

2015

National Awards  
Program

CELEBRATING LEADING PRACTICES



CANADIAN COLLEGE OF HEALTH LEADERS    COLLÈGE CANADIEN DES LEADERS EN SANTÉ

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## Congratulations to the 2015 National Award Program recipients!

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

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

As you reflect on the outstanding accomplishments of those profiled, I urge you to consider other individuals, teams and programs that are worthy of recognition. For nomination information regarding the 2016 National Awards Program, please visit: [www.cchl-ccls.ca](http://www.cchl-ccls.ca).

Sincerely,

**Ray J. Racette**, MHA, CHE  
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.

**Shannon Webber, CHE** (Chair)  
Director, PCH Programs – Brandon  
Prairie Mountain Health

**Lori Hunter**  
Program Manager  
Honeywell

**Kathleen M. Ahearn, CHE**  
Executive Director, Health  
Protection  
Alberta Health Services

**Marie-Suzanne Lavallée, CHE**  
Former Director, Quality, Security  
and Risks  
Sainte-Justine University Hospital  
Centre

**Kenneth Baird, CHE**  
Provincial Lead, Diagnostic Imaging  
– Pathology and Laboratory  
Medicine Initiative  
Capital Health

**Mimi Lowi-Young, FCCHL,  
FACHE**  
Chief Executive Officer  
Alzheimer Society of Canada

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Consultant

**Cindy MacBride** (Ex-officio)  
Manager, Awards and Sponsorships  
Canadian College of Health Leaders

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Vice President, Business  
Development  
Aramark Healthcare

**Sarah Padfield, CHE**  
Chief Operating Officer  
Chatham-Kent Health Alliance

**Jaime M. Cleroux** (Ex-officio)  
Vice President, Membership and  
Corporate Services  
Canadian College of Health Leaders

**Ray J. Racette, MHA, CHE**  
(Ex-officio)  
President and Chief Executive  
Officer  
Canadian College of Health Leaders

**Dalyce Cruikshank, CHE**  
Department Manager  
University of Calgary/Alberta Health  
Services

**Elizabeth Woodbury, CHE**  
Senior Accountability Specialist  
Champlain Local Health Integration  
Network





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# 3M Health Care Quality Team Awards

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

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



## SELECTION COMMITTEE

### Programs and Processes in an Acute Care Hospital Environment

**Maura Davies, FCCHL (Chair)**  
Past President and Chief Executive Officer  
Saskatoon Health Region

**John Andruschak, CHE**  
Vice President, Clinical Services  
Provincial Health Services Authority

**Bob Clark, MHA**  
Independent Management Consultant

**Patti A. Cochrane, CHE**  
Vice President, Patient Services and Quality & Chief Nursing Officer  
Trillium Health Partners

**Frank Demizio, CHE**  
Healthcare Consultant

**Jeanie Joaquin**  
Chief Executive Officer  
Scarborough Centre for Health Communities

**David Muir (Ex-officio)**  
Business Manager, Infection Prevention Services  
3M Canada Company - Healthcare

**Patricia O'Connor, FCCHL**  
Director of Nursing & Chief Nursing Officer  
McGill University Health Centre

**Karen Popovich, CHE**  
Vice President, Chief Nursing and Health Professional Executive  
North York General Hospital





## AWARD RECIPIENT

### Programs and Processes in an Acute Care Hospital Environment

## Providence Healthcare



### Evolving Care Systems: The hemodialysis renewal project, a co-location model for change

St. Paul's Hospital, a teaching facility within Providence Healthcare (PHC), Vancouver, houses a 46-station hemodialysis (HD) unit serving 300 patients, on average, three times per week. The unit undertook a transformational care model redesign which improved outcomes and reduced costs.

Enhanced patient and family centered care, self-care behaviours, uptake of independent renal replacement modalities, and fiscal sustainability were primary drivers of change. To achieve these goals, we stratified the unit into smaller clusters based upon an acuity scale to co-locate patients with like needs and allow a better deployment of staff.

Staff on the unit were invested in creating and sustaining this change which lent opportunities for leadership roles. For example, patients and staff were key to authoring an educational intervention called the Bridge® curriculum to enhance patient autonomy. The team experienced improved collaboration, role clarity, and support.

