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*National Awards Program*

Celebrating Leading Practices



CANADIAN COLLEGE OF  
HEALTH LEADERS  
COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ

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## 2021 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2021 National Awards Program sponsors.



## Introducing the 2021 National Awards Program Recipients – Congratulations to Our Difference Makers!

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

We would like to thank all the dedicated College members, health workers, industry partners and leaders who are actively working diligently to manage the COVID-19 pandemic.

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

Do you know of any outstanding accomplishments in your organizations? There is no better time than the present to consider individuals, teams and programs worthy of recognition in the 2022 National Awards Program. For nomination information please visit the awards section of our web site: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).

Sincerely,



**Alain Doucet, MBA**

President and Chief Executive Officer  
Canadian College of Health Leaders

## Congratulations to all award recipients!

On behalf of HIROC, we offer our most sincere congratulations to all the CCHL National Awards Program recipients who are making a difference in their communities.

At HIROC, we value listening to our Subscribers and the entire healthcare community – Learning how we can adapt and co-create solutions from the many healthcare change makers out there.

As an Educational Partner of the College, we are delighted to be a partner of this leading practice guide to promote lessons learned, knowledge sharing, and to provide recognition to the award recipients.

Thank you for inspiring us and congratulations again!



**Catherine Gaulton**  
Chief Executive Officer  
HIROC



## Advisory Committee

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

**Jennifer Proulx, CHE** (Chair)

Director, Integrated Care  
Delivery Systems  
Children's Hospital of Eastern Ontario

**Shirin Abadi**

Clinical Professor, Leader,  
Educator & Researcher  
BC Cancer Agency

**Cathy Bailey**

Vice President, Corporate Services  
and Chief Financial Officer  
St. Mary's General Hospital

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Professional Development Consultant  
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Director, Marketing and  
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Executive Vice President  
Canadian College of Health Leaders

**Alain Doucet, MBA** (Ex-officio)

President and CEO  
Canadian College of Health Leaders

**Rosmin Esmail, CHE**

Provincial Trauma Epidemiologist  
Alberta Health Services

**Mark Heller**

Director Business Development -  
Healthcare  
Aramark Healthcare

**Suann Laurent**

Chief Operating Officer  
Saskatchewan Health Authority

**Judy O'Keefe, CHE**

Vice President, Clinical Services  
Eastern Health

**Nancy Roberts, CHE**

Board Representative  
Canadian College of Health Leaders

**Mehdi Somji, CHE**

Director, Integrated Health Systems  
& Partnerships  
Humber River Hospital

**Francine St-Martin** (Ex-officio)

Director, Conferences and Events  
Canadian College of Health Leaders

**Sheri Whitlock**

Strategic Customer Group,  
Vice President  
BD Canada

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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](http://www.cchl-ccls.ca).



### SELECTION COMMITTEE

#### QUALITY IMPROVEMENT INITIATIVE(S) ACROSS A HEALTH SYSTEM

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

**John Andruschak, CHE**  
Principal  
Andruschak Consulting

**Sandra Blevins, CHE**  
Dean, School of Nursing and Health Sciences  
Saskatchewan Polytechnic

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

**Wendy Hansson, CHE**  
President & Chief Executive Officer  
Sault Area Hospital

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

**Kelli O'Brien (Excused)**  
VP People, Quality and Safety  
Western Regional Health Authority

**Victoria Schmid**  
Executive Director  
Quality, Safety and Improvement  
Vancouver Island Health Authority

### AWARD RECIPIENT

#### QUALITY IMPROVEMENT INITIATIVE(S) ACROSS A HEALTH SYSTEM

## Alberta Health Services

### Connect Care

Connect Care is a province-wide initiative, a new paperless way of using and sharing health information, to improve the quality of care provided to our patients. More than 1,300 distinct clinical information systems, many of which do not share data, are being reinvented as a single provincial clinical information system. Planning for this major, transformative event began in the summer of 2017, with the first 'wave' of the system rolled out in November 2019 at the Walter C. McKenzie Campus in Edmonton, which comprises two hospitals (pediatric and adult), a heart institute, and a large ambulatory care centre.

More than 750 ambulatory departments, at multiple sites across the Edmonton metropolitan area, were also included in this flagship implementation. A second wave in October 2020 brought more facilities online across the region. Seven additional 'waves' will take place before fall 2023 across all of Alberta. Connect Care is a top priority for our entire organization, as empowers the whole healthcare team, including patients, with the best possible information throughout the care journey. Early evidence shows improvements are being realized across the entire care continuum — and between AHS, Alberta Health and our partners in healthcare.

