



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Learning, Leading, Inspiring
Apprendre, mener, inspirer



2011 National Awards Program
Celebrating Leading Practices

Congratulations to the 2011 National Award Program recipients!

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

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

As you reflect on the outstanding accomplishments of those profiled, I urge you to consider other individuals, teams and programs that are worthy of recognition. For nomination information regarding the 2012 National Awards Program, please visit: www.cchl-ccls.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ray J. Racette', written in a cursive style.

Ray J. Racette, MHA, CHE
President and Chief Executive Officer
Canadian College of Health Leaders

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

Cheryl L. Harrison, CHE (Chair)

Vice President & Chief Nursing
Executive
Orillia Soldier's Memorial Hospital

Dawn Beaubien

Business Manager, Longer Term Care
and Home Care
3M Canada Company – Health Care

Amy N. Boudreau

Director, Strategic Planning and
Operations
The Provincial Centre of Excellence
for Child and Youth Mental Health
Children's Hospital of Eastern Ontario

Phillip G. Christoff

Manager, Patient Relations & Risk
Management
Hamilton General Hospital

Jaime M. Cleroux (Ex-officio)

Vice President, Membership and
Corporate Services
Canadian College of Health Leaders

Barbara C. Hall, CHE

Vice President, Person Centred Health
Capital District Health Authority –
Cobequid Site

John D. Knoch, CHE

Chair
Northern Alberta Chapter

Cindy MacBride (Ex-officio)

Manager, Awards and Sponsorships
Canadian College of Health Leaders

Ray J. Racette, MHA, CHE (Ex-officio)

President & Chief Executive Officer
Canadian College of Health Leaders

Paula M. Rozanski, CHE

Quebec member - Board of Directors
Canadian College of Health Leaders

Brian T. Schmidt, FCCHL

Senior Vice President
Provincial Health Services Authority

Diamond D Watson-Hill, CHE

Director, Strategic Performance
William Osler Health System

Pamela Winsor

Director, Health System Strategies &
Chief Marketing Officer
Medtronic of Canada Ltd.

3M Health Care Quality Team Awards

This award recognizes three important elements: innovation, quality and teamwork. 3M Health Care encourages institutions and health care providers to embrace quality management by developing innovative approaches that bring about sustainable improvement.

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.

The logo for 3M Health Care, featuring the number '3M' in a bold, red, sans-serif font, followed by the words 'Health Care' in a black, serif font.

Award Recipient: Programs and Processes in an Acute Care Hospital Environment

St. Michael's Hospital

Inspiring Improvement: Working Together for Timely, Quality Patient Care

All hospitals struggle with how to move patients seamlessly from one point to another, ensuring that care is appropriate, timely and safe. St. Michael's had tried many strategies, grounded in quick fixes, with marginal improvement. Only by "going against the flow," did it start seeing results.

Emergency department (ED) wait times are a barometer of patient access to quality care. In 2008, a patient in Ontario could spend up to 40 hours in Emergency. At St. Michael's, the wait was up to 25 hours. This did not reconcile with St. Michael's recently renewed strategic directions that focused on quality care. It was time to tackle patient access and flow differently.

In September 2008, the Corporate Patient Flow Performance Team was established and a system-wide transformative approach was born. The team worked with staff and physicians to dig deeper into root causes and potential solutions around access and flow. Results include a 75% decrease in emergent volumes waiting for greater than 24-hours, and a 48% improvement in emergency department length of stay for admitted patients as of December 2010. All of this was accomplished without compromising other aspects of patient care such as patient satisfaction, surgical flow and readmission rates.

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Award Recipient: Programs and Processes in a Non-acute Care Environment

Mississauga Halton Local Health Integration Network

Support For Daily Living Program – A Winning Community-Based Solution for Addressing ED, ALC and LTC Pressures

A reduction in Emergency Department (ED) wait time is not solely an ED issue. It is largely impacted by our ability to enhance the timely flow of patients who no longer require inpatient hospital care (Alternate Level of Care (ALC) patients) to more appropriate levels of care in the community. The majority of these ALC patients are at risk seniors, who, with the right level of community supports, could continue to manage their health within the comfort of their own homes, reducing unnecessary visits to the ED and averting premature admission to Long-Term Care (LTC).

Supports for Daily Living (SDL) is an innovative regional service delivery model that targets frail and risk seniors who want to, and are able to continue living within their own homes with access to supports over a 24-hour period. SDL bridges the gap between the Mississauga Halton Community Care Access Centre (MH CCAC) scheduled home care visitation service delivery model and Long-Term Care (LTC) homes. It evolved from a traditional Ontario-wide program providing supportive services to low-income seniors in publicly funded housing into a new service framework featuring personal support, homemaking and attendant services offered in designated buildings, in designated neighborhoods (hub and spoke model) or via a mobile service, all over a 24-hour period. SDL addresses client preference to remain living at home as long as possible and applies evidence-based measurement. A 2010 evaluation by Shercon Associates Inc., produced strong evidence that program outcomes are being met. This pioneering initiative has documented success in reducing acute care ALC pressures and reducing unnecessary ED visits. It has also made a major contribution in reducing ALC and diverting premature LTC placements.

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3M Health Care Quality Team Awards

Selection Committees

Programs and Processes in an Acute Care Hospital Environment

Frank Demizio, CHE (Chair)

Vice President, Patient Services
Niagara Health System

Maura Davies, FCCHSE

President & Chief Executive Officer
Saskatoon Health Region

Arlene Gallant-Bernard, CHE

Executive Director
Prince County Hospital

Jeanie Joaquin, CHE

Executive Director
Scarborough Centre for Healthy
Communities

Larry McBride (Ex-officio)

Corporate Relations Manager
3M Canada Company

Chris Power, CHE

President and Chief Executive Officer
Capital District Health Authority

Programs and Processes in a Non-acute Environment

Marguerite L. Rowe, CHE (Chair)

Executive Director, Continuing Health
Services
Vancouver Island Health Authority

Sandra Blevins, CHE

Vice President, Clinical and Operations
Support
Saskatoon Health Region

Barbara Boyer

Consultant
Boyer Health Management Consulting

Larry McBride (Ex-officio)

Corporate Relations Manager
3M Canada Company

Kelli A. O'Brien

Chief Operating Officer,
Long Term Care and Rural Health
Western Health

Joanne C. Watson (Not available)

Manager, Administrative Services
Port Hope Community Health Centre

Chapter Award for Distinguished Service

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



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Award Recipients

Assiniboia

Diane Lemon, CHE

Bluenose

Heather L. Wolfe
Stroke Program Coordinator
Cumberland & Colchester East Hants
Health Authority

Eastern Ontario

Allan A. Katz
Senior Project Director
South East Community Care Access
Centre

Greater Toronto Area

Susan M. Owen, CHE
Manager, Advisory Services,
Performance & Technology
KPMG LLP

Hamilton & Area

Bryan W. Herechuk, CHE
Performance Improvement Consultant
St. Joseph's Healthcare Hamilton

Manitoba

Marilyn Robinson, CHE
Past Chair
Manitoba Chapter

NEON Lights

Sr. Sarah Quackenbush, CHE
Vice President
Catholic Health Corporation of Ontario

New Brunswick

Walton A. Waller, CHE
Principal
WW Health Enterprises Incorporated

Newfoundland & Labrador

Pat Coish-Snow, CHE
Vice President, Regional Acute Care
Eastern Health

Quebec

Terrence P. Meehan, CHE
Director of Logistics
MUHC McGill University Health Centre

Southwestern Ontario

Barbara Major-McEwan, CHE
Executive Director
Huron Community Family Health Team

CHE Self-directed Learning Paper Award

This award, established by the College's Board of Directors in 2005, recognizes high quality papers submitted as a component of the CHE certification program. The papers demonstrate comprehensiveness, critical thinking and strategic problem solving skills. They are widely applicable and often add new information to the literature in the field.



