

# Fellowship & CHE Convocation

## Remise des titres de Fellow et de CHE



**Sunday, June 14, 2015**  
**Le dimanche 14 juin 2015**  
**Charlottetown, PEI**



CANADIAN COLLEGE OF  
HEALTH LEADERS  
COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ



### **Vision**

Advancing leadership, shaping health systems.

### **Mission**

To develop, promote, advance and recognize excellence in health leadership.

### **Values**

Excellence; Commitment; Integrity; Life-long Learning; Collaboration; Accountability; and Public Service.

### **Vision**

Faire progresser le leadership, façonner les systèmes de santé.

### **Mission**

Notre mission est le développement, la promotion, l'avancement et la reconnaissance de l'excellence en leadership dans le secteur de la santé.

### **Valeurs**

Excellence; Engagement; Intégrité; Éducation permanente; Collaboration; Responsabilités; et Service public.

## MEMBERS OF THE FELLOWS COUNCIL / MEMBRES DU CONSEIL DES FELLOWS

ALICE KENNEDY, FCCHL  
(Chair / présidente)  
VP, Regional/Long Term  
Care/Rehab/Palliative Care  
Eastern Health  
St John's, NL

PAUL HEINRICH, CHE  
President & CEO  
North Bay Regional Health Centre  
North Bay, ON

DON JUZWISHIN, FCCHL  
Director, Health Technology  
Assessment & Innovation  
Alberta Health Services  
Edmonton, AB

MYLES NOËL, FCCHL  
Chief Operating Officer  
COMTEX (Central Ohio Medical Textiles)  
Columbus, OH (USA)

RONALD LINDSTROM, FCCHL  
Director, Centre for Health  
Leadership & Research  
Royal Roads University  
Victoria, BC

RON NOBLE, FCCHL  
Vice-President, Capital Planning,  
Vice President, Redevelopment and LHIN  
Lead Community Capacity  
Trillium Health Partners  
Mississauga, ON

R LYNN STEVENSON, FCCHL  
Associate Deputy Minister  
Health Services  
Ministry of Health  
Victoria, BC

B CHRISTINE PENNEY, FCCHL  
Deputy Registrar/Director, Policy,  
Practice and Quality Assurance  
College of Registered Nurses BC  
Vancouver, BC

ANDREA SEYMOUR, FCCHL  
COO/VP Corporate Resources  
Horizon Health Network  
Miramichi, NB

### STAFF/PERSONNEL:

RAY RACETTE, CHE, President & CEO  
VALERIE DELRUE, Professional



## Fellowship Program (FCCHL)

The College Fellowship Program is the pinnacle of our educational structure. The FCCHL designation reflects excellence in the field of Healthcare leadership and a commitment to the field. Completion of the Fellowship Program represents a very significant milestone in a health leader's career. The Fellowship Projects contribute to both the theory and practice of health services management in Canada. The College currently has 67 Fellows.

*A selection of Fellowship projects is available in the members only section of the website: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).*

## Le Programme de Fellowship (FCCLS)

Le Programme de fellowship du Collège est l'apogée de sa structure de formation. Le titre de FCCLS reflète l'excellence dans le domaine du leadership en services de santé et un engagement à l'égard de la profession. L'obtention du titre de fellow représente un événement marquant dans la carrière d'un leader en santé. Les projets menés à terme dans le cadre du Programme de fellowship contribuent à enrichir la théorie et la pratique de la gestion des services de santé au Canada. Le Collège compte actuellement 67 fellows.

*Certains projets reliés au programme de fellowship sont disponibles sur le site Web du Collège, section des membres : [www.cchl-ccls.ca](http://www.cchl-ccls.ca)*

The Fellows Council is proud to announce 2 College members who received the Fellowship designation in 2015.

Le Conseil des fellows est fier de vous présenter 2 membres du Collège ayant reçu le titre de fellow en 2015.