#### CONTACT:

**Thora Eyford**, Sr Lead, Alberta Health Services  
10030 107 St NW, North Tower, Edmonton, AB T5J 3E4  
780-235-0878 | [thora.eyford@ahs.ca](mailto:thora.eyford@ahs.ca)

## 3M Health Care Quality Team Awards

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

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



### SELECTION COMMITTEE

#### QUALITY IMPROVEMENT INITIATIVE(S) WITHIN AN ORGANIZATION

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

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

**Dalyce Cruikshank, CHE**

**Jamie MacDonald, MBA, 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

**Rebecca Repa**  
Executive Vice President,  
Clinical Support and Performance  
University Health Network

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

### AWARD RECIPIENT

#### QUALITY IMPROVEMENT INITIATIVE(S) WITHIN AN ORGANIZATION

## Nova Scotia Health

### *Newcomer Health Clinic*

Newcomer Health Clinic (NHC) began with physicians working with donated resources and space. Through partnership with Nova Scotia Health (NS Health), and application of an internationally recognized model (Primary Care Amplification model), NHC developed a unique model to support refugee health across Nova Scotia, published in the International Journal of Health Policy and Management (2018). NHC received the inaugural (2020) Making Waves: Outstanding Contribution Award from NS Health, recognizing exemplary efforts and contributions advancing the vision, mission, values and strategic directions of NS Health. NHC received NS Health's 2020 Health Care Quality Team Award for redesigned integrated care pathways supporting the newcomer population in Nova Scotia, and the inaugural NS Health Award for Excellence in Diversity and Inclusion.

In 2015, NHC received the Immigrant Services Association of Nova Scotia (ISANS) award recognizing a community group demonstrating exceptional, innovative efforts welcoming immigrants to Nova Scotia and supporting community integration. NHC received the ISANS award again in 2016, recognizing the team's rapid adaptations and response providing care with a large rapid influx of refugee arrivals from Syria. NHC physician Dr. Mandi Irwin received NS College of Physicians and Surgeons' Gold-Headed Cane Award (2015) recognizing professionalism in service to patients, community and the medical profession. In 2019 Drs. Navi Bal and Jocelyn Stairs earned the Dr. TJ (Jock) Murray Resident Award for Leadership in Global Health, awarded to residents demonstrating commitment to global health, advocating for marginalized populations, and exploring new ways to engage in clinical service, education and research in underserved populations.

#### CONTACT:

**Kolten MacDonell**, Health Services Manager, Dept. of Family Practice/Primary Health Care, Nova Scotia Health  
6960 Mumford Road, Suite 0265, Halifax, NS B3L 4P1  
902-487-0354 | [KoltenC.MacDonell@nshealth.ca](mailto:KoltenC.MacDonell@nshealth.ca)

## Award of Excellence in Mental Health Quality Improvement

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

Sponsored by:



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

### SELECTION COMMITTEE

**Darryl Yates, CHE** (Chair)  
Vice President, Patient Care &  
Ambulatory Innovation  
Women's College Hospital

**Dr. Pierre Beauséjour**  
Full Professor of Psychiatry  
University of Sherbrooke

**Jean Daigle**  
Vice President, Community  
Horizon Health Network

**Barbara C. Hall, CHE**  
Chief Executive Officer  
Maxxcare Solutions

**Yasmin Jetha**  
Vice President, Community Services  
Vancouver Coastal Health Authority

**Louise Bradley, CHE** (Ex-officio)  
Former President and Chief Executive  
Officer  
Mental Health Commission of Canada

**Mark Snaterse, CHE** (Excused)  
Executive Director, Addiction  
and Mental Health, Edmonton Zone  
Alberta Health Services

## AWARD RECIPIENT

### Alberta Health Services

In Addiction and Mental Health (AMH) Services in the Edmonton Zone of Alberta Health Services we have a vision for a system that is responsive to the needs of individuals seeking help. To support this vision we have been leading the province in implementation of a clinical decision support tool called the Level of Care Utilization System (LOCUS). LOCUS allows us to intentionally organize AMH services in a systematic way. It supports our clinical judgement, provides a common language, and encourages standardization of decisions about appropriate services by providing information that is used to match services with client's needs, while also ensuring client choice.

Client satisfaction data collected pre/post-implementation of LOCUS (2017/2020) shows significant improvements in many areas:

- Were your needs met? 61%/ 86%
- Was your treatment and care personalized to meet your needs? 69%/ 89%
- Did you feel you were involved enough in decisions about your care? 63%/ 82%
- Did staff tell you about the other services and supports available to you? 53%/ 91%

LOCUS data is also extremely valuable in supporting service planning, process standardization, resource allocation, and numerous QI initiatives.

Recently, our Provincial AMH leadership team endorsed the adoption of LOCUS across AMH, and some other Zones have started to implement. Many of our community and primary care partners have also seen value in the tool and are being trained on it. Provincial use of LOCUS will enhance sustainability, encourage a consistent and collaborative approach across the system, and provide ongoing opportunities for quality improvement.

#### CONTACT:

**Pamela Coulson**, Director, Addiction & Mental Health  
Alberta Health Services, Addiction & Mental Health  
9942-108 St, Edmonton, AB T5K 2J5  
780-342-7648 | [pamela.coulson@ahs.ca](mailto:pamela.coulson@ahs.ca)