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Award Recipients

1st Place:

Measuring and Monitoring System Quality: Using Incentives to Drive Quality Healthcare

Cheryl Williams, CHE

Vice President, Acute Care Services
Rouge Valley Health System
Scarborough, ON

Cheryl Williams is a Registered Nurse with a background in mental health, advanced practice nursing, organizational transformation, teaching and management. She is currently working as Vice President of Acute Care Services at Rouge Valley Health System. Cheryl completed her undergraduate nursing degree at McMaster University and her graduate degrees through the University of Toronto. She holds a PhD in Nursing Science and is now a Certified Health Executive with the College.

Honourable Mention:

Advancing Change in a Complex Environment: From Strategy to Action

Wendy Hansson, CHE

Chief Operating Officer – Coastal
Vancouver Coastal Health
North Vancouver, BC

As Chief Operating Officer, Vancouver Coastal Health, Ms. Hansson oversees the delivery of healthcare on the North Shore, Sea-to-Sky, Sunshine Coast, Powell River, Bella Bella and Bella Coola. Wendy came to Vancouver Coastal Health in April 2010 from Providence Health Care (PHC) where she was the Vice President of Clinical Programs and Site Leader St. Paul's Hospital. She brings to the role over 20 years of senior management experience in clinical operations, healthcare system transformation, capital and strategic planning and policy development at the provincial, regional and local levels.

As a strong advocate for leadership development and mentoring, Wendy is active provincially and nationally in health administration, being recently recognized for her years of distinguished service by the College. She has held positions of Chair of the BC Lower Mainland Chapter; Co-chair for the national Chapter Advisory Council; Co-chair of the 2007 & 2008 Health Care Leader's Association of BC (HCLABC) Leadership conference, and is currently a HCLABC Director.

CHE Self-directed Learning Paper Award

Selection Committee

Marcy Saxe-Braithwaite, CHE (Chair)

Consultant
Western Management Consultants

Mark Fam, CHE

Senior Manager
Deloitte Inc.

Theresa Fillatre, CHE

Senior Regional Director CPSI,
Atlantic Canada and National Lead
Safer Healthcare Now!

Susan E. Kwolek, CHE

Senior Vice President, Patient Care
Services & Programs
Credit Valley Hospital

Beatrice Mudge, CHE

Cory Ross, CHE

Associate Dean-Academic/Acting Dean
George Brown College

Capt(N) John Roland Young, CHE

Commandant
4 Health Services Group

College Award for Distinguished Service

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



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Award Recipient

Bonnie Adamson, FCCHSE, FACHE

Bonnie Adamson is the President and CEO of London Health Sciences Centre, one of Canada's largest acute care teaching hospitals dedicated to excellence in patient care, teaching and research.

Previously, Ms. Adamson was President and CEO of North York General Hospital, a multi-site community teaching hospital in North Toronto, from August 2002 to October 2010. During her tenure, she achieved fiscal stability, led the organization through the Severe Acute Respiratory Syndrome (SARS) epidemic, and transformed the culture of the hospital.

Ms. Adamson is a Fellow of CCHL and the American College of Healthcare Executives. She is the Past Chair of the National Board of the Canadian College of Health Leaders (2006 – 2007) and the current Chair of the GTA Child Health Network Board.

Ms. Adamson was a Surveyor with Accreditation Canada for eleven years and has a strong passion for mentoring graduate students in healthcare administration.

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College Honorary Life Member Award

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



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Award Recipient

Cliff Nordal, FCCHSE, FACHE

Cliff joined the College in 1976, was elected as an Ontario Director to the National Board of Directors in 1988, and served as Board Chair for the 1992/93 term. Mr. Nordal's extensive service to the College includes membership on board committees, task forces and HPRS™ panels, proctoring numerous CHE examinations, and undertaking Fellowship project reviews. In 1994, his local support of College activities was recognized through the GTA Chapter Award for Distinguished Service.

In December 2010, he retired as President and CEO of London Health Sciences Centre and of St. Joseph's Health Care, London, having held both positions from January 2006. In 2005, the London Free Press named Mr. Nordal as one of 150 people who helped define London.

Mr. Nordal's leadership within other organizations includes: Chair of the Council of Academic Hospitals of Ontario, Hospitals of Ontario Pension Plan and the Lifecycle Research Network; and multiple other boards including the Ontario Hospital Association, the Catholic Health Association of Ontario, and Gensci Regeneration Sciences. In May 2010, the Catholic Health Alliance of Canada presented Mr. Nordal with its Performance Citation Award, Canada's highest distinction in Catholic healthcare.

Contact:

Cliff Nordal, B.Sc, MBA, FCCHE, FACHE
Richmond Hill, ON

Energy and Environmental Stewardship Award

This award recognizes a progressive health care 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:

The Honeywell logo is displayed in a bold, red, sans-serif font. The word "Honeywell" is written in a single line, with the 'H' being significantly larger than the other letters. The logo is positioned on the left side of the page.

Award Recipient

Interior Health Authority

Interior Health Authority (IHA) is taking action to meet the aggressive energy targets and high environmental standards set for British Columbia. Its environmental focus results in policies and projects which decrease energy consumption reduce environmental impact and engage stakeholders to act on climate change in their work and personal life.

Future persistence in sustainability endeavors is ensured through the creation of a department of environmental sustainability, responsible for decreasing energy consumption, reducing the environmental impact of operations and planning for a future where renewable resources are a key component to sustainability.

Specific actions to attain our objectives include adoption of the following:

- 1. Corporate policies and procedures:** a pesticide and herbicide ban, a comprehensive Environmental Sustainability policy, a green travel policy, a hybrid and SMART car purchasing policy and the addition of an environmental impact analysis on executive decision briefs.
- 2. Projects:** building upgrades and retrofits, comprehensive recycling where available, extensive use of LiveMeeting/videoconferencing, staff engagement.
- 3. Awareness:** staff education and campaigns to foster behaviour change in the organization and where our staff can be models in their communities. Saving dollars in energy costs allows for reallocation of funds towards clinical care, our primary function.

It is with great pleasure to say that IHA is carbon neutral as a result of offsetting its carbon emissions. IHA now has released its second annual Carbon Neutral Action Report (CNAR) which is publicly reported on the Internet.

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Guysborough Antigonish Strait Health Authority

The Guysborough Antigonish Strait Health Authority (GASHA) provides health related services to the residents of four counties in northeastern Nova Scotia. Over 1000 individuals are employed with GASHA, working directly, in one of five hospitals or involved in primary healthcare programming. While GASHA's mandate is to provide healthcare services to communities in the District Health Authority, we are also very aware of our corporate responsibility to be environmental stewards.

In 2001, when GASHA was formed our motto "working together for a healthy community" represented our commitment to providing quality healthcare. Today, that vision has expanded as "healthy community" means ensuring our environmental practices are contributing to a positive global future. The GASHA Sustainability Committee has been in existence since 2008. The Committee members consist of healthcare workers, many of whom are involved with other environmentally friendly organizations within the GASHA community. In the two short years the Committee has operated, they have made great strides in the following areas:

- Recycling and Waste Reduction
- Energy Conservation
- Green Information Technology
- Water Reduction
- Landscaping
- Environmentally Friendly Procurement Policies and Practices
- Electronic Office
- Commute Reduction Plan
- Commitment to Health Advocacy
- Strategic Partnerships
- Continuous Learning

Contact:

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The Ottawa Hospital

Until recently, transportation of patient meals at The Ottawa Hospital (TOH) consisted of 36 fifteen year old rethermalization carts, which were beyond their life cycle. This model involved preparing trays in the kitchen and transporting them in stainless steel carts to each of the seventeen satellite pantries where they were maintained on individual compressors until the heating cycle began.