Outcomes indicated increased self-care behaviours using the Self Care for Adults on Dialysis (SCAD) tool. Significant improvements were noted in several domains such as patients' self-reported monitoring of their vascular access which went from 48% to 70% over the course of one year.

A decrease in Emergency Department visits and hospital admissions for patients in the Involved Care Unit went from a median visit rate of 0.20 per patient to 0.12 from 2012 to 2013 and has been sustained to date.

Lastly, the initiative resulted in a combined cost savings of \$688,242.80 from staffing efficiencies and cost avoidance related to a reduction in overtime spending.

#### Contact: Ms. Michele Trask

Operations Leader  
St. Paul's Hospital, Providence Healthcare  
1081 Burrard St.  
Vancouver, BC V6Z 1Y6  
Tel : 604-806-9337  
Fax : 604-806-8449  
mtrask@providencehealth.bc.ca





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

## SELECTION COMMITTEE

### Programs and Processes in a Non-acute Care Hospital Environment

**Marguerite L. Rowe, CHE** (Chair)  
President  
Marguerite Rowe & Associates

**Sandra Blevins, CHE**  
Vice President, Integrated Health  
Services  
Saskatoon Health Region

**Barbara Boyer**  
Consultant  
Boyer Health Management  
Consulting

**Dalyce Cruikshank, CHE**  
Department Manager  
University of Calgary/Alberta Health  
Services

**Wendy Hansson, CHE**  
Vice President, Community Integrated  
Health Services  
Interior Health

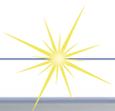
**David Muir** (Ex-officio)  
Business Manager, Infection  
Prevention Services  
3M Canada Company – Healthcare

**Kelli A. O'Brien**  
Vice President  
Long Term Care and Rural Health  
Western Health

**Marilyn Rook, CHE**  
President and Chief Executive Officer  
Toronto Grace Health Centre

**Sandra V. Whittall, CHE**





## AWARD RECIPIENT

### Programs and Processes in an Non-acute Care Hospital Environment

#### Capital Health



*My Care My Voice*: ICCS initiative to improve care for complex patients by providing a “Voice to the Patient”.

*My Care My Voice* is a customer value-based initiative to remove wait times, improve early engagement and enhance health outcomes for patients with complex chronic conditions and multimorbidities in Capital Health, Nova Scotia. These patients require a range of health services that often result in higher costs and poor care experiences associated with lack of timely and relevant access to care. *The My Care My Voice* model and methodology was developed to address these problems in chronic disease management.

Integrated Chronic Care Service, a program in Primary Care, Capital Health treats individuals with complex chronic conditions and multimorbidities with over 8,000 annual visits. Referrals are received from within Nova Scotia, across Canada and internationally. Recognizing the impact of their long wait times for new patients (> 24 months in 2002), the care team developed and applied a customer value-based approach and methodology – value stream mapping – to reduce wait times and improve care experiences.

Wait times were reduced to two months in 2014 with no wait times to care anticipated in 2015. Increased patient engagement and satisfaction as well as significant improvements in functional health are also outcomes of this initiative. The transformations and implementation resulted in resource efficiencies without increase in costs. This successful initiative has created a guiding model to improve quality of care for individuals with chronic conditions. It is being applied to other service areas in the organization and is contributing to Primary Care’s strategic priority of improving care to vulnerable and hard to reach patients.

**Contact: Dr. Tara Sampalli**

Associate Director of Research, Primary Healthcare  
Mumford Professional Centre  
Halifax, NS  
Tel: 902-240-4890  
Fax: 902-860-2046  
tara.sampalli@cdha.nshealth.ca





# 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

**Barbara C. Hall, CHE** (Chair)  
Past Vice President, Person Centered  
Health  
Capital Health

**Dr. Pierre Beauséjour**  
Professor, Dept. of Psychiatry, Faculty  
of Medicine & Health Sciences  
University of Sherbrooke and  
University of Sherbrooke Medical  
Centre