## Celebrating the Human Spirit Award

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

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### SELECTION COMMITTEE

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

**Brenda Badiuk**  
President & COO  
Seven Oaks General Hospital

**Catherine Gaulton**  
Chief Executive Officer  
HIROC - Health Insurance Reciprocal  
of Canada

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

**Dr. Barbara Mildon, CHE**  
Chief Executive Officer  
Community Care City of Kawartha Lakes

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

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

**Moyra Vande Vooren, CHE**

## AWARD RECIPIENTS

### Shaila Jiwa

Shaila Jiwa is the Senior Practice Leader for the Provincial Health Services Authority's Office of Virtual Health. In her previous role as Senior Practice Lead for Provincial Tuberculosis Services at the BC Centre for Disease Control, Shaila was an advocate to ensure communities receive the highest level of care and has actively sought input and feedback from affected communities to improve clinical services across BC. Shaila recently organized and hosted a Meet and Greet, bringing together healthcare providers from across BC to foster collaboration. She took this opportunity to invite tuberculosis survivors to share their stories. This was probably the most memorable part of the event and helped healthcare providers recognize not only the impact they can have on patients' healing journeys, but also see from their perspectives areas for improvement. Similarly, she co-led the "Making Spaces" project to improve the cultural safety and accessibility of our clinical spaces. The project invited Indigenous elders and community members to walk through the patient journey and share their perspectives on changes that could improve the experience of Indigenous peoples. This project has been invaluable in building relationships with Indigenous communities and a demonstration of her commitment to reconciliation. Throughout her work, Shaila exhibits a spirit of humility, grace and gratitude. For these reasons, Shaila is an inspiration not only to our team at the BC Centre for Disease Control, but also the wider community of healthcare providers across BC.

#### CONTACT:

**Shaila Jiwa**, Senior Practice Leader for PHSA's Office of Virtual Health  
Provincial Health Services Authority  
655 West 12th Avenue, Vancouver, BC V5Z 4E6  
604-837-4494 | shaila.jiwa@bccdc.ca

## Chapter Award for Distinguished Service

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



20  
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Awards

### AWARD RECIPIENTS

#### BC INTERIOR CHAPTER

##### **Kris Kristjanson, CHE**

Past Chapter Chair  
BC Interior Chapter

#### BC LOWER MAINLAND CHAPTER

##### **Juliet Batke, CHE**

Regional Leader,  
Regional Surgical Program  
Vancouver Coastal Health

#### BLUENOSE (NS AND PEI) CHAPTER

##### **Cristina German, CHE**

Senior Consultant, Digital Transition  
Canadian Institute for Health Information

#### GREATER TORONTO AREA CHAPTER

##### **Jillian Chandler, CHE**

Manager  
Toronto Rehab, University Health  
Network

#### HAMILTON AND AREA CHAPTER

##### **Emmi Perkins, CHE**

Director of Transformation  
Guelph and Area OHT

#### MANITOBA CHAPTER

##### **Matthew Reimer, CHE**

Value Based Professional  
Medical Device Industry

#### NEWFOUNDLAND AND LABRADOR CHAPTER

##### **Judy O'Keefe, CHE**

Vice President  
Eastern Health

#### NORTHERN ALBERTA CHAPTER

##### **Kathryn York**

President/Owner  
CCIG - Collective Change and  
Innovation Group

#### NORTHERN AND CENTRAL SASKATCHEWAN CHAPTER

##### **Sandra Blevins, CHE**

Dean, Schools of Health Sciences  
and Nursing  
Saskatchewan Polytechnic

#### CHAPITRE DU QUÉBEC

##### **Lise Lamothe**

Full Professor and DGEPS  
Interim Director  
DGEPS/ESPUM Université de Montréal

#### SOUTHERN ALBERTA CHAPTER

##### **Mike Lamacchia, CHE**

Chief Operating Officer -  
Provincial Operations  
STARS Air Ambulance

#### SOUTHWESTERN ONTARIO CHAPTER

##### **Michael Leisinger, CHE**

Happily Retired Senior Executive  
Northern Health Authority, British  
Columbia

#### VANCOUVER ISLAND CHAPTER

##### **Cindy Trytten, CHE**

Director, Research  
Island Health

## CCHL Distinguished Leadership Award

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

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**stryker**

## AWARD RECIPIENT

### Ron Noble, FCCHL

Ron Noble is the President and CEO of the Catholic Health Association of Ontario and has achieved his Fellowship within both the Canadian College of Health Leaders and the American College of Healthcare Executives. He was Chair of the Canadian College of Health Leaders from 2000 to 2002.

He has over 35 years of executive leadership experience within the healthcare industry, encompassing both the public and private sectors, and has provided leadership in the academic health science centre, community hospital, long-term care, community-based healthcare, private healthcare and consulting environments.

Ron has a proven track record of delivering strategy, operating and capital budgets on time and on budget while maintaining quality of care and strategic intent, leading organizations towards achieving their strategic objectives, pursuing life-long learning and contributing to the advancement of healthcare leadership within the Canadian Healthcare sector.

He is also a Certified Management Consultant (CMC) with the Canadian Association of Management Consultants, a Certified Management Accountant (CMA), a certified member of the Institute of Corporate Directors and was previously a certified long-term care administrator with the Ontario Long Term Care Association.

