

2018
NATIONAL
AWARDS
PROGRAM

CELEBRATING LEADING PRACTICES



CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ

Learning, Leading, Inspiring Apprendre, mener, inspirer



2018 NATIONAL AWARD PROGRAM SPONSORS

The Canadian College of Health Leaders would like to thank the 2018 National Award Program sponsors.



We Innovate Healthcare





Introducing the 2018 National Award Program Recipients – Congratulations to Our Difference Makers!

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

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

Know of outstanding accomplishments in your organizations? There is no better time than the present to consider individuals, teams and programs worthy of recognition in the 2019 National Awards Program. For nomination information please visit www.cchl-ccls.ca.

Sincerely,

Susan M. (Sue) Owen, MHSc, CHE
Acting President and Chief Executive Officer
Canadian College of Health Leaders



ADVISORY COMMITTEE

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

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and Events
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Toronto Central LHIN

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Business Manager
Medical Markets Centre
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(Ex-officio)**
Acting President and Chief Executive
Officer
Canadian College of Health Leaders

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Commander 4 Health Services Group
Canadian Forces Health Services

Mark Pugh, CHE
Manager, Shuswap Lake General
Hospital
Interior Health Authority

Bryan Stewart
Business Development Director
Aramark Healthcare

Francine St-Martin (Ex-officio)
Manager, Conferences Services
Canadian College of Health Leaders

John Paul S. Young, CHE
Administrator, Community Hospitals
West Prince
Health PEI





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3M Health Care Quality Team Awards

This award recognizes four important elements: innovation; quality; patient/family engagement; and teamwork, and provides Canadian health leaders with an excellent opportunity to recognize team members who have applied the quality process to create measurable benefits in their network of services and programs.

Full descriptions of all award nominees can be found in the 3M Health Care Quality Team Awards Executive Summaries booklet, available at: www.cchl-ccls.ca.



SELECTION COMMITTEE

Quality Improvement Initiative(s) Across a Health System

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

John Andruschak, CHE
Consultant

Sandra Blevins, CHE
Consultant

Wendy Hansson, CHE
Vice President & Chief
Transformation Officer
Providence Health Care

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

Kelli O'Brien
Vice President, Long Term Care and
Rural Health
Western Regional Health Authority

Chris Power, CHE
Chief Executive Officer
Canadian Patient Safety Institute

Andrea Seymour, FCCHL
Chief Operating Officer and
Vice President, Corporate
Horizon Health Network



AWARD RECIPIENT

Quality Improvement Initiative(s) Across a Health System

Putting Patients at the Heart: A Seamless Journey for Cardiac Surgery Patients

Trillium Health Partners

In 2015, Trillium Health Partners and Saint Elizabeth Health Care partnered with patients and families to redesign the journey for cardiac surgery patients from hospital to home. Responding to feedback about fragmented care on discharge, limited access to home care, demand for more hospital beds, and a need to reduce emergency department readmissions, we recreated the patient journey by seamlessly coordinating services around the needs of the patient through standardized post-operative care pathways, providing one team, 24/7 telephone line, community care, and an integrated health record. *“Putting Patients at the Heart”* was funded by the MOH LTC along with five other Integrated Funding Models. It is now the standard of care at this regional cardiac surgical centre which has the second highest cardiac volumes in Ontario.

As a result of continuous quality improvement, in FY16/17 post-operative hospital length of stay was reduced by 21%, readmission rates were reduced by 28%, and ED visits were reduced by 13%. Patient satisfaction with the PPATH program is very high at 98% and patients are more confident about their ability to care for themselves. Savings analysis for FY16/17 compared with FY 14/15 showed a total health savings of \$1.4M through reduction of post-op LOS and readmissions.

This work is the result of meaningful patient engagement, courageous leadership and diligent teamwork across sectors, from senior executives to frontline staff, who eliminated silos of care and focused on what patients wanted. A deep and trusted partnership resulted in better continuity of care and increased patient satisfaction while lowering costs.