## Dr. Randy Gilbert, FCCHL

Dr. Randy Gilbert has over 25 years of health leadership experience. He holds a PhD with Honours in Applied Management and Decision Sciences with a specialty in Leadership and Organizational Change. He is also a Certified Professional in Healthcare Information and Management Systems. Dr. Gilbert is currently the Director of Business Operations for the BC Lower Mainland Consolidated Health Information Management services with Providence Health Care. Prior to his current position, he served with the Canadian Armed Forces for 38 years including as Commanding Officer of a Canadian Forces Health Services Centre, Functional Lead for the Canadian Forces Health Information System, and Canadian representative for NATO in the field of health informatics. While in southern Afghanistan, Dr. Gilbert served as the NATO Chief of Medical Operations and Senior Staff Officer for Afghan National Security Force Health Development. His clinical experience includes 18 years as a paramedic and flight paramedic with the BC Ambulance Service. Dr. Gilbert has been a CHE since 2005 and currently serves as a mentor and a member of the CHE Program Committee. He is also Associate Faculty on Master or Arts in Leadership programs at Royal Roads University since commencing his teaching career there in 2005.

Randy Gilbert a plus de 25 ans d'expérience du leadership en santé. Il est titulaire d'un doctorat avec distinction en sciences appliquées de la gestion et de la décision, avec spécialisation en leadership et en gestion du changement. Il est aussi un professionnel certifié des systèmes d'information et de gestion des soins de santé. M. Gilbert est actuellement le directeur des activités opérationnelles pour les services de gestion intégrée de l'information sur la santé pour la région du Lower Mainland de la C.-B. de Providence Health Care. Avant d'être nommé à ce poste, il a servi dans les Forces armées canadiennes pendant 38 ans, à titre de commandant d'un Centre des services de santé des Forces canadiennes, responsable fonctionnel du Système d'information sur la santé des Forces canadiennes et représentant du Canada à l'OTAN dans le domaine de l'informatique de la santé. Alors qu'il était dans le sud de l'Afghanistan, M. Gilbert a été chef des services de santé militaires pour l'OTAN et officier supérieur d'État-major pour le développement de la santé des forces de sécurité nationale afghanes. Son expérience clinique comprend 18 ans en tant qu'ambulancier paramédical sur route et aérien pour le BC Ambulance Service. M. Gilbert est un CHE depuis 2005 et est actuellement un mentor et un membre du Comité du Programme CHE. Il est aussi un membre certifié du corps enseignant des programmes de maîtrise en leadership à l'Université Royal Roads depuis qu'il a commencé sa carrière de professeur dans cet établissement en 2005.

## Fellowship Project Synopsis

### Exploring the Cultural Similarities That Exist Between Military and the Broader Healthcare Systems

Canadian Forces Health Services are responsible to provide daily healthcare to Canadian Armed Forces personnel. The organization underwent a 10-year long cultural integration process that merged military, civilian public servant, and civilian third-party contractor organizational cultures. The purpose of an earlier study was to close the gap in the scholarly research, literature, and increase military leadership understanding of subcultural group identification, group similarities and differences, self-perceptions, perceptions of other groups, and common issues viewed as barriers to improving synergy among the various subcultures. This study explored the original research and then confirmed broader health system generalizability, transferability, and application of the findings and recommendations for all healthcare leaders.

We require leaders who understand their organizations and the people who work within them. They must have all of the tools necessary to lead, manage, support, communicate effectively, and create and undertake effective sustainable change. Increasing synergy and building collaboration are only possible in an environment of mutual trust and respect. Transformation must also be values driven and remain a choice because it is about values, thoughts, and behaviors. The original research findings and recommendations, as augmented by the findings of this study, provide a glimpse into how health leaders might use some of their existing knowledge more effectively and add new tools by applying these findings and recommendations within their own organizations. Implementing these lessons will assist leaders as they guide their organizations into the future while serving and valuing their patients, their customers, and their most valuable asset...their people.

## Résumé du projet de Fellowship

### Exploration des similitudes culturelles qui existent entre le système de santé militaire et le système de santé général

Les Services de santé des Forces armées canadiennes sont responsables de la prestation quotidienne de soins de santé au personnel des Forces armées. Pendant 10 ans, l'organisation a subi un processus pendant lequel les cultures organisationnelles militaires, des fonctionnaires civils et des entrepreneurs civils tiers ont été intégrées. Le but d'une étude antérieure était de combler l'écart entre la recherche savante et les écrits et d'accroître la compréhension qu'avaient les dirigeants militaires de l'identification des sous-groupes culturels, des similitudes et des différences entre les groupes, des perceptions de soi, des perceptions d'autres groupes et de questions communes qui étaient considérées comme des obstacles à l'amélioration de la synergie entre les diverses sous-cultures. La présente étude a exploré la recherche originale et a confirmé que les constatations et recommandations visant le système de santé général sont généralisables, transférables et valables pour tous les leaders en santé.