**Louise Bradley, CHE**  
President and Chief Executive Office  
Mental Health Commission of  
Canada

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

**Yasmin Jetha**  
Regional Director, End of Life/  
Palliative Care & Director, Home  
Health  
Vancouver Coastal Health/  
Providence Healthcare

**Carol Lambie**  
President and CEO  
Waypoint Centre for Mental  
Healthcare

**Glenna Ruth Raymond, CHE**  
(Excused)  
Strategic Advisor  
Ontario Shores Centre for Mental  
Health Sciences

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

**Dr. Philip Tibbo**  
Professor  
Dr. Paul Janssen Chair in Psychotic  
Disorders  
Director, Nova Scotia Early Psychosis  
Program, Department of Psychiatry  
Dalhousie University

**Kirill Vendrov** (Ex-officio)  
Director, Corporate Accounts  
Janssen Inc.





## AWARD RECIPIENT

### Ontario Shores Centre for Mental Health Sciences



Ontario Shores is a 326-bed teaching hospital specializing in comprehensive mental health and addiction services for those with complex serious and persistent mental illness. The organization has a fully integrated electronic medical record (EMR) system, achieving HIMSS EM RAM Stage 7 designation. Ontario Shores is undertaking a 5-year initiative to implement two Clinical Practice Guidelines (CPGs) every year over the next five years in a systematic manner. CPGs are intended to represent best practice approaches to the assessment, diagnosis and treatment in a particular area of healthcare. To date, Ontario Shores is unaware of any mental health facilities which have formally implemented psychiatric CPGs in their entirety in a healthcare organization within Canada.

The implementation of CPGs at Ontario Shores involves the utilization of a multifaceted approach. This includes selection of the CPG, strategies for operationalization and evaluation, realignment of clinical service delivery, training and education. Critical factors in the successful implementation included the utilization of the EMR to support adoption of evidence-based practices and the dissemination of outcome measures to each provider, benchmarking their performance to that of their peers.

From a change management perspective, ensuring implementation strategies were founded in the engagement of clinicians, at the working group and steering committee level, increased staff engagement and adoption of CPGs.

Innovative reporting processes have been created to enhance opportunities to improve adherence and clinical outcomes. By utilizing automated decision-support within the EMR, and shining the light on adherence to CPGs, Ontario Shores has seen 5 out of the 5 key metabolic monitoring tests completed at the recommended intervals improve from 25% at the time of CPG implementation to 46% by October 2014 as well as a 20% reduction in the antipsychotic polypharmacy rates compared to baseline.

**Contact: Mr. Karim Mamdani**

President & CEO  
Ontario Shores Centre for Mental Health Sciences  
700 Gordon St.  
Whitby, ON L1N 5S9  
Tel: 905-668-5881 ext. 6045  
mamdanik@ontarioshores.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

**Susan M. Owen, CHE (Chair)**  
Principal, Transformation Services  
Philips Electronics of Canada

**Kenneth Baird, CHE**  
Provincial Lead, Diagnostic Imaging –  
Pathology and Laboratory Medicine  
Initiative  
Capital Health

**Geri Geldart**  
Vice-President, Clinical Services  
Horizon Health Network

**Cheryl L. Harrison, CHE**  
Vice President & Chief Nursing  
Executive  
Orillia Soldier's Memorial Hospital

**Tracy MacDonald, CHE**  
Executive Director, Stollery  
Children's Hospital  
Alberta Health Services

**Kelli A. O'Brien**  
Vice President  
Long Term Care and Rural Health  
Western Health

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

**Moyra Vande Vooren, CHE**





## AWARD RECIPIENT

### Saint Elizabeth Healthcare



#### Hope and Happiness Trailblazers

Saint Elizabeth, a national not-for-profit healthcare provider with a rich history of social innovation and over a century of experience, recently launched a “Hope and Happiness” movement across Canada to recognize all the special things our staff does for the 18,000 clients they visit every day.

Spreading hope and happiness is ingrained in the culture of Saint Elizabeth, where celebrating the human spirit is the motivation behind our work with individuals, families, and communities, as well as our vision for the future. The #HopeAndHappiness campaign has taken off on social media with stories about how Saint Elizabeth nurses, personal support workers, therapists, and support staff are making people smile through random acts of kindness. To further amplify the movement, Saint Elizabeth gave each employee 25 hope and happiness dollars with the concept of paying it forward.