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3M Health Care Quality Team Awards (cont'd)



SELECTION COMMITTEE

Quality Improvement Initiative(s) Within an Organization

Jeanie Joaquin, CHE (Chair)
Chief Executive Officer
Scarborough Centre for Healthy
Communities

Dalyce Cruikshank, CHE
Department Manager
Alberta Health Services

Jamie MacDonald, CHE
Chief Administrative Officer
Health PEI

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

Scott McIntaggart, CHE
Senior Vice President
University Health Network

Karyn Popovich, CHE
Vice President, Clinical Programs,
Quality & Risk, Chief Nursing
Executive
North York General Hospital

Patricia O'Connor, FCCHL
Consultant

Rebecca Repa
Vice President, Integrated Clinical
Support Services & Community
Surgery
Hamilton Health Sciences

Brenda Weir, CHE
Vice President, Medicine
Peterborough Regional Health Centre



AWARD RECIPIENT

Quality Improvement Initiative(s) Within an Organization

“Getting the Care I Need, When I Need it”: Group Visits Empower Changes in Priority Areas Across Primary Health Care System

Primary Health Care

The “Getting the care I need, when I need it” initiative is a novel Primary Health Care (PHC) strategy to support the priority needs of patients, communities, and Nova Scotians. PHC is most often the first point of contact for patients and is the backbone of our healthcare system. Evidence has shown Group Medical Visits are a patient-centric, feasible, and cost-effective option to improve access to PHC and to address chronic disease management. This approach is a unique way to address important priorities for the health system and the specific population serviced, namely unattached patients, and particularly those requiring chronic disease and self-management as well as an innovative model of care for individuals with multi-morbidities.

At present, Nova Scotia is experiencing a shortage of family physicians and the introduction of Group Visits is seen as a viable solution to the issue of access to PHC. Beginning in 2015, over 50 clinicians, including physicians working in PHC, participated in systematic training, mentorship, research, and evaluation to build capacity to introduce Group Visits. By applying novel approaches and tools, including patient and provider engagement strategies, LEAN techniques, and validated measurement approaches, positive results are being realized. Quality improvements include increased access, satisfaction of receiving timely, relevant and continuous care, cost effectiveness, and system efficiencies.

With plans to expand implementation to other areas of the province, the project team believes Group Visits will continue to empower positive changes within PHC and provide comprehensive accessible care for patients across the province.

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Award of Excellence in Mental Health and Quality Improvement

This award honours a hospital, health authority, community based mental health and addictions program/service, or a leader in the field that demonstrates evidence-informed and sustained quality improvements (QI) in the area of mental health and addictions.



SELECTION COMMITTEE

Louise Bradley, CHE (Chair)
President and Chief Executive Officer
Mental Health Commission of
Canada

Dr. Pierre Beauséjour
Full Professor
University of Sherbrooke

Anthousa Borsato (Ex-officio)
National Medical Education Manager,
CNS
Medical Affairs
Janssen Inc.

Jean Daigle
Vice President, Community
Horizon Health Network

Barbara C. Hall, CHE
CEO
Maxxcare Solutions

Yasmin Jetha
Regional Director, End of Life
Care & Director, Home Health and
Community Care
Vancouver Coastal Health Authority

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

Dr. Philip Tibbo
Senior Administrative Head of Early
Psychosis
CDHA

Darryl Yates, CHE
AVP Clinical Practice, Etobicoke
General Hospital Site Executive
Interim Chief Nursing Executive
William Osler Health System



AWARD RECIPIENT

Dr. Kathleen A. Pajer, MD MPH

When a child or youth experiences a mental health crisis, wait times to access services can cause further stress during what may already be a frightening time. Lack of access to mental healthcare is one of the most important problems facing Canadian children and youth. Untreated pediatric mental illness leads to complications including lifelong disability, substance abuse, and suicidal behaviour. Dr. Kathleen Pajer has led an effort to reduce wait times and create a more family-centred care system by implementing the Choice and Partnership Approach (CAPA). CAPA is designed to improve the quality of care and increase access. Under the program, care begins with a ‘Choice Appointment’ between a clinician, the patient, and the family to discuss the mental health issue they are dealing with and to determine a course of action. If the family and clinician determine that treatment will be beneficial, the next appointment will be a ‘Partnership Appointment’, where the patient will work with a clinician in pursuit of the agreed upon goals. CAPA empowers patients and families and builds a successful alliance with physicians, making it more likely that patients stick to care plans. The program also re-allocates staff to match patient demand, and builds care pathways that streamline referrals. When CAPA was implemented under Dr. Pajer’s leadership at the IWK Health Centre in Halifax, NS, the program reduced average wait times for a first appointment from 225 days to 93 days, and at CHEO from 200 to 22 days.