Nous avons besoin de leaders qui comprennent leurs organisations et les personnes qui y travaillent. Ils doivent avoir tous les outils nécessaires pour diriger, gérer, soutenir, communiquer efficacement, et créer et entreprendre des changements efficaces et durables. L'accroissement de la synergie et de la collaboration n'est possible que dans un climat de confiance et de respect mutuels. La transformation doit aussi être fondée sur des valeurs et demeurer un choix, parce qu'elle concerne les valeurs, les idées et les comportements. Les constatations et recommandations provenant de la recherche initiale, augmentée des résultats de la présente étude, donnent un aperçu des moyens que peuvent prendre les leaders en santé pour utiliser leurs connaissances existantes plus efficacement et y ajouter de nouveaux outils en appliquant ces constatations et recommandations dans leurs propres organisations. La mise en œuvre de ces leçons aidera les leaders à guider leurs organisations et à les préparer à l'avenir tout en servant et en valorisant leurs patients, leurs clients et leur plus précieux atout... leur personnel.



## Dr Martin Beaumont, FCCLS

Dr Martin Beaumont est président-directeur général du nouveau Centre intégré universitaire de santé et de services sociaux de la Mauricie-et-du-Centre-du-Québec. Au cours des dernières années, il a occupé des postes de direction générale à Sept-Îles, en Basse-Côte-Nord et, jusqu'à tout récemment, au Centre de santé et de services sociaux du Nord de Lanaudière.

Il est détenteur d'un doctorat en santé publique de la Faculté de médecine de l'Université de Montréal, avec une spécialisation en administration des services de santé, où il y exerce des fonctions académiques comme professeur adjoint de clinique depuis 2010. Il est membre certifié (CHE) du Collège canadien des leaders en santé, membre affilié de l'*American College of Health Executives*, et membre de l'Ordre professionnel des inhalothérapeutes du Québec.

Dr Beaumont a également occupé plusieurs postes de haute direction dans le système de soins de santé au Canada. Il a effectué plusieurs mandats de consultation, de formation et d'audit externe dans différents pays. Dr Beaumont agit aussi à titre d'inspecteur et de visiteur pour la Société internationale de qualité en santé et pour le compte d'agrément Canada.

Dr. Martin Beaumont is President and CEO of the new *Centre intégré universitaire de santé et de services sociaux de la Mauricie-et-du-Centre-du-Québec*. In recent years, he has held executive director positions in Sept-Îles, on the Lower North Shore and, until very recently, at the *Centre de santé et de services sociaux du Nord de Lanaudière*.

He earned a doctorate in public health with a specialization in health service administration from the Faculty of Medicine of the University of Montréal, where he has performed academic duties as an assistant clinical professor since 2010. He is a certified member (CHE) of the Canadian College of Health Leaders, an affiliate member of the American College of Health Executives, and a member of the *Ordre professionnel des inhalothérapeutes du Québec*.

Dr. Beaumont has, in addition, held a number of senior management positions within the Canadian health care system. He has completed several consulting, training and external audit assignments in various countries. Dr. Beaumont also serves as an inspector and surveyor for the International Society for Quality in Healthcare and for Accreditation Canada.

## Résumé du projet de Fellowship

### La mise à jour d'un plan d'organisation : un levier stratégique au développement des capacités de leadership

Depuis 2005, les centres de santé et de services sociaux (CSSS) doivent animer et coordonner les réseaux locaux de services (RLS) et faire vivre leur responsabilité populationnelle. Dans cette optique, le CSSS du Nord de Lanaudière a entrepris, depuis décembre 2012, la révision de son plan d'organisation guidée par cinq principes directeurs, dont la consolidation des continuums de soins et de services et le développement des capacités. La révision d'un plan d'organisation est de nature hautement stratégique. Elle touche à la fois la forme et le fond de l'organisation. Créer une nouvelle structure est l'une des tâches managériales et de leadership les plus difficiles. C'est pourquoi il est intéressant d'étudier comment ces grandes transformations peuvent contribuer au développement du leadership des individus qui les façonnent.

Par la compréhension de la dynamique du développement des capacités, ce projet de leadership présente, à travers l'implantation du cadre des capacités de leadership en santé LEADS, les différents contextes, attitudes et outils qui ont permis à une équipe de direction de sortir grandie de la révision de son plan d'organisation. Que ce soit par le développement de leur savoir, occasionné par l'apprentissage de nouvelles notions théoriques, pierres d'assise de la transformation, ou de leur savoir-faire, par l'actualisation du changement, ce passage à l'action dans une philosophie de co-construction et de transparence a imposé des changements de pratiques et de comportements qui ont obligé les individus à sortir de leur zone de confort, et de surcroît, à devenir de meilleurs leaders.