The Ottawa Hospital (TOH) has replaced its old carts with new ones that rethermalize in a central location. The new carts provide energy savings of 157,089 kWh per year (equal to electricity required for 18 single houses for 1 year) or a 71.73 kW energy demand reduction when compared to the old equipment.

Hydro Ottawa provided an incentive of \$57,384 to support the project. This initiative saves energy, relieves space in patient galleys and provides a more efficient system that benefits patients and staff at TOH.

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St. Joseph's Healthcare Hamilton

St. Joseph's Healthcare Hamilton's (SJHH) multidisciplinary green team, Team Environmental Vision & Action (Team EVA), is dedicated to the greening of health care and has developed a grassroots, multi-pronged approach to tackling health care greening initiatives that has achieved great success since starting in 2008.

A healthy balance between grassroots initiatives and corporate projects has resulted in many successful greening initiatives at SJHH, including the reduction of energy and natural gas usage, implementation of an effective waste diversion program and developing a culture of commuting. SJHH has implemented a comprehensive Energy Saving and Facility Renewal Program that is both fiscally and environmentally responsible. This program has resulted in a cumulative reduction of 5,906,008 kWh of hydro and 1,314,224 m³ of natural gas consumption, while at the same time allowing SJHH to realize over \$1M annual savings in utility costs. This reduction of hydro and natural gas consumption is the equivalent of reducing our greenhouse gas emissions (CO₂) by 6,600 tonnes, which is effectively planting 21,800 trees or taking 1,900 compact cars off the road.

A blue bin recycling program was also initiated to recycle glass/cans/plastics and fine paper for high traffic areas, as well as recycling used plastic jugs from our dialysis units. This recycling program has resulted in the diversion of 64.61 metric tons of waste in 2009. New to the Hamilton Transportation Management Association (TMA) in 2009, SJHH has been the fastest growing member with a number of impressive accomplishments over the relative infancy of our participation and has been awarded the Hamilton TMA Smart Commute Employer of the Year 2010. By harnessing the commitment and know-how of dedicated staff and volunteers, SJHH has worked to infuse green approaches to health care into our culture, everyday decision making and delivery of health services.

Contact:

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West Park Healthcare Centre

West Park Healthcare Centre is a public hospital providing rehabilitation, complex continuing care and long-term care services. In 1986, West Park embarked on a continuous program to decrease energy use. The nominated program represents the latest of many energy reduction initiatives. The main driver being that cost savings can be diverted to patient care while lessening West Park's impact on the environment.

The program commenced with a study in 2008 and resulted in the implementation of energy and water conservation measures. Along with energy savings, the project resulted in other environmental benefits that include CO₂ reductions of 3,323 tones, recycling of lighting equipment and donation of toilets to Habitat for Humanity.

The performance of the work was confirmed through a measurement and verification plan that sub-metered before and after conditions. Savings are sustained by monitoring energy use through a web based monitoring system. This system is part of West Park's association with Greening Health Care which is a collaborative program helping hospitals work together to lower their energy costs. West Park also makes a significant effort to communicate their energy conservation initiatives to internal and external stakeholders – both to inform and inspire. These initiatives include an Environmental Committee, Energy Week fairs and the use of West Park's newsletter to communicate best practices.

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Energy and Environmental Stewardship Award

Selection Committee

Tony Dagnone, FCCHSE, FACHE (Chair)
Past President and CEO
London Health Sciences Centre

Suzanne Boudreau, CHE
Project Lead – Procurement Project
SAHO – Shared Services Office

David Crockett, CHE
Vice President, Facilities Management
London Health Sciences Centre and
St Joseph's Health Care, London

Sandra Hanmer, CHE
Chair
CHE Program Committee

Steve Hardcastle (Not Available)
Health Care Consultant

Andrew Neuner, CHE (Excused)
Vice President, Community Integration
Interior Health

Ron Noble, FCCHL, FACHE
Chief Financial Officer and Vice
President
The Credit Valley Hospital

Gino Picciano, CHE (Excused)
Senior Vice President and Chief
Operating Officer
The Ottawa Hospital

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

Health Care Safety Award

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

Sponsored by:



Award Recipient

The Wexford Residence

Safety First!

Over the past five years, the Wexford Residence has demonstrated a commitment to staff safety that has resulted in a significant improvement in the WSIB/NEER Index from a maximum surcharge of 4.0 in 2006 to 0.06 in 2010. The Wexford Residence has now gone over 365 days without a lost time injury (as of Jan 20, 2011).

The Board of Directors demonstrated a forward thinking approach and ongoing commitment to health and safety when it redistributed the WSIB/NEER rebate cheque of \$10,250 to the staff, in acknowledgement that the program's success is a joint effort. In December 2009, each of the 208 staff received a \$50 gift card for the Scarborough Town Centre.

Accreditation Canada recently awarded The Wexford a full three-year accreditation. Only 10% of all organizations surveyed receive this award. The Wexford Residence shared its success stories at the 2009 Ontario Association of Non Profit Homes and Services for Seniors Annual Conference.

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Alberta Health Services

Capital Management Provincial WHS Committee

On April 13, 2010 Alberta Health Services' (AHS) Facilities Maintenance and Engineering (FM&E) Workplace Health and Safety (WHS) committee held their inaugural meeting. The committee has FM&E and WHS representation from each of the five provincial zones and is co-chaired by FM&E and WHS. The committee's two executive sponsors – the Vice President, FM&E and the Senior Vice President, Capital Management – are also both actively involved. As of December 2010, the committee expanded to include other business teams within the Capital Management portfolio.

Prior to establishing the committee, a self-assessment was conducted within 93 facilities to determine strengths and opportunities. The committee used the information to review areas of opportunity and determine a priority list of safe work practices over the next few years including:

- Confined Space Code of Practice
- Electrical Safety Safe Work Practices (Arc Flash/Hazardous Energy and Isolation)
- Mobile Equipment Safe Work Practice
- Fall Protection Safe Work Practice
- Field Level Risk Assessments

The safe work practices will include recommendations for implementation readiness, such as equipment purchases and training. Since their first meeting, the committee has made many recommendations and has led a significant safety culture shift within FM&E spearheaded by the new Standard Operating Procedures for Safety Meetings and for Near Miss Reporting.

The committee reviews incidents and high potential near misses, and recommends best practices for implementation while supporting organizational WHS initiatives such as Hazard Identification, Assessment and Control. The committee has also provided opportunities for education including an Electrical Safety presentation.

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Central West Community Care Access Centre (Central West CCAC)

Integrated Client Care Project Improvement Team

The Central West CCAC and Saint Elizabeth Health Care partnered to become one of four early evaluation sites in Ontario to deliver a value-based model of integrated care for wound care under the umbrella of the province's Integrated Client Care Project (ICCP). The project focuses on the home care of clients with diabetic foot ulcers and venous leg ulcers which account for approximately 34% of all wounds.

For wound care clients, navigating home and community care can be challenging, leading to less than optimal quality and value for both clients and the system, and often placing client safety at risk with increased possibilities for recurring infections. If not properly treated and managed, wounds can lead to higher than necessary institutionalization, high rates of avoidable hospitalization and compromised health for the client. Under the umbrella of the ICCP, the partners have implemented a client-centred model of care that better prepares clients and informal caregivers for discharge and for self-management of their chronic disease and aims to prevent frequent and unnecessary admissions to hospital by supporting the reduction and healing of wounds.

Early results are promising and are already demonstrating an aptitude for sustainable improvement, particularly in the wound reduction of venous leg ulcers over a 12 week and 30 day period. Improvement is also being noted in diabetic foot ulcers at 12 weeks. Performance targets for wound reduction are based on best practice. The interdisciplinary model, structured around clinical conditions/client care groupings, is showing tremendous promise as a means for optimizing client outcomes, and thereby patient safety, within the home care sector.