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Chief of Psychiatry

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Celebrating the Human Spirit Award

This award recognizes and honours the meaningful contributions of individuals and teams for acts of caring and compassion that go above and beyond the call of duty, inspire others and have a profound and lasting impact.



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SELECTION COMMITTEE

Kenneth W. Baird, CHE (Chair)
Vice President, Clinical Support
Eastern Health

Don Ford, CHE
Past Chief Executive Officer
Central East Community Care Access
Centre

Arlene Gallant-Bernard, CHE
Chief Administrative Officer
Health PEI

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

Dr. Barbara Mildon, CHE
VP Practice, HR & Research & CNE
Ontario Shores Centre for Mental
Health Sciences

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

Justin Simard (Ex-officio)
Regional Sales Manager
Stericycle Healthcare Companies
Solutions

Janice M. Skot, CHE
President and CEO
The Royal Victoria Hospital

Moyra Vande Vooren, CHE

Dr. Jeffrey Beselt

Dr. Jeff Beselt is driven by his passion for cultural humility.

Much of Jeff's career has been dedicated to serving First Nations communities. He and his family lived in Kwadacha, a remote village in northern BC for three years and were part of the fabric of that community. Jeff continues to travel to Kwadacha and Tsay Keh Dene while supporting local nurses through virtual care 24/7.

As Executive Medical Director for North Vancouver Island, Jeff's vision of a welcoming and culturally safe environment for Indigenous people was foundational to the design of two new hospitals opened in 2017 in Comox Valley and Campbell River.

Through Jeff's commitment and leadership, project staff and leadership participated in "*It Takes a Village*" workshops organized by local First Nations to foster understanding of Indigenous peoples' experiences.

Working with local Chiefs and Councils, Jeff supported creation of an Aboriginal Working Group (AWG) to provide input on hospital design and signage, customizing both sites to individual First Nations traditions. AWG supported development of the Gathering Place (a room designed to accommodate drumming and smudging ceremonies), and ensured local Indigenous artwork was incorporated into the hospitals. Jeff championed the development of a Centre of Excellence in Aboriginal Maternal Health with birthing rooms designed for extended family and materials/colours chosen by local First Nations.

Before both hospitals opened, Jeff organized blessing ceremonies by local First Nations.

Jeff's compassionate spirit is changing culture and his inclusive approach is creating lasting change. He inspires those who work alongside him.

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Chapter Awards for Distinguished Service

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



CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ

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AWARD RECIPIENTS

BC Lower Mainland

Jerry Stanger, CHE

Director
Provincial Assessment Centre
Community Living BC

Eastern Ontario

Akos Hoffer, CHE

Chief Executive Officer
Perley and Rideau Veteran's Health
Centre

GTA

Dudley Cosford

Director, Transformation and Project
Management Office
Toronto Central LHIN

Hamilton & Area

Ajay Bhardwaj, CHE

Senior Advisor, Performance &
Accountability
Hamilton Niagara Haldimand
LHIN

NEON Lights

Dean Blanchard, CHE

President
Robinson's Pharmacy Group

Northern Alberta

Lt. Col. John Crook, CHE

Chief of Staff / HQ CO / 1 Health
Services Group
Canadian Armed Forces

Southern Alberta

Jennifer McCue, CHE

President and CEO
Bethany Care Society





CCHL Distinguished Leadership Award

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





AWARD RECIPIENT

Dianne Doyle, FCCHL

In September 2006, Dianne was appointed President and Chief Executive Officer of Providence Health Care (PHC), one of Canada's largest faith-based health care organizations operating 17 facilities in Greater Vancouver, BC, including St. Paul's Hospital. St Paul's is a world leader in heart, lung, renal and HIV specialized services and research. During her tenure as CEO, PHC has performed and spread first in man procedures such as with Trans apical valves; made a global impact on the treatment of HIV; and made a significant impact on the health and well-being of many of the most vulnerable and disadvantaged in Vancouver, such as those struggling with mental health and addictions. PHC and its physicians, researchers, and staff continue to receive numerous provincial, national, and international awards and recognition for their contributions to the medical sciences; and for how care is provided.

