

Triad Leadership Team

Within the healthcare system, systemic racism exists, and this limits access to safe and culturally sensitive care. Rural and remote settings are generally more challenging environments to serve individuals and within the post pandemic, scarce workforce environment, safe and appropriate care delivery is even more challenged. To combat racism within the health system (systemic and otherwise) Island Health in partnership with Indigenous community leaders co-developed an evolved operational leadership model within the rural northern geography comprising of approx. 65% of the total geography for the organization. The Triad Leadership Model (TLM) takes the traditional dyad model of an operational and medical team and integrates a third leader, an Indigenous Health Leader who has equal and shared responsibility and accountability. The triad leaders, in partnership with communities, co-develop ways to improve upon the offering and delivery of culturally safe and welcoming spaces, programs and services. Direct feedback from the communities served has indicated that this model has a positive impact in the way communities are involved in care and planning for care. This leadership model is guiding care delivery in ways not experienced before. Communities have informed us that this new leadership model is having a positive impact on their relationship with the healthcare system. The success of the structure and clinical governance model in highlighting where racism exists and thereby identifying opportunities to improve on cultural safe services was recognized. As a result, the TLM is now being spread across other geographies within IH.

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Providence Health Care

Clinical Planning Team - The New St. Paul's Hospital Project

The Clinical Planning Team for the New St. Paul's Hospital Project has put patients at the heart of every decision when designing the new St. Paul's Hospital. While the hospital doesn't open until 2027, the team has been intentional about engaging patients and partners right from the start. Since 2016, and especially in the past two years as designs were being finalized, the Clinical Planning Team has collaborated with Patient and Caregiver Partners, medical staff, clinical and operational teams to incorporate their input to ensure patients receive high-quality, culturally safe, patient-centred care. The team's mission to help transform how patients, their families and the community experience health care services will have ripple effects across Providence Health Care and beyond. The Clinical Planning Team's strong commitment to improve the patient experience has resulted in a truly people-centred hospital – one that will serve the needs of British Columbians for the next 125 years and become an inspiration for other hospital redevelopment teams.

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CIUSSS ODIM

Clinique d'accès rapide (RAC)

The Rapid Access Clinic (RAC) project represents an innovative alternative to the hospitalization of patients in a context of chronic emergency room overload and lack of human resources in the care units. Patients who are safe to be discharged from hospital can return home and be seen the next day at the RAC Clinic. This will allow them to obtain access to a medical consultant or diagnostic tests within the same timeframe as a patient sleeping in the hospital. Patients referred to the RAC can benefit from access to technical and diagnostic platforms, follow-up of results and consultations with medical specialists. Seven specialties are currently part of the project: cardiology, gastroenterology, nephrology, internal medicine, pneumology, microbiology and neurology. The first RAC clinic was opened following STATS ministerial recommendations in the fall of 2021, bringing better fluidity and occupancy rates to

the Lakeshore General Hospital. Aside from reducing the average length of stay in hospitals of emergency patients, RAC brings many benefits to the patient and family experience; hospitalization and emergency room visit avoided, less time wasted, less exposure to COVID, medical follow-up assured. Obtaining the award from the Canadian College of Health Leaders could help us promote this model of organization of care and services and ensure its adaptation and transfer to other sites/institutions in the health network.

Contact: Mrs. Tara Glover

Coordonnatrice de proximité, DSP

CIUSSS ODIM

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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

Lori Korchinski, CHE

Executive Director
Provincial Health Services Authority

Sandi Kossey, CHE

CEO
Alberta Dental Association

Emily Musing, CHE

Inaugural leader-in-residence for
the Faculty of Pharmacy, U of T;
Former VP Clinical and Chief
Patient Safety Officer (retired)
University Health Network

Solange Pomerleau

Clinical Informatics Lead & Clinical
Informatics Content Builder
Alberta Health Services

Bernie Weinstein

Patient Representative
Patients for Patient Safety Canada

Sheri Whitlock (Ex-officio)

Vice President, Corporate Accounts,
Strategic Marketing, Communications
BD-Canada