Contact:

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OMNI Health Care

An Innovative Approach to Falls Prevention: A Policy for Change

OMNI Health Care has initiated a new Osteoporosis Strategy/Falls prevention program. OMNI Health Care has been working with the Ontario Osteoporosis Strategy and are educating and screening staff, residents and families. OMNI Health Care has created an Osteoporosis Screening Tool and developed a policy on the strategy as well as a policy on the use of therapeutic hip protectors with infrared technology to prevent fractures and transfers to hospital emergency rooms. The experience in our pilot home has been outstanding. In our four month pilot, we have had 34 falls with no resulting hip fractures, saving approximately 1.2 million in health care cost. As an owner and operator of seventeen long term care homes in Ontario, OMNI Health Care has recently initiated this policy program in all its sites. In addition to this OMNI Health Care, in partnership with Medical Pharmacies Group Inc., we have initiated a program addressing Beers List medications prescribed for residents of OMNI LTC homes.

This program consists of:

- An awareness campaign, including education by Medical Pharmacies clinical consultant pharmacists, geared towards physicians and other prescribers, as well as registered nursing staff. This campaign also includes the distribution of pocket guides, along with the use of other tools that are useful in identifying potential inappropriate medications.
- Quarterly data reporting of all residents on Beers List medications, by pharmacy, to be reviewed by each home's clinical team at Professional Advisory Committee meetings.
- Development of customized and specific strategies to address the use and prescribing of Beers drugs.

To date, we have successfully seen a 30% reduction in these medications.

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Vancouver Island Health Authority

Hand Hygiene Audit Tool

Using an adapted audit tool from the Canadian Patient Safety Institute, hand hygiene practices have been audited within Vancouver Island Health Authority (VIHA) sites annually. In collaboration with Information Management and Information Technology (IMIT) and Performance Monitoring and Improvement (PMI) Departments, the Infection Prevention and Control Team developed a computerized audit tool. The tool is embedded in InfoPath software and has the capacity to generate a report for staff immediately upon audit completion. It also includes a function to download the data to a data warehouse for the generation of administrative reports within the VIHA reporting system.

The audit is installed on tablets that have been distributed to all acute and residential care sites. Auditors are trained on the use of the electronic tool, and are at different stages of implementation. The frequency for completion of audits is based on an area's hand hygiene compliance rates: weekly if rates are <65%, monthly when rates are maintained between 65 and 90% and quarterly when rates are above 90%.

One hospital that has been using the electronic tool for 4 months has increased its compliance rate from 49% (2009/10) to 77% (November). Another started reporting using the electronic tool in early December. Its rates have increased from 8% to 66% (average of last 3 audits). Other sites are collecting their weekly data, and it is anticipated that with the immediate availability of the audit result, followed by unit-based discussion on actions to be taken, hand hygiene practices will improve as evidenced in the first 2 sites.

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Vancouver Island Health Authority
Outbreak Management Toolkit

The Vancouver Island Health Authority (VIHA) provides health care to over 750,000 people on Vancouver Island and the islands of the Georgia Strait. Services are provided through a network of hospitals, clinics, health centres, health units, and residential care facilities. Given the vast geography, it needed a standardized protocol that could be implemented within any one of the 13 hospitals (1338 beds) and 17 residential care facilities (1451 beds) when an outbreak was declared.

The protocol is adapted from the Hospital Emergency Incident Command System (HEICS). The processes are identified within an Outbreak Management Toolkit, which consists of 5 documents/templates:

- Purpose and Process of Outbreak Management
- Outbreak Operations Command Structure (either "Hospital" or "Residential")
- Responsibilities for Key Personnel
- Meeting Summary Template (record of decisions from each meeting)
- Outbreak Management Summary Report (debrief including recommendations following conclusion of the outbreak)

The Toolkit was developed to provide guidance and knowledge exchange when an outbreak has been declared. The focus was to provide a toolkit that is easy to access and use, and clearly identifies roles and responsibilities. It ensures that the right people are involved allowing key activities to be addressed quickly. VIHA has seen tremendous uptake of the use of the toolkit. Staff have identified that it supports the outbreak team through a more coordinated approach with a clear record of actions, resulting in a decrease in the duration of outbreaks. This Outbreak Management Toolkit can be easily adapted to other emergent issues or for use in other jurisdictions.

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Vancouver Island Health Authority
Safety Profile Project

Vancouver Island Health Authority (VIHA) implemented a comprehensive risk assessment process called the Safety Profile Project. This new process has improved VIHA's Safety Culture by combining staff safety and patient safety, and by focusing the attention of front-line care providers on safety. The Safety Profile Project integrates Accreditation Canada standards for risk assessment and mitigation for client care and staff safety, as well as WorkSafeBC regulations for workplace inspections and action plans.

The Safety Profile Project focuses on four main topics:

- Musculoskeletal Injuries
- Violence in the Workplace
- Infection Prevention and Control
- General Safety

The Safety Profile Project has three components: the risk assessment and staff survey, action planning and monitoring, and risk communication. The manager, staff, union and an Occupational Health and Safety professional conduct the risk assessment and collect the information, analyze the data, and create an action plan. Results are displayed on a poster called the Unit Score Card (USC). The USC is a visible safety reminder to everyone in the care area, and identifies risks and improvement opportunities. To complement the risk assessment and score cards, Safety Communication Boards detail day-to-day concerns related to target areas of focus. These boards are unit-specific and are used to communicate risk to all staff, volunteers, and contractors who may be exposed to risk of injury/illness while in VIHA facilities. The Safety Profile Project is a collaboration, integration and engagement process to support the culture of safety for both staff and patients.

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BC Cancer Agency

BCCA Patient Transitioning Project

The BC Cancer Agency (BCCA) in collaboration with another facility have worked closely together over the past 2 years to mistake-proof the process of transitioning patients to and from the BCCA's out-patient departments.

The project began as a BCCA Patient Safety Event review between two departments at the BCCA and another facility. It became immediately apparent that in order to prevent the same type of event, not only the causative factors needed to be identified but also, the whole process needed to be mistake-proofed. A Failure Modes Effects Analysis was conducted with front-line staff and leaders from both organizations and recommendations were rolled out throughout all of the BC Cancer Agency centres and the sending facility. Standardization of a BCCA Patient Care Information Transfer Tool was completed to ensure that all centres were using the same form in the correct manner to gain information in advance about all in-patients transitioning to the BCCA for out-patient treatment. A return Communication Handover Form was implemented as well to ensure patient information was consistently transferred back with the patient to the sending facility.

The sending facility implemented guidelines and a transition checklist to prepare patients for transport, to ensure that the patient has a pain management plan in place for the trip and to ensure staff accompany the patient, if required. These guidelines and checklist have now been sent to the other Health Authorities in British Columbia with the request that they adopt the same standard of practice. Post-implementation results show a significant reduction in the number and severity of patient safety events involving the transitioning of patients between the BCCA and other Health Authorities.

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Health Care Safety Award

Selection Committee

Cynthia Majewski (Chair)

Executive Director
Quality Healthcare Network

Patti Boucher

Vice President, Prevention Services
Public Services Health and Safety
Association

Barbara C. Hall, CHE

Vice-President, Person Centered Health
Capital District Health Authority

Barbra Gold

Executive Director
Maimonides Geriatric Centre

Patricia McKernan

Director, Risk Management & Quality
Improvement
St. Michael's Hospital

Wendy L. Nicklin, CHE, FACHE

President and Chief Executive Office
Accreditation Canada

Michael J Rendenbach, CHE

Vice President, Primary Health Care
Regina Qu'Appelle Health Region

Edgardo Perez, CHE (Not available)

President & Chief Executive Officer
Homewood Corporation
Homewood Health Centre

Judith Shamian (Not available)

President & Chief Executive Officer
VON Canada

Joseline M. Sikorski, CHE (Not available)

Past President & Chief Executive Officer
Ontario Safety Association for
Community & Healthcare

Jeff Spence (Ex-officio)

Director, Key Account Management and
Strategic Marketing
BD Canada

Lynn Stevenson, FCCHL (Excused)

Vice-President, Human Resources and
Chief Nurse Executive
Vancouver Island Health Authority

Innovation Award for Health Care Leadership

This award recognizes the outstanding capabilities and achievements of a senior executive who has made innovation a focal point of his or her organization's strategy in order to create high impact results.