Dianne leads from a faith-based perspective, with a focus on integrating compassion and social justice within the BC health system. She has fostered a patient focused environment that empowers strong leadership and interprofessional teams; engages and rewards staff; creates dynamic partnerships, and delivers on the PHC vision: "Driven by compassion and social justice we are at the forefront of exceptional care and innovation".

Dianne has been a strong supporter of CCHL as evidenced by her CHE and FCCHL designations and her participation on the Fellows Council, CCHL committees HPRSTM sessions, and chairing the National Health Leadership Conference.

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Energy and Environmental Stewardship Award

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

Honeywell



SELECTION COMMITTEE

Tony Dagnone, FCCHL, FACHE
(Chair)

Past President and CEO
London Health Sciences Centre

Suzanne Boudreau-Exner, CHE
Director, Materials Management
Services

Regina Qu'Appelle Health Region

James Hanson
Vice President, Operations and
Support Services
Island Health

Steve Hardcastle
Healthcare Consultant

Mike Hickey
MF Hickey Consulting

Andrew Neuner, CHE
CEO
Health Quality Council of Alberta

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

Sarah Padfield, CHE
Health Leader in Residence
University of Windsor

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



AWARD RECIPIENT

Markham Stouffville Hospital

Markham Stouffville Hospital (MSH) is a progressive community hospital with 284 beds, leading diagnostic services and clinical programs in acute care medicine and surgery, addictions and mental health, and childbirth and children's services. The hospital has two sites – one in Markham, and the other in Uxbridge. Partnering with other specialist providers, the hospital's 450 physicians, 2,100 staff, and 1,300 volunteers make it the centre of community care for the residents of the city of Markham and the towns of Stouffville and Uxbridge.

The Markham site, which spans 710,000 square feet, was built to conserve energy and gives tangible evidence of the organization's commitment to being a conscientious environmental steward and community partner.

MSH believes that the high quality patient care, services, and programs the hospital's staff, physicians, and volunteers provide need not come at the expense of the environment. To the contrary, the hospital embraces the concept that environmental sustainability and ecological responsibility promotes overall wellness and is one of the best ways to serve our communities.

The hospital promotes conservation and sustainability throughout the organization and embeds this as a way of doing business. By supporting a culture of greening throughout the organization, the hospital empowers its staff and physicians to make meaningful changes to support long-term sustainability. This is done through effective environmental management practices, education, awareness, and innovation. This supports the overall goal of giving back and being green in the community it so proudly serves while also being an environmental performance leader among hospital peers.

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Excellence in Diversity and Inclusion Award

This award honours a forward thinking healthcare organization that has demonstrated leadership in creating and promoting diversity and inclusion to improve the environment for its employees, and to better service their customers/patients, and the community.



SELECTION COMMITTEE

Dwight Nelson, CHE (Chair)
President and COO
Carewest

Dr. Brendan Carr, CHE
President and CEO
William Osler Health System

Brenda Flaherty (Excused)
Executive Vice President & Chief
Operating Officer
Hamilton Health Sciences

Tim Guest
Vice President, Integrated Health
Services Program Care 2/ CNO
Nova Scotia Health Authority

Jim Hornell
Healthcare Consultant

Sonia Isaac-Mann
Vice President, Policy, Planning, Program
& Community Wellness Services
First Nations Health Authority

Scott Jarrett
Executive Vice President, Patient Services
Humber River Hospital

Norm Peters
Executive Director, Surgery, Heart and
Residential Care
Island Health

Katherine Power (Ex-officio)
Vice President, Communications
Sodexo Canada

Waheeda Rahman
Director, Organizational Development
and Diversity
Scarborough and Rouge Hospital



AWARD RECIPIENT

Michael Garron Hospital Toronto East Health Network

Michael Garron Hospital (MGH)/Toronto East Health Network (TEHN) has proudly served east Toronto since 1929. Today, MGH is a full-service community teaching hospital providing care to a diverse population of 400,000. During the past 89 years, MGH has continually renewed its commitment to meeting the community's evolving health needs. MGH plays a valuable role in the health care system and in east Toronto given the broad nature of the care provided and the diverse community that it serves.

In 2016, MGH renewed its vision – to Create Health, Build Community. MGH understands the importance of working with the people and organizations in its 22 neighbourhoods to improve their health and livelihood. Partnerships undertaken have helped to create inclusive environments, identify and remove barriers, and cast a light on the experiences of those who often do not have a voice at the table.