AWARD RECIPIENT

Mackenzie Health

In November 2019, Mackenzie Health (MH) conducted an organizational safety culture survey as part of its accreditation requirements, which revealed an opportunity to improve patient safety practices. This was exacerbated by anecdotal concerns that safety events were being underreported across the health system. In response, MH began a journey toward adopting a Zero Harm approach to improve the safety culture. To shift quality and safety from “principles” to “practice,” it was determined to operationalize the Zero Harm philosophy by introducing system-wide changes within a rapid timeframe. MH developed a 5-part strategy for cultural and process redesign that included evidence informed methods of 1) engaging stakeholders and leveraging leadership support; 2) developing a quality and patient safety framework; 3) selecting meaningful organizational quality aims; 4) evolving the safety review process to enhance reporting and learning; and 5) creating a comprehensive communication plan. This strategy set the stage to improve the patient safety culture within the organization.

CONTACT

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Mackenzie Health

Irretrievable Specimen Loss Quality Aim Team - Mackenzie Health

Pre-laboratory irretrievable loss of Anatomical Pathology specimens causes harm to patients, hospitals, and the healthcare system. Between June 2019 and December 2019, Mackenzie Health noted a baseline rate of 0.187 losses per 1000 specimens (3 losses/16,078 specimens). As part of a “zero harm” approach to patient safety, our aim was to reduce irretrievable specimen loss to zero. A period of wide stakeholder engagement took place, including a root cause analysis exercise and solicitation of potential interventions. Key drivers were developed including: 1) establishing a robust governance and accountability structure; 2) process redesign, including a novel technology solution and 3) staff education and training. The primary outcome was to achieve zero specimen loss. Our intervention period included a new process with the introduction of paper tracking forms, followed by the incorporation of a technology innovation for improved specimen tracing. Following our interventions, the rate of irretrievably lost specimens decreased from a baseline of 0.187 to 0 losses per 1000 specimens. Our health system successfully reduced irretrievable specimen loss to zero through iterative quality improvement changes over the course of a two-year period. Future endeavors will focus on enhanced data collection and measures to ensure sustainability.

Contact: Mr. Amir Soheili

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Mackenzie Health

Falls Prevention Quality Aim Team - Mackenzie Health

In November 2019, Mackenzie Health embarked on a journey toward Zero Harm. Our goal as an organization is to avoid preventable patient harm and worker injuries by embracing a culture of high reliability from the boardroom to the bedside. As part of Mackenzie Health’s journey to Zero Harm, five organizational quality aims were established. In February 2020, as part of our Zero Harm Journey, the goal of achieving zero falls with injury was selected as one of the corporate Quality Aims. Falls are the leading cause of preventable injury during hospital admissions and may lead to decreased mobility and functioning, prolonged hospital stays and higher mortality. The Falls Prevention Quality Aim involved a series of evidence-based interventions including implementation of the Morse Falls Risk Assessment as part of the electronic medical record (EMR); Enhanced ability to monitor and track compliance with falls risk screening and prevention strategies through the EMR; Optimization of EMR with flags and tools to communicate falls risk and falls prevention strategies; Built Unit-Level Quality Dashboards displaying real-time falls data; Patient & Family education and engagement in falls prevention, and Standardization of post falls response.

Contact: Ms. Kim Kohlberger

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McMaster Children's Hospital, Hamilton Health Science
The Simulation, Resuscitation and Outreach Center (SiROC)

Dear Evaluation Committee, With great pleasure, I write to nominate the Simulation, Resuscitation, and Outreach (SiROC) team at McMaster Children's Hospital, Hamilton Health Science, for the 2023 CCHL Excellence in Patient Safety Award. Dr. Nassif, the SiROC program lead, invented the Ambulatory Clinical Skills Cart (ACSC) and, along with the SiROC team, applied this initiative across the organization and beyond to the regional community hospitals. During the pandemic and the recent respiratory surge of cases across the province, the team worked with regional community hospitals to help mitigate challenges and system pressures. With the shortage of staff and lack of a protected time for education, the ACSC ensured the continuity of clinical skills training and simulation inside each unit to help enhance the quality of care and, by virtue, patient safety. The ACSC project increased simulation engagement by 117% over the last year, with excellent feedback and was adopted by other organizations across Canada to improve HCP engagement in learning activities without interrupting the workflow. The SiROC team exemplified the organization's core values with clear insight and strategies to expand the program structure to meet current health system needs. This innovation will become the model for simulation that will sustain educational activities even during eras of health system pressures. In addition, the ACSC was accepted and presented at Canada SimExpo 2022 under the innovative category. I strongly endorse the SiROC team for the CCHL Excellence in Patient Safety award. Thank you for your time. Sincerely, Shima Nassif