#### CONTACT:

#### **Ron Noble, FCCHL**

President and CEO

Catholic Health Association of Ontario

2300 Yonge St., Suite 1600, Toronto, ON M4P 1E4

416-549-1632 | [rnoble@chaont.ca](mailto:rnoble@chaont.ca)

## 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.

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### SELECTION COMMITTEE

**Tony Dagnone, FCCHL, FACHE**

(Chair)  
Past President and CEO  
London Health Sciences Centre

**Kenneth W. Baird, CHE (Excused)**

Vice President, Quality Performance and  
Clinical Supports  
Eastern Regional Health Authority

**James Hanson**

Vice President, Operations and  
Support Services  
Island Health

**Mike Hickey**

President  
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**Jo-anne Marr, CHE**

President & CEO  
Markham Stouffville Hospital

**Andrew Neuner, CHE**

Former CEO  
Health Quality Council of Alberta

**Ron Noble, FCCHL, FACHE**

President and CEO  
Catholic Health Association of Ontario

**Luis Rodrigues (Ex-officio)**

Vice President, Energy Services Group  
Honeywell

### AWARD RECIPIENT

## Woodstock Hospital

Built in 2011, Woodstock Hospital was the first in Ontario to achieve LEED (Leadership in Energy and Environmental Design) certification and the first in Canada to achieve this certification at the silver level. As part of the 'Growing' pillar in Woodstock Hospital's 2020-2025 strategic plan, we strive to "continue to advance our energy conservation management through sustainable use of energy and waste reduction". Woodstock Hospital's ongoing commitment to sustainability and energy best practices is evident in the recent installation of 21 electric car-charging stations, operationalized co-gen plant, and the completion of a 135 kW solar roof top project.

Since 2014, WH has improved its waste diversion rate by an estimated 15%. With the establishment of the Environmental Advisory Committee, Woodstock Hospital was the proud recipient of a Recycling Council of Ontario (RCO) Award for outstanding results in recycling and waste diversion in 2015. With the support from the hospital's Board of Directors, Senior Team, and staff, WH has a deeply embedded culture of environmental sustainability, and continues to build upon green initiatives year after year.

#### CONTACT:

**Kathy Lavelle**, Vice President, Finance & Chief Financial Officer  
Woodstock Hospital  
310 Juliana Drive, Woodstock, ON N4V 0A4  
519-421-4219 | [klavelle@wgh.on.ca](mailto:klavelle@wgh.on.ca)

## Excellence in Diversity & Inclusion Award

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

*Sponsored by:*



### SELECTION COMMITTEE

**Dwight Nelson, CHE** (Chair)  
Chief Operating Officer  
Carewest

**Dr. Brendan Carr, CHE**  
President & CEO  
Nova Scotia Health Authority

**Brenda Flaherty**  
Healthcare Consultant

**James Gouthro, CHE** (Excused)  
Clinical Social Worker  
IWK Health Centre

**Jim Hornell**  
CEO  
e-Health Saskatchewan

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

**Norman Peters, CHE** (Excused)  
Vice President,  
Regional Care Integration  
Fraser Health Authority

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

## AWARD RECIPIENT

### Scarborough Health Network

Scarborough Health Network (SHN) is located in one of Canada's most diverse communities, which is also reflected in SHN's workforce. Diversity and inclusion (D&I) is a corporate value, embedded into SHN's current strategic plan based on community stakeholder feedback. SHN has two departments responsible for leading, implementing and supporting key D&I initiatives: one focused on workplace D&I and the other focuses on health equity, patient and community engagement. The departments work with champions to support key D&I initiatives, including SHN's Health Equity Certificate Program, Global Community Resource Centre, Community Advisory Council, Scarborough Ontario Health Team and SHN's Patient and Family Advisory Council, which are designed to support and promote awareness and change regarding equity across SHN's community.

SHN has also developed two Communities of Inclusion (COIs), also known as employee resource groups. "SHN Pride" was formed to bring together staff members who identify with the Two-Spirit and LGBTQ+ community. "SHN BUILD" (Blacks United for Inclusion, Leadership and Development), brings together members of SHN's Black community and was recognized as a best practice in a recent Ontario Health report. SHN develops a yearly Inclusion Calendar and provides learning opportunities, including Anti-Black Racism Dialogues and Education Sessions, "Stand Up for Health" Simulation training and Health Equity Grand Rounds.

SHN understands the criticality of D&I to optimizing outcomes, providing outstanding patient experiences and inspiring and empowering staff. SHN is currently developing a comprehensive, three-year Diversity, Equity and Inclusion Strategy highlighting SHN's continuing commitment to being a D&I leader.

#### CONTACT:

**Michele James**, Vice President, People & Transformation | [mjames@shn.ca](mailto:mjames@shn.ca)

**Christa Hruska**, Director, Strategy and Transformation | [chruska@shn.ca](mailto:chruska@shn.ca)

**Joanne Serflek**, Manager, Organizational Development & Diversity | [jserflek@shn.ca](mailto:jserflek@shn.ca)  
Scarborough Health Network

3050 Lawrence Ave E, 1st Floor, Scarborough, ON M1P 2V5

## Excellence in Patient Experience Award

This award is focused on honouring organizations and individuals who have set in place innovations that improve the human experience in healthcare. The Excellence in Patient Experience Award will highlight and recognize innovations that have made a change to how patients and their families experience healthcare services.