Examples of ongoing programs include the hospital's dedication to seminars to create an inclusive and supportive environment for the LGBTQ community; increased indigenous visibility and services by supporting initiatives that incorporate traditional healing practices, training senior leaders in indigenous cultural safety, and installing a Land Recognition statement. Many patient/family/community partnerships are fundamental to our work, to ensure the voices of our diverse community are heard and considered.

Together, we will make a difference and change the face of health in east Toronto and beyond.

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Excellence in Patient Safety Award

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



SELECTION COMMITTEE

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

Caroline Barbir, CHE
President and CEO
Laval Health & Social Services Centre

Barbara C. Hall, CHE
President and CEO
Maxxcare Solutions

Janice Kaffer, CHE
President
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Sean Kelly (Ex-officio)
Vice President, Sales,
Strategic Accounts
BD Canada

Goldie Luong
Special Projects Director – Acute Care
Vancouver Coastal Health Authority

Derek McNally
Executive Vice President Clinical
Services & Chief Nursing Executive
Niagara Health System

Wendy L. Nicklin, CHE, FACHE
Past President and Chief Executive
Officer
Accreditation Canada

Michael J. Redenbach, CHE
Vice President, Integrated Health
Services
Regina Qu'Appelle Health Region



AWARD RECIPIENT

Providence Health Care *Global Trigger Tool Team*

With the publication of the Canadian Adverse Events Study (the Study) in 2004, Providence Health Care (PHC) set out on its newest phase of the journey toward excellence. However, there was no plotted course. We had the numbers, but many care providers insisted that the national findings were not reflective of our own results at PHC. So what was hoped to be the needed impetus to create a turning point in patient care failed to materialize.

Not to be swayed, we decided to create our own metric for patient safety. Working in partnership with Vancouver Coastal Health Authority (VCHA), we participated in an IHI webinar for their newly validated “Global Trigger Tool” to be used as a measure of harm.

As senior leadership (SLT) at PHC were not yet on board with the idea, we borrowed a clinical reviewer from VCHA to undertake our reviews. When it came time to analyse preliminary data, our results were shockingly higher than the 7.5% quoted in the Study. In our first presentation to SLT, we reported that more than 50% of patients admitted to our acute hospitals were experiencing at least one adverse event that led to harm! In no short order, funding was found and our own clinical review team was created. Their findings have driven our work over the last decade. Our rate has steadily dropped, and we are proud to report having reliably achieved a reduction in our rate to 16% of patients experiencing some level of harm during their acute hospital stay.

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Mentorship Award

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



We Innovate Healthcare



SELECTION COMMITTEE

Harry G. Parslow, CHE (Chair)
Managing Partner
The Caldwell Partners International

Katherine Chubbs, CHE
Chief Zone Officer
Alberta Health Services

Dianne Doyle, FCCHL
President and CEO
Providence Health Care

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

Wolf Klassen, CHE
Vice President, Program Support
Michael Garron Hospital /
Toronto East Health Network

Nancy M. Lefebvre, FCCHL
Chief Clinical Executive and Senior
Vice-President, Knowledge & Practice
Saint Elizabeth Health Care

Robert G. Zed, CHE, FACHE
Chair
Triangle Strategies Consulting Inc.



AWARD RECIPIENT

Andrew Neuner, CHE

Andrew Neuner is a leader who truly “walks the talk” with respect to mentoring others, and his exceptional strengths lie in the following three areas:

- **Providing constructive feedback in a professional manner.** Andrew spearheaded and serves as an active champion for *Reimagine*, a Health Quality Council of Alberta (HQCA) staff-led initiative intended to inspire and create a high-performing team. One of the key pillars of the *Reimagine* toolkit is balanced feedback. Andrew honours this commitment by consistently providing timely feedback in a respectful and empowering manner that demonstrates to others its meaning and significance.
- **Serving as a role model and leader.** Andrew exemplifies the HQCA’s mission through his personal actions and interactions with others. He will pick up the phone and speak with patients, family members, or the public who have concerns about our health system and envisions how this can inform the HQCA’s work. He pursues continuous improvement voraciously through personal learning and connection with other health leaders around the world. Leading by example is effortless for Andrew and on a daily basis he demonstrates the organization’s values where others are witness to his sincerity and can then easily follow his lead.
- **Creating a positive, trusting relationship amongst professionals to foster personal and professional growth.** His willingness to embrace transparency and honesty with an approachable, respectful style enables trust. This in turn facilitates stimulating conversations that others at all levels of the health system can engage in, which supports their personal growth and development.