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CHEO
CHEO Inpatient Psychiatry Unit's implementation of UK Safety Pods

The Inpatient Psychiatry unit at the Children's Hospital of Eastern Ontario (CHEO), collectively collaborated with stakeholders, from senior leadership to frontline staff to patients and families, to implement a new practice changing approach to restraint reduction. Through the unit's commitment to safety and quality improvement, the team implemented the UK Safety Pods. The Safety Pods, with their innovative design, help to minimize the risk of harm associated with restraints (specifically those related to ground and mechanical restraints), decrease the amount of time patients are in a restraint and decreases the risk of injury to staff. The implementation is one of the first to take place in Canada and since the initial implementation, the amount of ground restraints and mechanical restraints decreased, along with the amount of time patients were in restraints from an average monthly total of 4600 minutes to 1,132 minutes. Both the frequency and duration of restraint continue to decrease as staff develop comfort with this approach. The Safety Pods additionally allow for patients to remain seated and provides a more trauma informed and therapeutic approach to restraints. Since implementation, many teams across CHEO have expressed an interest in using Safety Pods, as they see its value from both a safety and therapeutic perspective.

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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.

Sponsored by:



AWARD RECIPIENT

Ivy Bourgeault, PhD

Dr. Bourgeault is a Professor in the School of Sociological and Anthropological Studies at the University of Ottawa and the University Research Chair in Gender, Diversity and the Professions. She leads the Canadian Health Workforce Network and the Empowering Women Leaders in Health initiative. Dr. Bourgeault has garnered an international reputation for her research on the health workforce, particularly from a gender lens.

Her article, co-authored by Jelena Atanackovic, PhD, Kim McMillan, RN, PhD, Henrietta Akuamoah Boateng, PhD, and Sarah Simkin, MD, MSc, inspires meaningful reform through timely, original research involving leaders in several professions including nurses, physicians, midwives and dentists. As a result of COVID-19, an unprecedented level of health leaders are taking leaves of absence. This work calls on those in leadership roles to take an explicit profession- and gender-based approach that recognizes the influence of individual, work, and family circumstances on health worker mental health.

CONTACT

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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.

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)
Former Executive Director – Access,
Policy and Government Relations
(Retired)

Jeanette Edwards, CHE
Retired Health Leader

Wolf Klassen, CHE
President and CEO, Interim
Michael Garron Hospital

David Thompson, CHE
Senior Consultant
Morgan Place

Ila Watson
President and Chief Executive Officer
Sault Area Hospital

Jodi Younger, CHE
Vice President Patient Care & Quality
St. Joseph's Health Care London

AWARD RECIPIENT

Reece Bearnes, CHE

Reece is the Executive Director of Clinical Operations at The Ottawa Hospital (TOH), and the Regional Vice-President of Cancer Care Ontario. Over a decade ago, Reece created the School of Health Administration's Executive-in-Residence position, which led to the implementation of the ELEMENT Mentoring Program (EMP). This program pairs 15-20+ students annually in mentorship with health leaders across the country. Crediting strong mentorship throughout his career, Reece has demonstrated a personal passion and commitment to mentorship, formally mentoring countless students as well as many other health leaders informally, day-to-day, as part of his role at TOH. His mentees attest to Reece's authentic talent for serving as a leader and mentor.

Reece's development of positive rapport with his mentees translates into psychological safety for students that significantly fosters overall growth. Reece's mentorship with students has included: - Providing constructive feedback in a professional manner for resume building and career goals - Assisting to build professional networks by, connecting students to national health leaders in his network - Providing advice regarding professional development after graduation as best aligns with the respective long-term goals of mentees (i.e. CHE for certain executive positions). This award recognizes Reece Bearnes not only for his unwavering commitment to developing future health leaders, but also for the impact of the mentorship program he helped establish which has benefited countless inspiring health leaders.