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### SELECTION COMMITTEE

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

**Bonnie Cochrane, CHE**  
(Ex-officio)  
Managing Director, Huron  
General Manager, Huron Advisors  
Canada Limited

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

**Eric Hanna, CHE**  
President and CEO  
Annprior Regional Health

**Janet Knox, CHE**

**Arden Krystal, CHE**  
President & CEO  
Southlake Regional Health Care

**Marc LeBoutillier, CHE**  
Chief Executive Officer  
Hawkesbury General Hospital

### AWARD RECIPIENT

## Centre intégré de santé et de services sociaux de Laval (Laval CISSS)

Since 2014, the integrated health and social services centre of Laval (Centre intégré de santé et de services sociaux - CISSS) has implemented a care and services partnership (Partenariat de soins et services - PSS) at all levels in the organization: operational, tactical and strategic.

The PSS constitutes a transformational innovation in the relationship between managers, doctors and workers with users and relatives. It modernizes clinical and administrative practices by placing the patient/user at the heart of decisions and interactions. This partnership is part of the culture and is at the heart of the philosophy of clinical intervention of the establishment.

The results presented in this document demonstrate the added value and multidimensional impacts of the PSS for users and their families, physicians, managers and employees. These impacts improve the relevance, effectiveness, efficiency and safety of care.

Several partners benefit from the development of training courses, guides and publications on PSS carried out at the Laval CISSS whether at the Quebec, Canadian or international level. This sharing of knowledge affirms the leadership in this area at the Laval CISSS. The establishment is notably recognized by peers, by the University of Montreal, by the Ministry of Health and Social Services and by Accreditation Canada.

In 2020, the Health Standards Organization (HSO) and Accreditation Canada recognized the implementation of the PSS at the Laval CISSS as a “best practice”.

#### CONTACT:

**Chantal Friset**, Présidente-directrice générale adjointe  
Centre intégré de santé et de services sociaux de Laval  
1755, boul. René-Laennec, bureau C.1.42, Laval, QC H7M 3L9  
450-668-1010 (20100) | [chantal.friset.ciSSLav@ssss.gouv.qc.ca](mailto:chantal.friset.ciSSLav@ssss.gouv.qc.ca)

## Excellence in Patient Safety Award

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

Sponsored by:



### SELECTION COMMITTEE

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

**Barbara C. Hall, CHE**  
President and CEO  
Maxxcare Solutions

**Janice Kaffer, CHE**  
President & CEO  
Hotel Dieu Grace Healthcare

**Lori Korchinski, CHE**  
Director  
Vancouver Coastal Health

**Sandi Kossey, CHE**

**Derek McNally** (Excused)  
Executive Vice President Clinical  
Services & Chief Nursing Executive  
Niagara Health System

**Wendy L. Nicklin, CHE, FACHE**  
Immediate Past President (Immediate  
Past Board Chair)  
International Society for Quality  
in Health Care

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

## AWARD RECIPIENT

### Humber River Hospital

Humber River Hospital's (HRH) digital systems integration, interoperability embraced communication and automation are key levers in our achieving high reliability. The HRH closed loop medication system has been studied in terms of its elimination of human error, automation in delivery, single-dose packaging and labelling of medications. HRH also houses impressive reports and individual medication traceability generated through electronic documentation/computerized reports. HRH experienced a statistically significant decrease in reported medication errors ( $p=0.003$ ) with implementation of barcoded administration processes, and absolute decrease in medication errors ( $p=0.020$ ) with full implementation of closed loop medication system.

HRH continues to maintain a remarkably low medication error rate (0.0001), and has been featured as a major case study for SwissLog PillPick System, the Canadian Journal of Nursing Leadership, and the Institute for Healthcare Improvement, and recognized by the Auditor General of Ontario, and the College of Pharmacists of Ontario for its safety-engineered high-reliable processes and outcomes. HRH was also awarded with three leading practices by Accreditation Canada: "Closed Loop Medication System", "Using Robotic Admixture to Improve Patient Safety and Reduce Wait Times" and "Barcode Verification for Medication Preparation and Traceability Using In-house Develop Systems".

#### CONTACT:

**Barbara Collins**, President & CEO  
Humber River Hospital  
1235 Wilson Avenue, Toronto, ON M3M 0B2  
416-242-1000 | [bcollins@hrh.ca](mailto:bcollins@hrh.ca)

## HMF Article of the Year Award

This award recognizes an article published in Healthcare Management Forum in the preceding year which has helped to advance knowledge in the practice of health leadership.

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## AWARD RECIPIENT

### Dr. Stephen L. Archer, MD

The Canadian College of Health Leaders is pleased to announce that Dr. Stephen L. Archer, MD, has been named the recipient of the 2021 Healthcare Management Forum Article of the Year Award for his article entitled "Providing care for the 99.9% during the COVID-19 pandemic: How ethics, equity, epidemiology, and cost per QALY inform healthcare policy". Dr. Archer is the Head of the Department of Medicine at Queen's University and the Program Medical Director for Kingston Health Sciences Centre.

The most downloaded ethics column of 2020, Dr. Archer's piece was chosen because it tackles the timely, system-level issue of developing balanced healthcare policies that are nationally aware but locally informed. He cautions that the care of patients without COVID-19, the 99% of the population, should neither be advantaged nor disadvantaged by healthcare policies. In other words, while health leaders need ethical policies to deal with COVID-19, they must also still treat all other diseases. Ethical healthcare policies must ensure equitable access to care for patients regardless of whether they have COVID-19 or another disease.