Our employees are spreading hope and happiness in many unique ways – for example, by indulging their clients with a special treat, bath and body products, comfort items, houseplants and home cooked meals. Others have made a donation to their favourite charity or community fundraising effort. One group of nurses provided their hope and happiness dollars to a palliative care client and her family, while for Halloween, another employee painted pumpkins as popular characters like the Ninja Turtles and Spider Man and left them around as a little surprise to make school children and neighbours smile.

These inspiring stories really illustrate how simple acts of kindness can spark change across the nation and touch the lives of people within and beyond the Saint Elizabeth family.

#### Contact: Madonna Gallo

Head of Public Voice  
Saint Elizabeth Healthcare  
90 Allstate Parkway  
Markham, ON L3R 6H3  
Tel: 905-968-6430  
mgallo@saintelizabeth.com





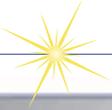
# Chapter Award for Distinguished Service

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



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## AWARD RECIPIENTS

### **Assiniboia Chapter**

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

### **BC Lower Mainland**

**Karen Baillie, CHE**  
Chief Executive Officer  
Menno Place

### **Bluenose**

**Peter MacKinnon, CHE**  
Chief Executive Officer  
Colchester East Hants Health  
Authority

### **Eastern Ontario**

**Bernard Blais, CHE**  
President and CEO  
Bruyère Continuing Care

### **GTA**

**Elena Holt, CHE**  
Program Director, Cardiac Health  
Trillium Health Partners

**Marcy Saxe-Braithwaite, CHE**  
Consultant  
Creative Minds Consulting

### **Hamilton & Area**

**Jillian Flowers**  
GE Healthcare

### **Midnight Sun**

**Donna Allen**  
Chief Executive Officer, Dehcho  
Health and Social Services  
Authority  
Government of Northwest  
Territories

### **New Brunswick**

**Kenneth McGeorge, CHE**

### **Quebec**

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

### **Southwestern Ontario**

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

### **Vancouver Island**

**Chris Bowlby, CHE**  
Manager, Primary Healthcare  
Operations, Comox Valley  
Island Health





# College Award for Distinguished Service

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



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## AWARD RECIPIENT

### Donna Towers, CHE



Donna Towers joined the Canadian College of Health Services Executives (now Canadian College of Health Leaders) as a student member in 1984 while pursuing a Masters Degree in Health Services Administration after a successful career as a dietitian.

Donna served at the provincial level on the executive of both the Northern and Southern Alberta Chapters. As Chapter Chair for Northern Alberta, Donna attended meetings with the College Board of Directors. This exposure led to a further interest in College work at the national level and Donna was successfully elected to the Board in 2000. After two years as the Provincial Director, Donna was nominated and elected to the position of Chair. She served as Vice Chair (2002 – 2004) and then as Board Chair (2004 – 2006).

Donna also served on numerous College committees over the years, including the Corporate Advisory Council, the National Awards Advisory Committee and on several award selection committees. Donna routinely attended national HPRS™ sessions both as a panelist and as a facilitator for a number of the corporate members.

Donna served on the Innovation Committee for the Canadian Patient Safety Institute and was a member of the Program Committee for the successful Halifax Patient Safety conferences from 2004 – 2007. Donna was also a board member for the International Society for Simulation in Healthcare from 2009 – 2011.

Donna retired in 2008 from her role as Vice President with Capital Health in Edmonton, Alberta and started her own consulting firm. She has had the pleasure of working with a number of clients across Canada and her current major client is her role as the Executive Director for the Western Healthcare CEO Forum (comprised of the large health regions in BC, AB, SK and MB) and their nine collaboratives.