## Fellowship Project Synopsis

### Updating an Organizational Plan: Strategic Leverage in Developing Leadership

In Quebec, since 2005, health and social services centers (HSSCs) had have to manage and coordinate local services networks (LSNs) and fulfill their population-based responsibility. From this perspective, the CSSS du Nord de Lanaudière has been engaged since December 2012 in revising its organizational plan guided by five principles, including the consolidation of 8 continuum of care and services and the concept of capacity development. Revising an organizational plan is a highly strategic undertaking that affects the organization's shape and substance. Creating a new structure is one of the most difficult managerial and leadership tasks. This is why it is interesting to study how these major transformations can help develop the leadership of the individuals shaping them.

Based on an understanding of the dynamics of capacity development, this leadership project uses the implementation of the LEADS in a Caring Environment framework to present the various contexts, attitudes, and tools that enabled a management team to make the revision of its organizational plan a growth experience. Whether through the development of their knowledge as a result of learning new theoretical concepts—the foundation of transformation—or of their know-how by bringing about change, moving to action from a standpoint of co-construction and transparency imposed changes in practices and behaviours that forced individuals out of their comfort zones and, what is more, to become better leaders.



## Certified Health Executive Program (CHE)

The College values and upholds the high standard of lifelong learning and offers Canadian health leaders the CHE (Certified Health Executive) designation. This designation signifies the commitment to health leadership that our members possess.

Over 50% of College members are currently certified.

Achievement of the designation is the first step towards becoming a Fellow of the Canadian College of Health Leaders, the College's highest level of professional recognition.

Members can earn the CHE designation through the College's three year e-learning program, which includes a flexible, self-driven schedule and peer reviewed LEADS in Action project. The CHE designation demonstrates dedication to the profession; indicates knowledge of the latest health care leadership practices; exemplifies commitment to lifelong learning; is a mark of professionalism; and is becoming one of the most preferred credential used in the recruitment of health leaders by an increasing number of employers.

### Le Programme de certification (CHE)

Le Collège croit en la valeur de l'apprentissage continu et s'efforce de maintenir des normes élevées en offrant aux leaders en santé le titre de CHE-Certified Health Executive (gestionnaire certifié de services de santé). Ce titre démontre l'engagement de nos membres envers la profession de leader en santé. Actuellement, plus de 50 % des membres du Collège sont des CHE. La certification est la première étape vers l'obtention du titre de fellow du Collège canadien des leaders en santé, qui est la plus grande marque de reconnaissance professionnelle qu'offre le Collège.

Les membres peuvent mériter le titre de CHE du Collège en suivant le programme de cyber-apprentissage souple à terminer en trois ans, qui comprend un horaire flexible autogéré et du projet LEADS soumis à un examen par des pairs. Le titre CHE démontre l'engagement de ses détenteurs envers la profession; leur connaissance des pratiques les plus récentes en gestion des services de santé; et leur engagement à l'égard de la profession. Il est un des critères de premier choix qu'utilisent un nombre croissant d'employeurs pour recruter des leaders en santé.

#### PROFESSIONAL STANDARDS COUNCIL / CONSEIL DES NORMES PROFESSIONNELLES

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## **PROFESSIONAL STANDARDS COUNCIL / CONSEIL DES NORMES PROFESSIONNELLES**

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Director, Certification, Leadership  
Development and Chapter Support

**VALÉRIE DELRUE**  
Coord., Professional Designation  
Programs

## **PROFESSIONAL STANDARDS COUNCIL**

The CHE Program is administered by the Professional Standards Council which provides strategic directions for the professional designation programs (CHE and FCCHL), the Maintenance of Certification (MOC) program, leadership capabilities, and professional leadership programs for certified and noncertified members. The Council ensures high professional standards and continuous quality improvement for the professional designation programs.

## **CONSEIL DES NORMES PROFESSIONNELLES**

Le programme « CHE » est administré par le Conseil des normes professionnelles qui fournit les directions stratégiques aux programmes de désignations professionnelles (CHE et FCCLS), le programme de Maintien de certification (MDC), les compétences professionnelles et les programmes de développement professionnel pour les membres certifiés et non-certifiés du Collège. Le Conseil garanti de hautes normes professionnelles et une amélioration de qualité continue pour les programmes de désignation professionnels.