#### CONTACT:

#### **Dr. Stephen L. Archer, MD**

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## Mentorship Award

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

*Sponsored by:*



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Sault Area Hospital

## AWARD RECIPIENT

### Jeanette Edwards, CHE

“From the first moment we met, it was clear that Jeanette’s dedication to fostering positive relationships and leadership growth within healthcare was unparalleled. Through her tireless work to improve healthcare in Manitoba and the world, Jeannette has spent decades informally mentoring healthcare workers and when I, a stranger, a new Manitoban and a new CCHL member asked for support through a formal mentorship agreement navigating my role as a young female director working in public healthcare for the first time she stepped up without hesitation and has been steadfast in her dedication to my growth and development. Jeanette and I are separated by decades of age and experience, we have contrasting backgrounds but her willingness to support my goals through asking probing questions, offering supportive advice, and helping to expand my network has been invaluable. Her ability to build professional and trust-based relationships with mentees as well as community members is commendable. These innate connections are rooted in Jeanette’s fundamental values, which include focusing on the delivery for services from a quality and equability framework. Jeanette has helped me to question assumptions, seek out training and reach out to experts in the field. If when I initially sought a mentor, I had been asked to paint a picture of the ideal relationship my imagination would not have been able to produce the spectacular landscape that Jeanette has now opened my eyes to. To my mind there is no person more deserving of this acknowledgement from the CCHL than Jeanette Edwards.” - Kimberly Dodds, award nominator.

#### CONTACT:

**Jeanette Edwards, CHE**, Former Strategic Lead, Community Health, Quality and Learning and Interim Provincial Lead, Indigenous Health at Shared Health  
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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.

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### SELECTION COMMITTEE

**Alice Kennedy, FCCHL (Chair)**  
CEO and Registrar  
Newfoundland and Labrador Council for  
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**Vanessa Burkoski**  
Chief Nursing Executive & Chief,  
People Strategy  
Humber River Hospital

**Dr. Rhonda Crocker Ellacott**  
(Excused)  
Thunder Bay Regional Health Sciences  
Centre

**Dr. Doris Grinspun**  
Chief Executive Officer  
Registered Nurses Association of Ontario

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

**Lucie Tremblay, CHE**  
Directrice des Soins infirmiers  
CIUSSS Ouest de l'Île de Montréal

**Debbie Walsh, CHE**  
Vice President Clinical Services  
Eastern Health

**Michael Weber (Ex-officio)**  
Former Vice President, Health Systems  
Baxter Corporation

## AWARD RECIPIENT

### Deb Gordon

Deb Gordon's leadership ability knows no limit, moving from coordinator to Chief Operating Officer throughout her tremendous career. This is exemplified by her current role overseeing a budget of \$8.8B, representing over 64,000 staff, 8,800 physicians, 3,400 paramedics, and 14,000 volunteers.

Previously as Vice President of Health Professions Strategy and Practice, her nursing leadership shined as her team of 300 health professionals developed, implemented and evaluated clinical workforce programs and services. Deb directed CoACT, a major quality improvement initiative to bolster team culture by building leadership at all levels and focusing on patient and family centered care. CoACT resulted in inpatient and employee satisfaction increasing to over 90 per cent and LOS reducing to a sustained level of 0.8, without complications or increased readmission rates.

Deb is currently implementing Operational Best Practices by integrating internal and external benchmarking across AHS. To date, over \$210M has been saved while maintaining or improving quality of care. As part of a government-mandated review, Deb led the creation of a three-year implementation plan identifying over \$1B of cumulative savings.

Deb's leadership has been paramount to Alberta's COVID-19 response, creating over 2400 blocked beds and 150 ICU spaces during the first wave, which helped resume 90 per cent of clinical capacity.

Deb has served on the Board of Directors of Children's Healthcare Canada and the Board of Governors of the Women's and Children's Health Research Institute. As an Associate Faculty Member at University of Alberta, she has co-authored publications and is a frequent keynote speaker.

#### CONTACT:

**Deb Gordon**, Vice President and Chief Operating Officer, Clinical Operations  
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## President's Award for Outstanding Corporate Membership in the College

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



## AWARD RECIPIENT

### Roche Canada

Roche, a global pharmaceuticals and medical diagnostics leader, has been a corporate member of the College since 2005. Andrew Plank, President and General Manager, Roche Diagnostics Canada, is currently a member of the Corporate Advisory Council.

Through their financial support, Roche was instrumental in the delivery of our first virtual BC Health Leaders Conference in 2020. When the College was uncertain about delivering this event virtually, our friends at Roche expressed confidence and stepped up to provide their support as title sponsor. Our long-standing partnership with Roche has resulted in support for CCHL activities such as national and exclusive HPRS™ events, exclusive sponsorship of the Coaches Corner sessions at NHLC and the National Mentorship Award. In addition, Roche has provided their support towards the Honouring Health Leadership Event, published in Healthcare Management Forum and held the Corporate Director position on the College Board of Directors.