#### Contact: Donna Towers, CHE

DLT Consulting Inc.  
dtowers@telus.net





## College Honorary Life Member Award

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



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## AWARD RECIPIENT

### **Bonnie Adamson, FCCHL, FACHE**

Bonnie Adamson distinguished herself throughout her career by demonstrating a leadership style and capacity to bring about strategic transformational change and measurable bottom-line results. Outcomes include building strong followership, nurturing lasting collaborative relationships, leading multiple successful innovation initiatives, fostering high performing learning cultures, partnering innovatively with private sector partners and successfully mobilizing human and financial capital. Mrs. Adamson began her career as a bedside nurse and held every level of management role. Her career expands over forty years in healthcare leadership, including 25 years in senior management. For over 16 years, she assumed the CEO role in rural community and urban teaching hospital environments and retired in 2014 as CEO of one of Canada's largest and most comprehensive academic centres.

A passionate learner, she demonstrated an unwavering commitment to patient-centred care, integration of care and services with system partners, continuous quality improvement, patient safety, leadership development, mentoring/coaching leaders, strategy design/execution and an academic vision. As a people-centred leader, Mrs. Adamson constantly drove change to facilitate healthy work environments characterized by engaged and empowered staff and physicians. Over her career, Mrs. Adamson held a number of academic appointments at both Western and University of Toronto. As well, she served in numerous governance leadership roles at local, provincial and national levels throughout her career. In addition, she contributed to the national healthcare agenda through the role of surveyor with Accreditation Canada and by actively participating as a Fellow in both the Canadian College of Health Leaders and the American College of Health Executives. Mrs. Adamson served as the Chair of the Canadian College of Health Leaders for 2007 and 2008.

#### **Contact: Bonnie Adamson, FCCHL, FACHE**

Past President & CEO  
London Health Sciences Centre  
b.adamson@sympatico.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.

## Honeywell

### SELECTION COMMITTEE

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

**Suzanne Boudreau**, CHE  
Director, Materials Management Services  
3sHealth (Health Shared Services Saskatchewan)

**Sandra Hanmer**, CHE  
Past Chief Executive Officer  
Healthcare of New Zealand Limited

**Steve Hardcastle**  
Healthcare Consultant

**Mike Hickey**  
MF Hickey Consulting

**Cameron Love**  
Senior Vice President, Operations & Clinical Programs  
The Ottawa Hospital

**Andrew Neuner**, CHE  
Vice President, Community Integration  
Interior Health

**Ron Noble**, FCCHL, FACHE  
(Excused)  
Vice President, Capital Planning, Redevelopment and Corporate Services  
Trillium Health Partners

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





## AWARD RECIPIENT

### **Chatham-Kent Health Alliance – Green Team**



The Environmental Stewardship Program at the Chatham-Kent Health Alliance, "*Protecting our Earth, Ensuring our Future*" is a comprehensive, holistic program that aims to reduce our environmental impact on human health and the natural environment. The project began with a small group of passionate, dedicated staff known as The Green Team, and has evolved into a top performing program being recognized locally, provincially and nationally for best practice initiatives.

With a range of strategies in place, including waste reduction and recycling, energy conservation, staff education and awareness, and by teaming up with industry partners to develop new and innovative approaches to reduce waste and energy usage, CKHA's environmental performance continues to lead against peer hospitals.

Since its inception, CKHA's Green Team has delivered incredible results that range from millions of dollars in savings, to leading practices for others to follow, to a waste diversion rate that now stands at over 55%. This past October, these efforts led to CKHA being the first hospital to receive 3R certification from the Recycling Council of Ontario.

The overall program demonstrates a significant organizational commitment to environmental sustainability, year over year results in waste and energy reductions, and to defining CKHA as a leader in environmental stewardship. Driven by The Green Team and embraced by the entire organization, and strongly endorsed by the senior team and Board of Directors, CKHA is creating a better environment for our patients and staff, and creating a healthier community for all of Chatham-Kent. Moreover, CKHA's commitment to being green is illustrating to the entire organization how a clean environment also contributes to a healthier workplace and improved patient care/experiences.