CONTACT

Reece Bearnes, CHE

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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

Charleen Austin, CHE
Program Director - Woman &
Child Program
Mackenzie Health

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

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

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

Tim Guest
President
Canadian Nurses Association

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

Debbie Walsh, CHE
Vice President and Chief Operating
Officer, NL Health Services
Eastern Health

AWARD RECIPIENT

Kaiyan Fu, CHE

As the Vice-President, Senior's Health, and Chief Clinical Executive at SE Health, Kaiyan Fu sets strategic directions for Professional Practice and Clinical Quality that enable care delivery excellence by 3000+ nurses nationally. While Ms. Fu's contributions to advance nursing are numerous, her leadership in implementing the Attending Nurse Practitioner (NP) role in long-term care (LTC) is a highlight. She was instrumental in optimizing the NP scope of practice for safe and quality care from the facility to the provincial level. She worked collaboratively with the Ontario Medical Association to remove barriers and enable collaboration between medicine and nursing, resulting in the introduction of 75 Attending NPs with Ontario adding 225 NPs to LTC. Her capabilities are illustrated through her actions in leading SE Health's model of care implementation.

Through her participative leadership approach, she is transforming the organizational culture towards a nurse-led, empowered model to optimize nursing practice since March 2021. Under her guidance, continuity of care has increased over each quarter totalling 60%, a remarkable achievement in the pandemic environment. Beyond SE Health, Ms. Fu's commitment to her community has far-reaching impact. She sits on the Board of Governors at North York General Hospital. She also volunteers her time to mentor aspiring nurse leaders imparting her philosophy of teaching how to fish for sustained success. This award justly recognizes Ms. Fu's leadership and dedication to the nursing profession.

CONTACT

Kaiyan Fu, CHE

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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

bioMérieux Canada, Inc.

CCHL is awarding this prize to bioMérieux in recognition of the organization's leadership role in the creation of the inaugural Colloque francophone des leaders en santé conference in September 2022. The creation and delivery of a leadership conference solely in French was long overdue and when the College decided, in collaboration with our Quebec Chapter and our colleagues across francophone Canada, to create the Colloque, bioMérieux stepped up right away as presenting sponsor.

College CEO Alain Doucet remarked "When we create a new conference or service for our members and one of our corporate partners steps up right away to show their support, it really gives the team a huge boost of confidence and momentum. We are very grateful for bioMérieux's support".

A global leader in in vitro diagnostics for more than 60 years, bioMérieux has always been driven by a pioneering spirit and unrelenting commitment to improve patient health and ensure consumer safety in more than 160 countries. Present in Canada for 30 years with over 90 employees, bioMérieux provides diagnostic solutions that deliver actionable diagnostics information addressing public health stakeholders' needs and challenges to improve infection disease management and to fight against antimicrobial resistance (AMR).

CONTACT

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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:

Medtronic

Engineering the extraordinary

SELECTION COMMITTEE

Shirlee M. Sharkey, CHE (Chair)
Former President and CEO (Retired)
SE Health

Dr. Robert Halpenny
Consultant

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

Brock Hovey, CHE
Former Vice President Corporate
Services, Accountability and
Quality (Retired)
Home and Community Care Support
Services Central West

Melicent Lavers-Sailly, CHE
(Ex-officio)
Director, OU (business) & HIS
(services) Communications/Global
Regions, Medtronic

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
Adjunct Professor Faculty of
Medicine, School of Public and
Population Health
University of British Columbia

AWARD RECIPIENT

CIUSSS Centre Ouest de l'Île de Montréal

The H@H model started as a pilot during the 5th wave of the COVID-19 pandemic. A lack of hospital capacity and a decrease in available staff to provide care risked sub-optimal care. In line with our CEOs vision to provide 'Care Everywhere', we initiated a H@H pilot to care for people with COVID. H@H is a range of services that allows hospitalized patients to continue their "hospitalization" in their home environment with their family. Care is provided by an interdisciplinary team supporting the patient both virtually and as needed, by in-person home visits. Patients are monitored 24/7 remotely through a variety of monitoring devices that capture vital signs. Family and caregivers are encouraged to participate in the care.