Together with their 90,000 employees working across more than 100 countries, Roche believes it is urgent to deliver medical solutions right now – even as they develop innovations for the future. Roche is committed to improving the effectiveness and efficiency of the healthcare system in the diagnosis, treatment and management of acute and long-term disease in key therapeutic and diagnostic areas.

#### CONTACT:

**François Drolet**, Director, Public Affairs, Roche Canada  
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## Recognition in Delivering Value-based Healthcare

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

*Recognition made possible by a grant from:*



### SELECTION COMMITTEE

**Shirlee M. Sharkey, CHE** (Chair)  
President and CEO  
Saint Elizabeth Health Care

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

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VP, Corporate Services, Accountability  
and Quality  
Ontario Health (Central Region), Central  
West LHIN

**Melicent Lavers-Sailly** (Ex-officio)  
Director, Communications, Strategy &  
Stakeholder Engagement  
Medtronic Canada

**Janet Newton**  
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**Jo-Anne Palkovits, CHE**  
President and CEO  
St. Joseph's Health Centre (Sudbury)

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

## AWARD RECIPIENT

### Scarborough Health Network

The Central East Regional Cardiovascular Rehab (CERCER) is a regional program made possible by the collaboration of hospitals, government agencies, community leaders, local champions, and patients expressed concern that there is no such service in the region. Three hospitals, Scarborough Health Network, Lakeridge Health, and Ross Memorial Hospital, with the support of the Central East LHIN integrated their cardiac rehabilitation programs to create a regional cardiovascular rehabilitation system. It developed an evidence-based service to improve: access, quality of care, resource utilization, cost effectiveness and, importantly viability and scalability of the regional coordinated cardiovascular rehabilitation system.

CERCER has grown to provide service to over 3500 patients annually in 16 community sites throughout the Central East LHIN, such that >90% of residents have access to a site within 30 minutes from home. It's virtual care platform, [www.gethearthealthy.ca](http://www.gethearthealthy.ca), overcomes challenging circumstances such as, COVID-19, to ensure access. CERCER has completed an Applied Health Research Question (AHRQ) with Institute of Clinical Evaluative Science (ICES) which demonstrated statistically significant reductions were observed in mortality, hospital admission rates and length of stay, emergency department visits, physician visits. Over 20 abstracts, poster, presentations, and workshops have been accepted to conferences describing the model of care and outcomes. It continues to share its experiences and contribute to cardiac rehabilitation initiatives with CorHealth and Canadian National Registry of Cardiac Rehabilitation.

This has all been accomplished through efficiency and cost effectiveness for under \$1,000 (CAD) per patient (80% of national average cost of cardiac rehab delivery).

#### CONTACT:

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## Robert Wood Johnson Awards

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

Sponsored by:



## AWARD RECIPIENTS

### Christine McGovern, *University of Toronto*

Christine McGovern (RN, BScN) is the Clinical Manager for the SickKids COVID-19 Testing Centre and Community Outreach in Toronto and completing her MHS in Health Administration at the Institute of Health Policy, Management and Evaluation at the University of Toronto. Her career started at SickKids in 2016 as a registered nurse on the Pediatric & Respiratory Medicine, Intermediate Care Unit. Her nursing leadership excelled and she was elected as the Co-Chair of the Registered Nurses Council in 2018, leading the organization and acting as a direct liaison of the nursing voice to numerous leadership committees. She became deeply involved in the care of children who have complex medical conditions and passionate about caring for those with Cystic Fibrosis, which award her the “Above and Beyond Healthcare Team Award” in 2020. Christine held the Project Lead for SickKids Mobile Swab and Community Outreach program in the summer 2020, supporting patients at congregate care settings, community homes, and shelters across Toronto. Christine is committed to community outreach and advancing the idea of a “hospital without walls”. Christine enjoys being physically active, spending time at home on Prince Edward Island and volunteering for organizations that include Cystic Fibrosis Canada, 6ix Kids Yoga teaching yoga and mindfulness to children, and Nightwood Not-for-Profit Theater.

### Anthony Le, *University of British Columbia*

Anthony graduated from the University of British Columbia with a Bachelor of Science in Pharmacy and became registered with the College of Pharmacists of BC in 2014. During his undergraduate studies, he worked as a research student at the Michael Smith Genome Sciences Centre, pharmacy assistant at various community pharmacies, and he served as a medical first responder and officer for the St. John Ambulance Brigade. Since graduation, Anthony has practiced pharmacy in numerous settings throughout BC including specialty compounding, retail, and independent community practice. He is also regularly engaged in pharmacy practice education in the UBC Entry-to-Practice PharmD Program and the UBC Canadian Pharmacy Practice Program. As a UBC Master of Health Administration student, Anthony has taken on additional roles including contributing to interprofessional graduate program development in the UBC School of Population and Public Health, virtual care program evaluation in the Fraser Health Authority, and quality review board membership. Anthony has professional interests in patient care quality and health policy and systems evaluation. He is committed to improving the healthcare system for all British Columbians.