#### **Contact: Mrs. Zoja Holman**

Director of Communications & Organizational Development  
Chatham-Kent Health Alliance  
80 Grand Ave.  
Chatham, ON N7M 5L9  
Tel: 519-352-6401 ext. 6065  
Fax: 519-436-2551  
zholman@ckha.on.ca





# Excellence in Diversity and Inclusion 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.



## SELECTION COMMITTEE

**K. Dwight Nelson, CHE** (Chair)  
Past President and CEO  
Regina Qu'Appelle Health Region

**Mary Achenhusen**  
Chief Operating Officer, Coastal  
Vancouver Coastal Health

**Dr. Brendan S.J. Carr, CHE**  
President and CEO  
Island Health

**Brenda Flaherty**  
Executive Vice President & Chief  
Operating Officer  
Hamilton Health Sciences

**Jim Hornell**  
President and CEO  
Brand Community Healthcare System

**Victoria L. Kaminski**  
President and CEO  
Alberta Health Services

**Anthony Mohamed**  
Senior Specialist, Equity & Community  
Engagement  
Inner City Health Program  
St. Michael's Hospital

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

**Dr. Tim F. Rutledge** (Excused)  
President and CEO  
North York General Hospital





## AWARD RECIPIENT



### The Scarborough Hospital

The best healthcare begins with valuing diversity. Five years ago, The Scarborough Hospital (TSH) set upon a new vision: To be recognized as Canada's leader in providing the best healthcare for a global community. It was a vision we took to heart.

We can think of more than 625,930 reasons to value diversity at TSH, one for every person in Scarborough. Providing excellent care for all means that our diverse and vulnerable population is included in all of our planning. Our vision of serving a global community can only be achieved if staff, patients and community feel welcomed and included. Our community is one of the most diverse and vulnerable in the country; improving outcomes and providing outstanding patient care experiences means deeply understanding every person's unique needs.

Our leadership in diversity and inclusion goes back nearly 20 years. We were one of the first hospitals in the province to dedicate a director and department to meet the changing needs of our community. Diversity took an even greater importance with the launch of our Strategic Plan in 2009, becoming a key strategic priority for the entire hospital. Through the dedication and hard work of our staff, physicians, volunteers and community partners, we have made diversity, equity and inclusion a fundamental part of how we operate at TSH.

**Contact: Waheeda Rahman**

Director, Organizational Development and Diversity Department  
The Scarborough Hospital  
3030 Birchmount Rd.  
Scarborough, ON M1W 3W3  
Tel: 416-495-2400 ext. 8034  
Fax: 416-495-2560  
wrahman@tsh.to





# Healthcare Safety Award

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



## SELECTION COMMITTEE

**Barbara C. Hall, CHE (Chair)**  
Past Vice-President, Person Centered Health  
Capital Health

**Mike Bond (Ex-officio)**  
Vice President, Sales and Strategic Account Management  
BD Canada

**Caroline E. Barbir, CHE**  
Chief Executive Officer  
Laval Health & Social Services Centre

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

**A. Arden Krystal, CHE**  
Chief Operating Officer  
Fraser Health Authority

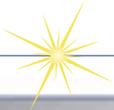
**Goldie Luong**  
Director, Special Projects Acute Care  
Vancouver Coastal Health

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

**Wendy L. Nicklin, CHE, FACHE**  
President and Chief Executive Office  
Accreditation Canada

**Michael J. Rendenbach, CHE**  
Vice President, Primary Healthcare  
Regina Qu'Appelle Health Region





## AWARD RECIPIENT

### Mount Sinai Hospital

#### *Safe Patients/Safe Staff™ Program*



Across acute care organizations, a growing subpopulation of patients admitted for medical/surgical care exhibit challenging behaviors due to delirium, dementia and/or mental illness. These behaviors compromise care and increase staff risk of physical harm and burn-out.

At Mount Sinai Hospital (MSH), the innovative Safe Patients/Safe Staff™ (SP/SS) Program was developed and implemented to improve outcomes for this vulnerable population and the staff who provide care. SP/SS is a novel, organization-wide strategy consisting of a behavioral rapid response team, automatic electronic surveillance, standardized intervention tools and multimodal education.