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Nursing Leadership Award

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



SELECTION COMMITTEE

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

Alex Adani (Ex-officio)
Vice President, Health Systems
Baxter Corporation

Dr. Rhonda Crocker Ellacott
Executive Vice President & Chief
Nursing Executive
Thunder Bay Regional Health
Sciences Centre

Doris Grinspun
Chief Executive Officer
Registered Nurses Association of
Ontario

Leslie Motz, CHE
Vice President and Chief Nursing
Executive
Lakeridge Health Oshawa

Barbara Steed, CHE
Executive Vice President, Patient
Services and Chief Practice Officer
Markham Stouffville Hospital

Lucie Tremblay, CHE
President
Ordre des infirmières et infirmiers du
Québec



AWARD RECIPIENT

Candy Garossino

In her 25 years as a nurse leader, Candy has led and supported initiatives that advance nursing, remove barriers between providers, and build systems of quality patient care.

Advancing nursing at every level

Steadfast support for nurses and other clinicians to engage in research and knowledge translation (evaluated with positive results):

- The Practice-Based Research Challenge – support for over 500 clinicians and 82 research projects, leading to 100 conference presentations, 15 publications and practice changes benefiting patients. This program has been replicated by other healthcare organizations, including Alberta Health Services.
- Knowledge Translation Challenge – support for clinicians to implement research findings into practice.

Removing barriers between providers

- Championing partnership between quality, risk, patient safety, and professional practice to establish and implement an expected standard for basic nursing care throughout the organization in an effort to decrease the occurrence of nurse sensitive adverse events.

Building systems of quality care for patients

Advocating for the implementation of Patient- and Family-Centred Care initiatives:

- Patient/family invitation to nursing shift handover
- Family Presence policy (elimination of visiting hours)
- Engagement with indigenous patients/families
- Initiatives for transgendered patients

Candy's advocacy and passion for patient- and family-centred care has seen Providence be first to implement many initiatives, making Providence a provincial leader in this area. Candy champions professional development for clinicians, improving the care experience of all who are touched by the organization. Under Candy's leadership, Providence has gained heightened recognition, presenting, and publishing successful patient-centred initiatives to a provincial, national, and international audience.

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President's Award for Outstanding Corporate Membership in the College

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



CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ

Learning, Leading, Inspiring Apprendre, mener, inspirer



AWARD RECIPIENT

Mallinckrodt Pharmaceuticals

A dedicated corporate member since 2013, Mallinckrodt Pharmaceuticals has actively sought opportunities to be involved with the College and support many College activities. Mallinckrodt Pharmaceuticals' dedication to the College's vision and mission is evident through their hosting several Health Professionals' Roundtable for Strategy (HPRS™) sessions over the years, helping College members achieve their professional development goals and igniting discussion. In addition, support of the College's Honouring Health Leadership Event by hosting the College's Chapter Chairs.

Mallinckrodt Pharmaceuticals has further shown dedication as a member of the College's Corporate Advisory Council by engaging Emerging Health Leaders in College activities, publishing in *Forum*, as well as recruiting a number of new corporate members to the College over several years.

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Recognition in Delivering Value-based Healthcare

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



SELECTION COMMITTEE

Shirley Sharkey, CHE (Chair)
President and CEO
Saint Elizabeth Health Care

William Charnetski
Chief Health Innovation Strategist
Ontario Ministry of Health and Long-Term Care

Daniel Fontaine
Chief Executive Officer
BC Care Providers Association

Dr. Robert Halpenny
Consultant

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

Brock Hovey, CHE (Excused)
VP, Corporate Services,
Accountability and Quality
Central West LHIN

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

Richard Tam
EVP & CAO
Mackenzie Health

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

Pamela Winsor, CHE (Ex-officio)
Senior Director, Value-based Healthcare and CMO
Medtronic Canada



AWARD RECIPIENT

Thunder Bay Regional Health Sciences Centre and University Health Network

The burden of cardiovascular disease in the North West LHIN is extremely high. To significantly improve patient care for the region, Thunder Bay Regional Health Sciences (TBRHC) and University Health Network (UHN) developed and executed the “One program on Two Site Model” for the provision of Cardiac and Vascular Surgical Services. This innovative model of care will address the following health system indicators for access and quality:

- The major amputation rate in the region, which is 3 times higher than anywhere else in Ontario.
- Admission rates for cardiovascular conditions, which are well above provincial averages.
- Patients with chronic renal disease had the lowest rates of AV fistulas for dialysis access in Ontario.
- The prevalence of cardiovascular disease in the Northwest Indigenous population, which is 1.5-2 times higher than the general population.
- Incomplete trauma care due to the absence of specialists.
- Delays in access resulting in additional length of stay in Thunder Bay hospitals.
- Significant stress that patients and their families experience by having to travel to unfamiliar locations far from home to access care.

This model will save lives and limbs, address the burden of cardiovascular disease, improve access to services, and create an estimated cost avoidance of \$4,503,000 per year to the provincial healthcare system.

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Robert Wood Johnson Awards

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

Johnson & Johnson

**MEDICAL
DEVICES
COMPANIES**



AWARD RECIPIENTS

Natasha Wilson, University of Alberta

Natasha recently completed her Master of Public Health in Health Policy and Management at the University of Alberta's School of Public Health. Since earning a BSc in Nursing (University of Alberta) and a BA (Hons.) in Social Anthropology (Dalhousie), Natasha has practiced as an RN in pediatric hematology, oncology, and palliative care at the Stollery Children's Hospital in Edmonton, AB. This experience, combined with her drive to help others, and desire to learn more about the complexities of the health sector, fueled her decision to pursue an MPH. Most recently, Natasha completed an internship at Health Canada, and her MPH capstone project examined the intersection of leadership in public health practice and graduate-level public health education in a Canadian context. Currently, Natasha works at Alberta Health as a Policy Analyst.

Belinda Maciejewski, University of Ottawa

After completing her CPA, CA designation with Pricewaterhouse Coopers in Vancouver, Belinda decided to combine her business acumen with her lifelong passion for healthcare by moving to Edmonton to work for the then-newly formed Alberta Health Services. Through over half a decade as a Senior Financial Analyst in advisory services supporting high priority programs, Belinda learned that administrative leadership in Canadian healthcare organizations is dominated by clinicians with limited or no formal training in business concepts. She also observed a divide between administrators and clinicians, which often became an obstacle, which stalled or stopped progress.

Having enjoyed the role as the bridge between administration and clinicians as an analyst, Belinda desired to expand this bridging role beyond Finance, by undertaking the Telfer School of Management Masters of Health Administration program at the University of Ottawa. Belinda is a firm believer of the benefits of diverse perspectives and backgrounds, which leads to more balanced and robust decision making. Her aspiration is to become an agent for change by marrying business practices and technology with clinical operations, as well as breaking through silos, which inhibit Canadian healthcare from truly innovating and transforming into a world-class 21st century system.

Alejandro Gutierrez Ocampo, Dalhousie University

Born in Mexico in 1989, Alejandro earned his Medical Degree at the University of Morelos. As a licensed physician, he proceeded to work in private and public hospitals in Spain, Mexico, and the United States. Passionate about healthcare, he started a successful private practice in Mexico, which was a natural fit. After practicing for several years, he realized that he could only impact one patient's life at a time at a micro level, and thought that perhaps he should aim to enact change

at a system level. With encouragement from patients, family, friends, and neighbours, he decided to step away from a successful practice and further his studies by earning a Master of Health Administration degree at Dalhousie University.

He aspires to work in long-term care, to provide services and support for older people, and encourage patient-centred practices.

In his free time, he strives to become involved with the community through leadership positions, volunteering, and by creating meaningful connections that contribute to improving the quality of another's life. He is passionate, selfless, and a reliable professional, grateful for the support of his friends, family, and the community.