## AWARD RECIPIENTS

### **Jalila Mafhoum, *Université de Montréal***

Motivated to embody the positive change she wants to see in the world, Jalila is a young Montrealer who seeks to improve the awareness of issues related to mental health, while defending the rights of cultural minorities and women. In 2019, she obtained a Bachelor of Science from the Faculty of Nursing at the University of Montreal. Her academic and professional experiences in the Quebec health system greatly increased her interest in transformational leadership and improving the accessibility and quality of health care. She continued her studies in the Master of Health Services Administration at the School of Public Health of the University of Montreal. Through this master's degree, she improved her tools and strengthened the skills that will guide her in her desire to improve health services. At the same time, Jalila works at the heart of the management of cases affected by COVID-19 at the Montérégie Public Health Department. In addition, the laureate stands out for her community involvement in various volunteer avenues, whether through her involvement in the relevant inclusion sub-committee of the Association québécoise des jeunes parlementaires or through her role as co-founder of the Visions Plurielles platform intended to bring the voice of young women from diverse backgrounds to the public sphere. Moreover, she firmly believes that the inclusion and representation of women and people of diversity in the various strategic and decision-making bodies of health organizations is necessary on the one hand, to better meet the needs of the population, while on the other hand, to contribute to the emergence of creative and innovative solutions. As a successor in a line of health leaders, she is committed to continuing to apply her knowledge and skills to contribute to the creation of values in the care and improvement of the health of the general population.

### **Mara Steiner, *University of Alberta***

Originally from Medicine Hat, Alberta, Mara Steiner is a second-year Master of Public Health student at the University of Alberta, specializing in Health Policy and Management. Prior to entering her MPH, Mara previously completed a bachelor's degree in Science at the University of Alberta, majoring in Biology and minoring in Philosophy. Her primary areas of interests in public health and healthcare include health ethics, policy development and health equity. Mara has had previous experience delivering community-based programming in non-profit organizations within Edmonton. Most recently, she completed her practicum with the Clinical Ethics Service at Alberta

Health Services, giving her the opportunity to learn and work on policy from an ethics lens. Upon graduating for her degree this year, Mara hopes to pursue future work at the intersection of health policy and health ethics.

### **Sean O'Reilly, *University of Ottawa***

Growing up, my life and schedule revolved around what sport was in season - health and physical activity were my passion. In 2009, I received a Bachelor of Physical and Health Education and a Bachelor of Life Sciences from Queen's University. After that, I completed the Diagnostic Cardiac Sonography program at Mohawk College and have enjoyed over 8 years of providing cardiac ultrasounds at the Ottawa Heart Institute and Renfrew Victoria Hospital. During this time, I was fortunate to support a multi-facility echocardiography partnership, train cardiology residents and ultrasound students, and facilitate the successful completion of departmental accreditation. My career goal had always been to become a leader in the healthcare industry, so my next step was to enroll in the Master of Health Administration program at the Telfer School of Management at the University of Ottawa. During my residency at the Perley and Rideau Veterans' Health Centre, I was able to lead a team that focused on improving the end-of-life experience provided at the facility. I look forward to using what I have learned to find innovative ways to improve the patient experience.

### **Claudia Côté, *Dalhousie University***

Claudia Côté completed her Bachelor of Science at McGill University in 2012, followed by her Doctor of Medicine degree at Dalhousie University in 2016. She then went on to pursue sub-specialty training in cardiac surgery at Dalhousie University, during which time she undertook a Master of Health Administration degree at the same institution. She is currently completing her thesis examining the social determinants of adverse outcomes in patients undergoing aortic surgery in Nova Scotia. She is also completing her internship with the Heart Health Program at the Nova Scotia Health Authority, where she helped create an early discharge pathway for transcatheter valve procedures and is working on innovative solutions to improve continuing education among nursing staff. Claudia's research interests include addressing healthcare disparities at a population level and quality improvement within institutions. Claudia is interested in expanding her experience in project management to improve quality at all levels of patient care.

## The Robert Zed Young Health Leader Award

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

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**Jim Hornell**

CEO  
e-Health Saskatchewan

**Altaf Stationwala**

President and CEO  
Mackenzie Health

**Andrew Williams, CHE**

President and CEO  
Huron Perth Healthcare Alliance

### AWARD RECIPIENT

## Samantha Hodder, CHE

A member of CCHL and a Certified Health Executive, Samantha Hodder is an exceptional young leader with a passion for improving care for individuals living with mental illness and addictions, and a commitment to service excellence and evidence informed strategic systems change.

Sam has had impressive leadership growth within the last five years, advancing from Manager, to Director, and now Senior Director in the complex, priority portfolio of Mental Health and Addictions with Nova Scotia Health.

As Senior Director, Sam has demonstrated extraordinary vision and leadership providing focus and guidance in the transformation of mental health and addictions in Nova Scotia and serving on several national committees as an expert advisor.

Sam has built a high-functioning leadership team and worked in partnership with the team and others to lead the development and execution of strategic and operational plans that enable excellence in service delivery, improvement in health outcomes, and achievement of standards.

The results in 2.5 years are remarkable. An intake service has been established that provides same day assessment, brief intervention, and "matching" services; on-line self-assessment and self-management tools have been made available; virtual care teams and flexible resource allocation models have been introduced to improve access and focus; and wait times have been reduced exponentially and are now among the best in the country.

With a bright future in health leadership, Sam was one of thirteen international health leaders recognized with the Young Executive Award in 2019 for outstanding merit in healthcare management by the International Hospital Federation.

#### CONTACT:

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