No recipient for 2011.

Sponsored by:



Medtronic

Susan McKay, MBA, CHE
Alberta Health Services

Susan McKay exemplifies an innovative leader. She has taken the considerable challenge and opportunity of the merging twelve former distinct entities and created, in a very short time frame, a single, provincially-let program that provides an improved service with consistent quality standards operating within a sustainable model.

Susan has successfully created and implemented a provincial menu program. This initiative was grounded in the overall AHS objective of ensuring high quality, consistent and sustainable service. With the new provincial menu program, all areas of the province working towards using the same diet terminology and moving towards comprehensive nutrient information on all foods served. This enables us to meet our responsibility to ensure that all meals served to patients and residents in our facilities meet nutrition and quality targets and comply with provincial and federal regulatory requirements.

The initiative has enabled many enhancements to quality, quality control, service, standardization, and sustainability.

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Louise Morrin, PT, MBA

Alberta Health Services

Alberta Health Services (AHS) and the Primary Care Networks (PCNs) service a population of 3.5 million people that are spread over a geographic area of 661,848 square kilometres. Health Care Providers (HCP) work in a variety of settings across Alberta, from hospitals to community centres.

In her role as Director for Integration, Resource & Team Development, Louise Morrin has developed a strategy, framework and curriculum of inter-professional education for providers working in Chronic Disease Management. Wagner's Expanded Chronic Care Model provided the foundation for the education strategy upon which Louise constructed the framework and curriculum to meet the needs of health care providers in Alberta. Through Louise Morrin's strong leadership skills and systematic approach she has developed the framework and curriculum with consensus and support from high level leaders and front line providers, across the province and across sectors. The curriculum has been approved by all levels within the AHS organization. The innovative design of the foundations for curriculum development makes it possible to adapt and access the information according to geographic challenges, program and provider needs, available resources and ability to access the information.

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Louise Morrin, PT, MBA

Director

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Anthony Weeks

Alberta Health Services

Tony Weeks started his journey with Alberta Health Services in May 2009 as the Vice-President, Protective & Parking Services. Since that time, he has led the merger of 600 employees from nine former health regions and three entities to a single consolidated portfolio; established new budgets; enhanced internal expertise; created new engagement strategies; built a provincial security operations centre; deployed millions in new security technologies; and increased service coverage by 55%.

The vision was clear from the start: Within two years, implement a strategy to ensure that each and every Alberta Health Services facility had equitable, evidenced-based, access to protective services personnel and resources. Through a variety of innovative and ground-breaking approaches, Tony achieved his vision, while re-investing \$3.5 million in patient care and generating \$8 million in new parking revenues.

Although his workforce underwent considerable change, including layoffs and reassignments, Tony has effectively turned the page. Employees have emerged with a sense of pride in their accomplishments and an interest in being part of future strategy. Sites that had nothing before now enjoy the benefits of an equitable service model. Frontline employees can now submit ideas and watch as the idea goes from concept to implementation. Staff, patients and visitors have a mechanism to tell us how we are doing and watch as we work to improve or maintain key performance indicators.

Tony's vision, innovation and subsequent delivery strategy has enhanced healthcare security for all Albertans.

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Innovation Award for Health Care Leadership

Selection Committee

Janet Davidson (Chair)

President and Chief Executive Officer
Trillium Health Centre

Carolyn Baker, CHE

President and Chief Executive Officer
St. Joseph's Health Centre (Kingston)

Françoise P. Chagnon, CHE

Director of Professional Services
McGill University Health Centre

Mike Conroy (Excused)

Executive Vice President, Corporate
Services
Alberta Health Services

Neil Fraser (Ex-officio)

President
Medtronic of Canada Ltd.

Elma Heidemann, FCCHE

Co-chair, Canadian Health Leadership
Network (CHLNet)

Brock Hovey, CHE

Health Care Consultant

Jo-Anne M. Palkovits, CHE

President and Chief Executive Officer
St. Joseph's Health Centre (Sudbury)

Sonia Peczeniuk, CHE

Vice President, Medical Affairs and
Clinical Support Services
Rouge Valley Health System

Shirlee M. Sharkey, CHE

President and CEO
Saint Elizabeth Health Care

Mentorship Award

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

Sponsored by:



We Innovate Healthcare

Award Recipient

John King, CHE

Through his work at St. Michael's Hospital, Mr. King's exceptional capacity for mentorship is noticeable in his support of MBA residents. John works tirelessly to encourage organizational learning for residents, meeting with them regularly and ensuring that their learning experience is positive.

In 2006, Mr. King's strong support and advocacy for building leadership capacity developed into a Leadership Academy between St. Michael's Hospital and the Rotman School of Management. The mentorship experience provides physician and administrative leaders with opportunities to advance important change initiatives across the organization and increase growth and knowledge of hospital operations. In 2008, Mr. King also developed a program called CCHL Emerging Leaders, providing a forum for internal and external networking, education and career growth for young leaders in the hospital.

Mr. King is currently the Chair of the Canadian College of Health Leaders (2010 – 2012). He has also played major strategic leadership roles in the province, having held the Assistant Deputy Minister of Health and Long-Term Care position in Ontario from 1999-2002. Known as a "connector", Mr. King's colleagues often give account of the important guidance conversations, networking, and work opportunities that he supported for them during his time as a senior government or hospital executive. Mr. King continuously develops his professional growth and has been a major force in bridging international health relationships through playing a leadership role in the Sweden/Canada Exchange Program since 2002.

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Francis Brunelle, FCCHSE, FACHE

Francis (Fran) Brunelle has been a mentor continuously for over forty years. He has mentored at the local, provincial and national levels, to undergraduate and graduate students, doctoral and post-doctoral candidates, as an adjunct faculty member at eight universities; and to healthcare professionals, including CEO's and physician and nurse executives.

He has mentored at the provincial and national levels, by providing over 100 seminars on career planning to many of the healthcare professions, including both the Canadian College of Health Leaders and the Canadian Society of Physician Executives; by developing Canada's first Handbook for Chiefs of Medical Staff; by contributing chapters in books, and articles in peer reviewed journals, including an article on hospital governance that won the best article of the year award.

After obtaining his Master's (and the top student award) at the University of Ottawa, he earned three diplomas from Harvard University and Fellowships from the Canadian College of Health Leaders and the American Colleges of Healthcare Executives. Fran continues his lifelong learning journey and late in 2009 earned Certification as an Assessor of Leadership Competencies from the Center for Creative Leadership. Even as Fran prepares to launch his next career initiative, he continues to mentor students at both the University of Toronto and at Massey College.

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Janet M. Davidson

Janet Davidson is President & CEO of Trillium Health Centre. She is a nurse and has a BScN from the University of Windsor and a MHSA from the University of Alberta. With over 30 years of health care management experience in the voluntary, hospital and government sectors in Alberta, BC and Ontario, Janet is also a strong supporter of volunteerism and has spent over 30 years as a volunteer with the Red Cross/Red Crescent, including 10 years on the Board of the International Red Cross/Red Crescent Movement.

She is an Officer of the Order of Canada and received an honorary Doctorate of Laws from the University of Windsor. In 2009 and 2010, she was named one of Canada's Top 100 Most Powerful Women.

Janet serves on the Boards of ECHO: Improving Women's Health in Ontario, the Health Insurance Reciprocal of Canada, the Canadian Institute for Health Information, and is 1st Vice-Chair of the Board of the Ontario Hospital Association.