Jennifer Krempien, University of British Columbia

Jennifer embarked on her journey in healthcare leadership when she accepted a temporary role as the Professional Practice Leader supporting Clinical Nutrition Services at BC Children's Hospital and BC Women's Hospital and Health Centre. She was convinced that her career path would focus on research and academia, and the Professional Practice Leader role would confirm that presumption, encouraging her to make the switch from clinical practice to research. It did not take long before Jennifer found her passion for supporting teams, system transformations, quality improvement, and healthcare operations. This realization transformed into a Clinical Project Manager role with the BC Children's and Women's Redevelopment project where she led the planning and implementation of the two new clinical support programs – a dedicated milk handling service for BC Women's NICU and a Medical Equipment Depot. Jennifer is currently the Program Manager, Inter Campus Operations at BC Children's Hospital and BC Women's Hospital and Health Centre, leading a variety of clinical support services. She is passionate about creating cultures of excellence and transforming processes and systems to provide efficient and effective patient services. In addition to the Master of Health Administration, Jennifer has a Master of Science in Human Nutrition and is a Registered Dietitian.

Dr. Marc Beltempo, University of Montreal

Dr. Beltempo holds a Medical Doctorate from Université de Montréal and did his specialty training in pediatrics and neonatology at Université Laval. He has been a staff neonatologist at the Montreal Children's since 2014 while doing a Master of Health Administration (health systems analysis). His research focuses on evaluating how the organization of work and resource allocation affects outcomes of preterm infants admitted in the neonatal intensive care unit. Particularly, his work found that how the nursing workforce is organized, particularly by reducing the use of nursing overtime and optimizing nurse-to-patient ratio can lead to significant improvement in outcomes of vulnerable neonates.

Major Terrance Patterson, University of Toronto

Major Terrance Patterson is a 15-year veteran of the Canadian Armed Forces. Along with his Master of Health Science – Health Administration, he holds a Bachelor of Arts from the University of Manitoba, and a certificate in Health Services Management from Ryerson University. He began his military career as a Support Services Manager at the Canadian Forces Base Petawawa Medical Clinic providing general administration, medical records, human resources and financial management. Thereafter, he deployed to Afghanistan as the Senior Medical Mentor with the Operational Mentor and Liaison Team, leading a team of Medical Technician mentors and providing operational health services mentorship to his Afghan National Army counterparts. Following his deployment, Terrance was transferred to the Canadian Forces Health Services Training Centre, where he managed logistics, medical supply, Information Technology and library departments in support of training for a myriad of health services occupations. Prior to attending the University of Toronto, Terrance was appointed as the Personnel Production Officer at the Canadian Forces Health Services Headquarters, responsible for coordinating introductory Health Services training. Terrance is currently in the process of moving his family (wife and 4 children) to Winnipeg where he will be assigned as the Medical Planner for 1 Canadian Air Division.



The Robert Zed Young Health Leader Award

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



SELECTION COMMITTEE

Tony Dagnone, FCCHL, FACHE
(Chair)

Past President and CEO
London Health Sciences Centre

Diane Browne, CHE (Ex-officio)
Vice-President, Growth
Aramark Healthcare

Lucy Brun, CHE
Partner
Agnew Peckham & Associates

Dr. Ben Chan
Assistant Professor
University of Toronto

Robert Fox, CHE
Project Consultant
Cisco Systems Canada Co.

Barbara C. Hall
President & CEO
Maxxcare Solutions

Jim Hornell
Healthcare Consultant

Altaf Stationwala
President and CEO
Mackenzie Health

Andrew Williams, CHE
President & Chief Executive Officer
Huron Perth Healthcare Alliance



AWARD RECIPIENT

Carrie Jeffreys, CHE

Carrie arrived at Stevenson Memorial Hospital (SMH), after a 6 year successful career at the Southwest LHIN. She acted in that capacity as senior hospital liaison, helping drive hospital system improvement for all hospitals. Her positive attitude, courageous leadership, and ability to foster change are simply remarkable.

Her arrival at Stevenson has helped maintain SMH as the second fastest hospital of 74 medium size hospitals in the province of Ontario. She has helped improve revenue, improve patient satisfaction, and continues to help drive a culture of courageous leadership. She is well respected as a CNE in the CLHIN, within one year of her arrival, helping SMH pave new ground in external relationships. She is a steadfast member of the College, contributes regularly, and is the perfect ambassador of College leadership.

Carrie is clearly a provincial trendsetter, and a woman who inspires.

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2019
HONOURING HEALTH LEADERSHIP



SUNDAY, JUNE 9, 2019

Westin Harbour Castle
Toronto, Ontario

*Please join us next year as
we celebrate inspiration
leadership in action*



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Learning, Leading, Inspiring Apprendre, mener, inspirer