After a pilot of 12 COVID patients, results demonstrated improvements in clinical and patient-centered outcomes. Therefore, additional pathways were developed aiming to foster care continuity connecting acute needs with chronic care into one integrated pathway spanning hospital and community care settings. Currently, the program has 15 different care trajectories which were designed around specialized medical and surgical conditions, as well as, more a more general medical track to provide for people with multiple conditions. Patient outcomes have demonstrated significant value in the areas of quality of care, access to care, and efficiency of operations, compared to similar in hospital care, with an overall reduction in cost of care.

CONTACT

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

Kingston Health Sciences Centre
Colorectal Surgery Program at KHSC

The Colorectal Surgical Team, led by Dr. Sunil Patel, have become Canadian leaders in the delivery of robot-assisted surgery. They have been able to change the narrative on robotic surgery. Instead of being a nice-to-have but more expensive option, funded primarily through philanthropy, appropriately selected and delivered robot-assisted colorectal surgery is now the higher value option. For patients, it has proven to deliver better outcomes, including faster recovery & return to normal activities, reduced pain and discomfort, smaller incisions, reduced blood loss and minimal scarring. For the hospital, we have seen shorter length of stay, reduced OR use, decreased in ED visits/readmissions – all leading to a lower overall/net cost, despite a higher individual procedure cost. At systems levels, it improves efficiency, optimizing very scarce resource use (ED, bed days, OR time) and delivers faster patient return to work and productivity. The colorectal team has been able to demonstrate that it is possible to deliver better care at lower cost. Their continuous improvement approach, combined with strong business case & use of analytics, has raised the bar for program growth advocacy in our organization

Contact: Dr. Sunil Patel

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

Eastern Health
Eastern Health Newfoundland

Eastern Health Innovation team embarked upon a project to utilize Value Based Health Care in a specific community population with Type 2 diabetes. Providing additional resources and supporting patients in their home setting while monitoring cost savings, weight loss, A1C levels, and psycho-social well being. Eastern Health value a client and family centered care (CFCC) model which increased engagement and success. The patient feedback reflected extremely high levels of satisfaction with this program.

Contact: Mr. Fraser Fry

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

Alberta Health Services

Alberta Health Services (AHS) Health System Sustainability Program

The Alberta Health Services (AHS) Health System Sustainability Program has made AHS the first jurisdiction in Canada to operationalize value-based decision making on a Provincial scale. The AHS Health System Sustainability Program supports value-based decision making through three foundational pillars. The Innovation Pipeline team supports the organization with a systematic process for evaluating initiatives that require organizational investments, providing guidance for the generation of evidence, at the various stages of the pipeline, to measure value. The Health System Sustainability Program provides an enabling structure, ensuring the idea is supported, fully developed, aligned to strategy and goals, and most importantly has the necessary executive sponsorship for success. The program helps teams to identify, plan and deliver on savings or investments throughout the life cycle of the initiatives using a comprehensive and consistent approach. Lastly, once the initiative is underway there is an accountability structure for timelines and outcomes. Having generated over \$370M of value since inception, the AHS-Health System Sustainability Program, has turned the feat of operationalizing value-based decision making into a reality. Accomplishing what was once thought inconceivable, the approach is Provincial in its scope; not from a single initiative but rather from a programmatic portfolio of over 100 strategic initiatives and investments based on value. This is driving the culture change in quality, resource stewardship and value and is what is moving the needle for longer term sustainability in the largest health authority in the Country.