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Kim Lenahan, CHE

Kim Lenahan graduated from the University of Western Ontario with a Bachelor of Science in Occupational Therapy in 1977 and has demonstrated her commitment to fostering and developing leaders in healthcare throughout her 33 years of dedicated service. She began to develop her leadership capacity, by leading the development, implementation and evaluation of Occupational Therapy Services in a large psychiatric hospital in Dartmouth, Nova Scotia. Her leadership skills soon lead her to transition into community health services and developed exemplary rehabilitation teams in one of the largest academic acute care hospitals in Ontario.

Her continued dedication to her own professional growth is evident in her completion of a Master of Health Science, Health Administration at the University of Toronto, 1997 and the completion of the Executive Training for Research Application (EXTRA), 2009. Kim is currently employed at Toronto Rehabilitation Institute and has mentored many leaders in the organization throughout her tenure as Operations Director and promotion to Executive Director. Kim has also built successful social networks within and external to the organization (including MoH<C, TCLHIN, Hospitals and Health Networks). Her legacy of mentorship and leadership development includes fostering an environment where managers are committed to team and leadership development. There are many examples of clinicians, coordinators and managers who have been promoted and now contribute to advancing health care.

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Carol Mothersill

Carol started her career in healthcare through her education at UBC where she earned a Bachelor of Recreation in Education and a Masters in Adult Education. In 1994, Carol worked for Providence Health Care in Vancouver as an administrator. She was quickly promoted to Vice President and Chief Operating Officer. Two years later, Carol was appointed to Director of Residential Care Programs. By 1998, Carol became the Systems Process Leader for the Residential Care Program.

In 1999, Carol managed the Arbutus Care Centre in Vancouver for five years. In 2004 Carol became the Manager of Kiwanis Care Centre (KCC) in North Vancouver. She remained at KCC for five years and has recently taken on a challenging new role as CEO of Fair Haven Homes in Vancouver. Carol has trained in the LEAN program, become an Eden Certified Associate and has presented at conferences on Wellness in Long Term Care and Improving Attendance in the workplace.

Carol has served the Community Advisory Board at Kwantlan College's since 2002. She is a past Board director of the Canadian College of Health Leaders and member of the College's Past Chair's Council, since 2008. She is most proud of the recognition that residential care gained by sitting on the North Shore Outstanding Health Care Awards committee for 3 years. Lastly, Carol is known for her superb interpersonal and managerial skills and for being a supportive mentor and coach to those who wish to further their own professional development.

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Mentorship Award

Selection Committee

Ron Noble, FCCHL, FACHE (Chair)

Chief Financial Officer and Vice-President
The Credit Valley Hospital

Joseph M. Byrne

Director, School of Health Administration
Dalhousie University

Paul Castonguay, CHE (Ex-officio)

Director, Oncology Franchise
Roche Canada

Akos M. Hoffer, CHE

Chief Administrative Officer
The Perley and Rideau Veterans' Health
Centre

Nancy M. Lefebvre, FCCHL

Chief Clinical Executive and, Senior Vice-
President, Knowledge & Practice
Saint Elizabeth Health Care

Joseph Mapa, FCCHL

President and CEO
Mount Sinai Hospital

Pamela Miller (not available)

Program Director, Mental Health and
HIV/AIDS Programs & Addictions Services
Providence Health Care

Harry G. Parslow, CHE (not available)

Managing Partner
The Caldwell Partners International

Tina Smith

Director, MHSc Health Administration
Program
Department of Health Policy
Management and Evaluation
University of Toronto

Donna Towers, CHE

President
Donna L. Towers Consulting Inc.

Robert G. Zed, CHE

Chair
Compass Group Canada Healthcare

Nursing Leadership Award

The Nursing Leadership Award builds on the themes of patient-centred care and nursing leadership, and whose recipient demonstrates an ongoing commitment to excellence in these areas.

Sponsored by:

The logo for Baxter, featuring the word "Baxter" in a bold, italicized, blue sans-serif font.

Award Recipient

Lucie Tremblay, CHE

Lucie Tremblay has been the Director of Nursing and Clinical Services at Maimonides Geriatric Centre since 1998 and at Jewish Eldercare since 2005. In that time, she has exemplified what it means to be a leader in nursing, always going far above and beyond the requirements of her position. Filled with passion and compassion, she dreams big and then translates those dreams into reality.

Lucie has pioneered innovative and award-winning programs and helps hundreds of geriatric institutions replicate them. She has been instrumental in establishing guidelines for the future of Alzheimer's care in Quebec for the Ministry of Health and Social Services. Her teaching, research, and avid committee involvement have allowed her to play an important role in shaping the delivery of geriatric care in Quebec, Canada and internationally.

Lucie holds a Masters of Science in Health Administration from Université de Montréal and a nursing degree from Montmorency College. She served as the Quebec CCHL Chapter Chair from 2008-2011. Lucie currently acts as a McGill faculty of medicine lecturer, a surveyor for Accreditation Canada, and a supervisor of Master's students from McGill and Université de Montréal.

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Heather McGillis

Heather McGillis is a phenomenal nurse leader whose commitment to her many roles and responsibilities goes beyond the expectations of her colleagues inside The Credit Valley Hospital (CVH), the regional health sector and the broader community. She has exemplified and modeled an unrelenting commitment to excellence in nursing leadership at Credit Valley Hospital, the Mississauga Halton Local Health Integration Network and beyond.

Heather's portfolio includes but is not limited to: Emergency Medicine Program, Complex Continuing Care and Rehabilitation Program, Mental Health Program, Critical Care Program, Chair-Pandemic Flu Planning Committee, Chair- Emergency Measures Committee, Chair-Halton-Peel Emergency Services Network, and Chair-Senior Care Committee. Heather has chaired and provided valuable membership on numerous CVH committees as well as regional committees and task forces for many years. Heather's professional proficiency, ability to multi-task and multi-manage her extensive portfolio has earned respect among her numerous and diverse memberships.

Furthermore, Heather attends to each of her responsibilities with steadfast and valiant efforts and assumes each role with equal enthusiasm. She is a tremendous asset to The Credit Valley Hospital, to external health care programs, to the community, and to the nursing profession as a whole.

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Nursing Leadership Award

Selection Committee

Anne McGuire, CHE (Chair)

President and Chief Executive Officer
IWK Health Centre

Janet M. Beed

President and Chief Executive Officer
Markham Stouffville Hospital

Maureen Charlebois, CHE

Group Director & Chief Nursing
Executive
Canada Health Infoway

Sandra M. Cox, CHE (Not Available)

Chief of Patient Care and Chief Nurse
Executive
Hotel Dieu Hospital

Janet Davidson

President & Chief Executive Officer
Trillium Health Centre

Michael Hamilton (Ex-officio)

Vice-President
Health Systems and Channel
Management
Baxter Corporation (Canada)

Sandra MacDonald-Rencz, CHE

Executive Director, Office of Nursing
Policy
Health Canada

Beatrice Mudge, CHE

Josette Roussel

Nurse Consultant
Canadian Nurses Association

President's Award for Outstanding Corporate Membership in the College

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



CANADIAN COLLEGE OF
HEALTH LEADERS
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Award Recipient

Honeywell

Honeywell joined the College as a corporate member in 2006. Since that time, it has shown great dedication in supporting professional development opportunities for College members through its sponsorship of the National Healthcare Leadership Conference and through support of HPRS™ sessions. Honeywell was also a contributor to the development of our joint Position Paper "Toward an Environmentally Responsible Canadian Health Sector. In addition, Honeywell continues to collaborate with the College to enhance corporate membership through its participation on the Corporate Advisory Committee. In 2008, Honeywell became the proud sponsor of the College's Energy & Environmental Stewardship Award.