We are proud to announce that 91 College members received the CHE designation in 2014-2015.

Nous sommes fiers de vous présenter les 91 membres du Collège qui ont reçu le titre de CHE en 2014-2015.

## Québec

**Anne-Marie Cliche, CHE**

Agente planification, programmation et recherche  
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Clinical Manager  
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**Rocco Famiglietti, CHE**

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25e Centre des Services de santé des Forces  
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## Eastern Ontario

**Syed Sajid Ahmed, CHE**

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**Preston Blair, CHE**

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**Lt. Col. Gisèle Fontaine, CHE \*\***

Chief of Staff - 1 Dental Unit  
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## Eastern Ontario

**Indira Izmailova, CHE**

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Agente de gestion de personnel / Équipe de  
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**Maj. Colin Taylor, CHE \*\***

Deputy Commanding Officer  
Canadian Forces Health Service  
Petawawa, ON

**Mike Thomson, CHE \*\***

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## Southwestern Ontario

**Renato Pasqualucci, CHE \***

Director/Chief of Emergency Medicine  
Bluewater Health  
Sarnia, ON

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Director Cancer Program  
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**Aaron Ryan, CHE**

Director of Finance & Decision Support  
Chatham-Kent Health Alliance  
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## Bluenose (NS and PEI)

**Anna Babin, CHE**  
Chief Executive Officer  
The Meadows Home for Special Care  
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**Katheryn L. Jones, CHE**  
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## Hamilton & Area

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## Hamilton & Area

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VP Patient Services & Chief Nursing Officer  
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## Greater Toronto Area

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## Greater Toronto Area

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**Anna Victoria Wong, CHE**  
Markham, ON

## Southern Alberta

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**Keri Huot, CHE**  
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**Kathereen Tam, CHE**  
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## Northern Alberta

**Heath Robson, CHE \*\***  
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## Northern Alberta

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Canadian Forces Health Services  
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## New Brunswick

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Director of Diagnostics Imaging  
Horizon Health Network  
Miramichi, NB

## BC Lower Mainland

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Executive Director, Langley Health Services &  
Royal Columbian Hospital  
Langley, BC

**Kathy Doull, CHE**

Executive Director, Maple Ridge/ Pitt Meadows  
Health Services and Ridge Meadows Hospital  
Fraser Health Authority  
Surrey, BC

**Minnie Downey, CHE**

Office of the CEO, Strategic Projects  
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Vancouver, BC

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University of British Columbia  
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**Rene Marcelle Pitts, CHE**

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Saint Elizabeth Health Centre  
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## Vancouver Island

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**Catriona Gano, CHE**

Director, Laboratory Medicine  
Island Health  
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**Mary Jackson, CHE \***

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\* Graduates of the EXTRA Program, a partnership with the Canadian Health Services Research Foundation (CHSRF) / Diplômés du programme FORCES, un partenariat avec la Fondation canadienne de la recherche sur les services de santé (FCRSS)

\*\* Canadian Forces / Forces canadiennes

## Strategic Alliances

The College has developed a number of strategic alliances with universities and other organizations that offer educational programs complementary to the Certified Health Executive (CHE) program as well as the Fellowship program.

The College alliances are with the following organizations / institutions:

## Alliances stratégiques

Le Collège a établi plusieurs alliances stratégiques avec des universités et des organisations dont les programmes d'enseignement complètent ses propres programmes de certification.

Le Collège a des alliances avec les organisations / institutions suivantes :

# STRATEGIC ALLIANCES

## Employers



**PROFESSIONAL DESIGNATION PROGRAMS TEAM  
L'ÉQUIPE DES PROGRAMMES DE CERTIFICATIONS PROFESSIONNELLES**

**CHE**

**SYLVIE DELIENCOURT, BSocSc**

**Director, Certification, Leadership Development & Chapter Support**

**Directrice, Certification, développement en leadership et soutien aux chapitres**

**VALERIE DELRUE**

**Coordinator, Certification Program**

**Coordonnatrice, Programme de certification**

**FELLOWSHIP**

**RAY RACETTE, MHA, CHE**

**President/CEO**

**VALERIE DELRUE**

**Coordinator, Certification Program**

**Coordonnatrice, Programme de certification**



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