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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

Daniela Cotes, Université de Montréal

From a young age, Daniela has been passionate about the physical and mental dimensions of health. In 2019, she earned a Bachelor of Arts in Psychology from Concordia University, and after graduating, she was proud to join Sainte-Justine University Hospital's renowned Research Center, located in Montreal. There, she has worked for four years as a research assistant in multiple studies on psychosocial development, supporting research teams through a variety of experimental and administrative activities. Eager to start building a career in which she could pursue her passion for both mental and physical health, Daniela enrolled in the Master of Healthcare Administration program at the University of Montreal, and is now set to graduate in the spring of 2023. During her studies, she became passionate about quality in care. In particular, she developed a profound interest in patients' subjective perception of quality, which she firmly believes to be a crucial element in the ongoing quest for excellence across the healthcare system. As she dives into her career, Daniela hopes to highlight the value of a humanistic approach to the delivery of care, especially for pediatric and senior populations, and to develop strategies aimed at enhancing the experience and satisfaction of citizens by looking at healthcare structure and processes from their perspective. Most importantly, she aspires to become a committed health leader whose work contributes to creating the best possible experience of care for patients of all ages and from all walks of life through kindness, compassion, respect, and dedication.

Kate Mason, Dalhousie University

Kate Mason is a Registered Nurse with a specialization in palliative care. Kate has recently completed her Master of Health Administration degree at Dalhousie University, which helped her secure her current role as the manager of Valley Hospice as well as the Community Palliative Consult Team for southwestern Nova Scotia. Kate is also an active volunteer in the healthcare sector. To support her local not-for-profit hospice during the COVID-19 pandemic, Kate founded a Memorial Bike Ride for Hospice Halifax, which has raised more than \$70,000 over three years. Each year Kate bikes one kilometer in honour of every patient who has died over the previous year at hospice. She is also a patient research partner for several projects aimed at improving the lives of patients with IBD. It was her experience as an IBD patient in her late teens that sparked her curiosity about a career in healthcare. Kate is therefore able to use her experience as both a patient and a front-line nurse when making decisions as a health services manager.

Claire Tizzard, University of Alberta

Claire began her career pursuing her interest in brain health by earning a Bachelor of Science, Honours in Neuroscience and Mental Health from Carleton University in Ottawa. During this time, she gained professional experience working at a non-profit in Newfoundland and Labrador, supporting healthcare professionals in rural and urban settings to provide dementia-informed care. Through this experience, and with mentorship from her professors, she developed a passion for knowledge mobilization and an interest in developing evidence-informed policy to promote Health for All. This led her to pursue the University of Alberta's Master of Public Health (MPH) degree specializing in Health Policy and Management. While pursuing her Master's, Claire worked as a knowledge broker with a public health unit in southern Ontario, supporting community members in response to COVID-19. This work provided insight into the complex interaction of the healthcare, regulatory, and legal systems in Canada that health leaders must navigate. She continued to explore this interaction through her practicum placement, where she researched data governance practices to promote the responsible use of data in program and policy development and evaluation. Claire has enjoyed being an active member of her school community as the communications officer for the School of Public Health Students' Association in 2022. She intends to develop her leadership experience by remaining active in her community. Upon completion of her MPH, Claire will be employed as a Research and Policy Analyst with Alberta Health. She looks forward to expanding her experience and knowledge to promote Health for All.

Brent Leonard, University of Ottawa

For nearly 20 years Brent has excelled in senior finance roles in the private sector, most recently for a start-up company whose mission it is to foster a holistic approach to healthcare and supporting individuals through their wellness journey. This is a cause that Brent became increasingly passionate about and one that was underscored for him through his own personal health journey and that of a close relative. Focused on improving health navigation for patients and caregivers alike, he completed the Master of Health Administration at the University of Ottawa. It is through this academic journey that Brent's passion for primary care was born. During his residency at Perley Health in Ottawa, he evaluated primary care models in Ontario and designed a unique primary care clinic to be integrated into the long-term care environment. In so doing, Brent worked with more than three-dozen healthcare professionals and organizations, crafting a vision to enhance the local health system and promote physician recruitment and retention in the city of Ottawa. Brent was awarded the MHA Alumni Association Leadership Award from the Telfer School of Management and continues to pursue his passion and project with Perley Health today. Brent actively serves on several Boards of Directors of not-for-profit organizations aimed at supporting and serving patient populations locally and nationally. These activities are all in keeping with his personal mission to improve healthcare services and their management.