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Hospira Healthcare Corporation

Hospira Healthcare Corporation has been a long standing corporate member of the College since 1994. Over the years, Hospira has shown tremendous commitment to the College in supporting their corporate activities through their financial support. They have been a constant participant every year in the College's HPRS™ sessions. They have shown their commitment to College members by supporting professional development, such as Executive Forum and position papers. Hospira Healthcare has brought innovative thinking and leading practices to the College's membership and is committed to the pursuit of excellence through collaboration and teamwork.

Hospira is a global specialty pharmaceutical and medication delivery company, dedicated to Advancing Wellness™. As the world leader in specialty generic injectable pharmaceuticals, Hospira offers one of the broadest offerings of generic acute-care and oncology injectables, and infusion therapy and medication management solutions. Hospira's products help improve the safety, cost and productivity of patient care.

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MEDEC

MEDEC has been a strong supporter of the College for many years. Stephen Dibert, the President & CEO of MEDEC, was the first Corporate Member of the College Board of Directors. The contributions that Stephen made to the College through the Board are numerous; member of the Board of Directors 2007-2010, Co-Chair of the Corporate Advisory Committee, member of the Audit & Finance Committee, and member of the Executive Committee.

Stephen always brought the perspective of the Corporate Members into Board and College discussions. As a long time CHE and former Chair of the Toronto Chapter of the College, he was able to marry an individual members' perspective with his knowledge of the College and bring the Corporate perspective. Stephen represented the Corporate members in an effective manner during his time on the Board of Directors.

During Stephen's tenure as the Co-Chair of the Corporate Advisory Committee, he helped to navigate the issues with respect to codes of ethics and brought real solutions to the issues around the HPRS™ events. Stephen also assisted in the organization of events and conferences and has presented at several Chapter events. Stephen recruited several College Corporate Members over his years of involvement with the College. MEDEC, through Stephen is still an active member of the College. MEDEC is working with the College on a significant event regarding procurement – a hot topic of discussion.

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Quality of Life Award

This award honours those who work to improve their patients' lives through their desire, creativity and dedication. It is a celebration of the human spirit.

Sponsored by:



Award Recipient

Dan McGann

In 2006, social worker Dan McGann made a decision that would improve the quality of life for his patients, their families, and members of the community.

Dan had trained hard and run his first marathon. The experience helped him fight and win a personal battle against depression and anxiety. Dan extracted the relevant components of his training to create an unconventional group therapy program for teens and their parents – the Teen Run Program. The 12-week program uses motivational speaking, health information sharing, goal setting, and physical training to help teens deal with depression, anxiety and low self esteem. The results have been remarkable with higher than average retention levels and great gains in patients' mental and physical well-being.

Dan believes that everyone has the potential to create positive energy and running helps to do that. He starts each group with modest goals. Each week there is an accomplishment and celebration of a new goal, which serves to build self-control and self-confidence. As one patient confided, "it helped me feel more confident about myself and that I could do more things outside of running." Dan believes that running helps people to bypass barriers and defenses. He applied his leadership skills, professional and personal experience to create a program that offers the keys to overcome depression: conditions that encourage self-expression and supportive listening, goal setting, action planning, goal attainment and the celebration of victories.

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Dr. Ann Colbourne

Dr. Colbourne is a Professor of Medicine at the University of Alberta. Her administrative roles include Division Director and Zone Division Chief (General Internal Medicine), Vice-Chair Clinical and Deputy Zone Clinical Department Head (Medicine). Dr. Colbourne currently also holds the role of Site Services Chief Medicine at the University Hospital.

Her clinical practice spans the continuum from a District Medical Officer for four nursing stations in coastal Labrador through Mayo Clinic Residency and Internal Medicine practice to health services leadership in policy and practice. Her internal Medicine Specialty Practice has progressed from solo Internal Medicine Practice in Northern Newfoundland and Labrador, to university affiliated practices in St. John's and Edmonton.

Dr. Colbourne is dedicated to diabetes care with an emphasis on health promotion and disease prevention. Dr. Colbourne currently leads a Tele-health initiative for insulin pump patients in Newfoundland.

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Interior Health Authority

Regional Cardiac Revascularization Program

The patient experience, as captured through stories, has gained recognition within the health care system as being significant and valuable to patients and family centered care challenges us to bring the perspective of the patient and their families directly into the planning, delivery and evaluation of health care.

In late 2009, a Standard Alone Percutaneous Coronary Intervention (PCI) Program was established in western Canada to enable patients to be treated closer to home. As a quality assurance initiative, patients and families were asked the following question: *“What has it meant to you to not have to travel to Vancouver or Victoria for your procedure?”*

It was identified as important and valuable to patients and families to access the PCI program closer to home; especially for those with prior experience in travelling for cardiac revascularization outside the Interior Health region. The program infrastructure has enabled staff to address educational and emotional issues with patients and families throughout the episode of care: pre, intra and post procedure. In addition, the importance and value of educational resources for patients, families, and repatriating sites (e.g. regional pre-procedural checklist, pre and post teaching booklets, nutrition and fitness brochures, a Clopidogrel Discharge Program and Cardiac Rehabilitation Program regional referrals via a new Regional Cardiac Care website) have been clearly identified.

These initiatives have helped to improve the quality of life and care for cardiac patients across the Interior Health Authority region by informing practice, stimulating further quality initiatives and addressing system gaps.

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Quality of Life Award

Selection Committee

Susan M. Owen, CHE (Chair)

Manager, Advisory Services,
Performance & Technology
KPMG LLP

Beth Brunsdon-Clark

Vice-President, Programs and Patient
Services
and Chief Nursing Officer
Victoria General Hospital

Don Desjardins (Ex-officio)

National Strategic Partnership Manager
Smith & Nephew Inc.

Geri Geldart

Vice-President, Community Health &
Nursing Affairs
Horizon Health Network

Tracy MacDonald, CHE

Health Services Administrator
Interior Health – Kelowna General
Hospital

Cynthia Majewski (Not available)

Executive Director
Quality Healthcare Network

Kelli A. O'Brien

Chief Operating Officer
Long Term Care and Rural Health
Western Health

Moyra Vande Vooren, CHE

Robert Wood Johnson Awards

Robert Wood Johnson Award

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



Ben Ridout, BBA, MHA

Dalhousie University

In 2006, Ben completed his Bachelor of Business Administration from Simon Fraser University, with a joint major in business administration and geography. After working for two years in the bulk materials logistics field, Ben decided to shift his focus to the challenging, but rewarding field of healthcare. He returned to school at Dalhousie University to complete the Master of Health Administration program. During this time, Ben did his administrative residency with the Vancouver Island Health Authority, and assisted in developing a Rural Health Services Framework for that organization. One area of interest for Ben is performance management, particularly the utilization of health data and indicators to support the development of appropriate and effective improvement initiatives.

Manal Abou-Ghaida B.COMM, MPH

University of Alberta

Manal completed her Master of Public Health, specializing in Health Policy and Management in spring 2011. During her time in the program, Manal was the representative for the Leadership, Health Management and Policy Stream, and a member of the student association. She has also been a teaching assistant for the course "Basics of Leadership." Her passion for public health, and more specifically health policy, stems from her desire to bring a more holistic perspective of health into the health system. Manal is an active volunteer for literacy promotion activities as well as being a facilitator in the United Nations "What Kind of World ...?" educational program that teaches children about the UN human rights issues around the world.

Zahida Esmail

University of British Columbia

Ms. Esmail is currently a Project Support Consultant for the BC Medication Management Project, a collaborative initiative by the BC Ministry of Health and the BC Pharmacy Association. She is also a second year student in the Master of Health Administration program at the University of British Columbia (UBC). In 1996, Zahida received her undergraduate degree in pharmacy from UBC and had the honor of receiving the Horner Prize and Medal for Head of Graduating Class. Since then, she has worked in community, hospital, academic, and regulatory settings. Zahida currently serves as the Co-chair of Emerging Health Leaders – Vancouver and is the student representative of the UBC MHA program. She is passionate about contributing to and leading initiatives that will improve and sustain our health system.