Sahand Ensafi, University of Toronto

Sahand Ensafi is an Emergency Medicine Physician Assistant (PA) with 10 years of experience working at the University Health Network (UHN). In 2017, Sahand was elected as the Canadian Association of PAs (CAPA) Ontario Chapter Vice President. In 2019 he was also awarded the Tom Ashman PA of the Year Award for his commitment to providing high-quality patient care and in advocating for the profession across Canada through the engagement of hospital leadership, ministry officials, and elected officials. Sahand's efforts and positive track record, enabled his appointment as the Ontario Chapter Director from 2019-2021. Sahand is a passionate clinical educator with experience educating all members of the Emergency Medicine team. He has also held a variety of positions as faculty at McMaster University and the University of Toronto,

where he teaches and mentors PA students. Sahand hopes to empower patients seeking reliable health information online through the creation of his YouTube channel – DxTx. The channel aims to provide patients with high-yield educational content regarding common health conditions as well as on the inner workings of the healthcare system. In 2021, Sahand was appointed the Medical Lead of Emergency Preparedness at UHN where he provides medical oversight of the program. Sahand and the EP team collaborate with all members of "TeamUHN" to mitigate, prevent, prepare for, respond to, and recover from internal or external events that can significantly impact hospital operations. Sahand looks forward to leveraging the knowledge he gains from pursuing an MHS in Health Administration to help increase health system efficiencies, sustainability, and the continued integration of team-based models of care. Through this work, he also hopes to develop innovative methods for improving provider wellness while supporting the delivery of high-quality patient care.

Jennifer Jun, University of British Columbia

Jennifer graduated from UBC with a Bachelor of Science in 2012, and with a Bachelor of Pharmacy in 2016. She has worked as a pharmacist with Providence Health Care at the frontline of opioid crisis in British Columbia, where she found her passion for providing substance use disorder care to one of the most marginalized populations. In line with her career, Jennifer has interest in substance use research, specifically with pharmaceutical alternatives and treatments (i.e., opioid agonist treatment, prescribed safe supply). She has studied the efficacy of Dexedrine in reducing cocaine use in patients with IV drug use and is currently working on a research project that could inform policy makers of a more wraparound care approach to prescribed safe supply involving pharmacists and their expanded scope of practice. At present, Jennifer is in her second year of the Master of Health Administration program at UBC. With her learning, she wants to work towards better access to culturally safe and trauma-informed care, especially for vulnerable populations in the community, and shift care approaches from reactive to proactive for patients with substance use disorders. Overall, Jennifer hopes to become a mindful leader in healthcare, who works in collaboration with patients with lived experiences as equal partners.

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.

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AWARD RECIPIENT

Dr. Kevin Wasko

With a solid clinical background, extensive understanding of Canadian healthcare, strategic vision, and political acumen, Dr. Kevin Wasko draws upon diverse experience to lead large-scale change through collaborative cross-sectoral partnerships. Kevin has been a system leader, mentor, clinical expert, and advocate since the formation of the Saskatchewan Health Authority and through the pandemic response. In 2017, as a member of Saskatchewan's Transition Team on Health System Restructuring, Kevin co-led physician engagement and developed a provincial medical structure. He championed the dyad model as foundational to the SHA. As a Physician Executive from 2017-2022, he co-led clinical operations across rural Saskatchewan in a Dyad Model with his Vice President partner. Dr. Wasko articulated a compelling vision for better patient care and greater system integration through the creation of Health Networks, enabling interdisciplinary team-based care.

Through the pandemic, he co-sponsored the immunization campaign and co-chaired the Clinical Expert Advisory Committee. He promoted innovative, effective and sustainable approaches to delivering vaccines. He served in the Provincial Emergency Operations Centre in the fall of 2021, navigating Saskatchewan's 4th largest wave and leading a system-wide response. He is committed to continuous growth and learning, as a surveyor for Accreditation Canada, a public policy fellow through the Public Policy Forum, and a candidate for the CHE credential. He is currently enrolled in the LEADS Leadership Foundations program through the CCHL. To gain clinical experience in a large urban setting, he has returned to full-time emergency medicine at Trillium Health Partners in Mississauga.

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