Hélène Bureau

Université de Montréal

In 2003, Ms. Bureau received a Bachelor's degree in pharmacy from Laval University. After practicing as a community pharmacist, she started her own business of relief pharmacists. As a result of this new initiative, she developed an interest in health system organizations. In 2008, Ms. Bureau enrolled in the Masters in Health Administration at the University of Montreal. Her objective is to better understand the function and complexity of the health system in order to better invest in its preservation and evolution. Ms. Bureau is a member of the organizing committee for the Jean-Yves Rivard Colloquium 2011. She was the recipient of the Centennial Canadian Award and Future Leader Award.

Guillaume Lemieux

University of Ottawa

Guillaume began his healthcare journey studying physiotherapy at the University of Ottawa. Instead of becoming a physiotherapist, Guillaume was offered a position as a music agent for S.L. Feldman & Associates. Fortunately, the opportunity to mix both his passion for management and healthcare presented itself again in 2009 when he was accepted to the Telfer School of Management Master of Health Administration program at the University of Ottawa. During his Masters, Guillaume became involved in student politics with both the MHA-Student Association and the Graduate Students' Association. While completing his Masters, he also initiated and continues to manage the \$4.2 million Grad House Project that is scheduled to open in 2012. Finally, Guillaume completed his Masters at the Children's Hospital of Eastern Ontario by doing a residency with the CEO, Michel Bilodeau. He has since been hired to complete a space utilization project and currently works in Ambulatory Care as clinical manager at CHEO.

Andrea Thompson

University of Toronto

Andrea Thompson received her Bachelor of Science in Occupational Therapy from the University of Toronto. She is currently the Manager of Business Development for a marketed service program at Sunnybrook Health Sciences Centre in Toronto. Prior to joining Sunnybrook in 2008, she worked as an occupational therapist in the community with adults with musculoskeletal injuries and in an institutional setting with children and adolescents with mental illness. She has also served on the Board of Directors at the Ontario Society of Occupational Therapists; is the 2010 co-recipient of two research awards through the Department of Health Policy, Management and Evaluation at the University of Toronto; and recently completed a three-month internship at Virginia Mason Medical Center in Seattle, Washington.

Robert Zed Young Health Leader Award

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

Sponsored by:



Award Recipient

Emily Gruenwoldt Carkner

Emily is Founder and National Co-chair of Emerging Health Leaders, a national network launched in 2006, developed by new health professionals, for new health professionals. EHL has grown from a local node representing twenty young leaders in Ottawa to a national network across five major Canadian cities with over 800 members of clinical and non-clinical health backgrounds.

Emily continues to serve her community through active membership on various councils and committees. Most notably, she will be joining the Ottawa Hospital Board of Governors beginning in June 2011, having served as a governor-in-waiting for one year. Emily is also currently serving the Canadian Health Leadership Network as a founding member of the Board (Partner's Group). Emily recently stepped down from her position on the Eastern Ontario Chapter of CCHL Executive Committee where she held positions including Chair Professional Development, Co-Chair Golf Tournament and Chair Policy Development. In 2010, Emily was recognized by the College with an award of distinction for her long-standing service and support to chapter activities.

Emily is employed at the Canadian Medical Association and leads the Office of Leadership and Professional Development

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Graham Gaylord, CHE

Graham Gaylord has held various positions at The Ottawa Hospital and currently acts as their Wait Time Strategy Coordinator. Graham has built a reputation of an engaging and dynamic leader through the leadership of a number of regional projects including the development of inter-hospital partnership agreements and regional patient flow mapping initiative. In both cases, patient care has been improved in the Eastern Ontario region through his leadership to improve inter-organization collaboration.

Graham's commitment to life-long learning is evident looking at his involvement in the College. Graham currently acts as Chair of the Eastern Ontario Chapter, one of the biggest in Canada. He also acts as Co-chair of the College's National Chapter Advisory Committee.

Graham's commitment to excellence in healthcare administration has been celebrated twice nationally. Graham was awarded the Robert Wood Johnson Award in 2008 and the Emerging Health Leader Sweden Study Tour Scholarship in 2010.

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Michael Heenan, CHE

Michael (Mike) Heenan is the Director of Quality, Performance & Risk Management at The Credit Valley Hospital (CVH), a community teaching hospital in the city of Mississauga, Ontario.

Mike's responsibilities include analysis and dissemination of clinical and utilization resource data, enterprise risk management, patient safety and quality improvement. His accomplishments include the launch of standardized performance reporting, the implementation of the balanced scorecard, the designing of medical quality and performance reports for physicians, revamping of clinical case review mechanisms and critical incident reporting, accreditation and the establishment of governance models for quality & safety. He is credited with fully engaging all levels at the Hospital in Quality, Performance and Risk Management.

Mike is also a lecturer on Health Quality Management and Critical Issues in Health Services at McMaster University. He is an MBA graduate with a major in Health Services Management and was recently designated as a Certified Professional in Healthcare Quality (CPHQ) and Certified Health Executive (CHE). Mike's work on physician engagement, the board of director's role in quality and the use of real numbers in reporting safety was published in 2009 & 2010. He has been featured at national and international conferences. Mike is passionate about the value of standardization as a means to drive performance and quality improvement. He has ushered in a significant cultural shift at CVH where performance data is used to drive key decisions about how to prioritize efforts and apply resources.

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Rob Skrypnyk

Mr. Rob Skrypnyk is recognized as a leader who, through his dedicated service, has made a substantial contribution to health care leadership within his own organization as well as within the health system at the local, provincial and national level. Rob has a Master of Public Health Management through the University of Alberta and an undergraduate degree. He has demonstrated leadership, growth and career advancement in the following areas:

- potential for senior healthcare leadership positions in the future,
- has served in areas of health care, including primary care, acute care, mental health and drug dependency services, provincial and local health organizations
- demonstrates outstanding vision and leadership through a project development that resulted in measurable improvements within the primary care health system.
- assisted in building social networking connections within health organizations and Alberta Health and Wellness by developing a patient navigation model and framework applicable to the local, provincial and national level;
- serves as a role model and leader to his team members;

As the CEO and Managing Director of Sumera Management Consulting, in four short years, he has seen its expansion from a single consultant agency to a specialized team of ten experts. He brings extensive experience in the areas of strategic and operational planning, organizational transformation, program and project evaluation, and alignment of organizational strategy with performance. Rob has completed complex strategic assignments for a wide range of public sector clients, with a particular focus on organizations in health and social services. Most recently, Rob has been actively involved in the development of a pay-for-performance program for family physicians in Alberta, and also provided leadership to a review of youth homelessness in Alberta and a review of the accountability of Alberta's Child and Youth Advocate.

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Robert Zed Young Health Leader Award

Selection Committee

Tony Dagnone, FCCHSE, FACHE (Chair)

Past President and Chief Executive Officer
London Health Sciences Centre

Bonnie Adamson, FCCHSE, FACHE

President and Chief Executive Officer
London Health Science Centre

Richard Alvarez

Chief Executive Officer
Canada Health Infoway

Lucy Brun, CHE

Partner
Agnew Peckham & Associates

Ben Chan

Chief Executive Officer
Ontario Health Quality Council

Jim Hornell

President and Chief Executive Office
Brant Community Healthcare System

Sharon McDonald (Ex-officio)

President, Compass Group Canada
Healthcare
Compass Group Canada

Mark T. Nesar, CHE

Chief Operating Officer
RANA Respiratory Care Group

Altaf Stationwala

President and Chief Executive Officer
York Central Hospital

Donna Towers, CHE

President
Donna L. Towers Consulting Inc.

Lucie Tremblay, CHE

Director of Nursing and Clinical Services
Maimonides Geriatric Centre and Jewish
Eldercare Centre