SP/SS has developed and implemented four key best practices components:

- *Proactive/Responsive Clinical Care* including a Behavioural Rapid Response Team, electronic surveillance to identify at-risk patients, proactive psychiatry consultation for high-risk patients, and family engagement;
- *Standardized Best Practices and Process Re-Engineering* implementing evidence-based care plans, order sets, and a behavioural discharge summary;
- *Organization-Wide Collaboration* that has the program integrated into the MSH business plan through executive sponsorship and partnerships with key departments
- *Multimodal Training* focused on building the capacity of staff through e-learning, interactive workshops, simulation and debriefing, in addition to system-wide dissemination

The innovative SP/SS program has led to transformational change at MSH. Preliminary sharing with other organizations has been positive, and recently secured resources position us well for further dissemination. Based on interest in learning about SP/SS, as evidenced by very high acceptance rates at peer-reviewed meetings, we believe the system will embrace SP/SS for adaption.

#### **Contact: Carla Loftus**

Clinical Nurse Specialist, Geriatric Psychiatry  
Mount Sinai Hospital  
Tel: 416-586-4800 ext. 7292  
Fax: 416-586-8830  
cloftus@mtsinai.on.ca





# Innovation Award for Healthcare Leadership

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



## Medtronic

### SELECTION COMMITTEE

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

**Françoise P. Chagnon, CHE**  
Associate Program Director  
Université de Montréal, Faculty of  
Medicine

**Neil Fraser** (Ex-officio)  
President  
Medtronic of Canada Ltd.

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

**Brock Hovey, CHE**  
Senior Director, Performance,  
Contract & Allocations  
Central West Local Health  
Integration Network

**Jo-Anne M. Palkovits, CHE**  
President and Chief Executive Officer  
St. Joseph's Health Centre (Sudbury)

**Sonia Peczeniuk, CHE**  
CEO  
Sonia Peczeniuk & Associates

**Gabriela Prada, CHE**  
Director, Health Innovation, Policy and  
Evaluation  
The Conference Board of Canada

**Howard Waldner, CHE**  
Healthcare Consultant





## AWARD RECIPIENT

### **N. Louise Bradley, CHE**



Ms. Bradley's career has taken her from front line nurse, to forensic and corrections care, to research and teaching, to large-scale hospital administration, and now to her role as President and CEO of the Mental Health Commission of Canada (MHCC). In the highly stigmatized field of mental health, Ms. Bradley has been at the helm of the MHCC's innovative initiatives to spark change, reduce stigma, and improve patient care. She has led unprecedented collaboration among provincial, territorial and federal governments, private business, public sector, and labour organizations. Innovation is a core component of the leadership agenda at the MHCC, and she continues to explore leading practices and emerging global trends to ensure the organization is at the forefront.

She believes mental health is larger than the affected individual; it is a societal issue requiring systemic change. She has worked with leaders in policing, corrections, education, justice, labour, and housing to affect change. She has led such innovative initiatives as, (i) the first of its kind in the world National Standard on Psychological Health and Safety in the Workplace, (ii) the largest "housing first" demonstration project in the world, (iii) a national framework for police training and education, and (iv) the first National Strategy for Mental Health in Canada. Many of these precedent setting initiatives are being duplicated around the globe.

Her leadership and innovation has led to increased awareness, promoted help-seeking behaviors, better care, reduced stigma, and brought a greater number of people out of the shadows of the struggle with mental health, into a society more open, able, and willing to help. She has a reputation internationally for establishing successful organizations and facing challenging mandates with grace.

#### **Contact: N. Louise Bradley**

President and CEO  
Mental Health Commission of Canada  
100 Sparks Street, Suite 600  
Ottawa, ON K1P 5B7  
Tel: 613-863-3740  
lbradley@mentalhealthcommission.ca





# 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

**Rob Devitt, CHE**  
Past President and CEO  
Toronto East General Hospital

**Diane Doyle, FCCHL**  
President and CEO  
Providence Healthcare

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

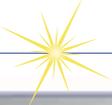
**K. Dwight Nelson, CHE**  
Past President and CEO  
Regina Qu'Appelle Health Region

**Wendy Winslow, FCCHL**  
Director of Policy and Practice  
College of Licensed Practical Nurses  
of BC

**Ian Wombwell** (Ex-officio)  
National Manager, Strategic Accounts  
Team  
Roche Canada

**Robert G. Zed, CHE**  
Chair  
Compass Group Canada Healthcare





## AWARD RECIPIENT

### Ron Noble, FCCHL



Ron Noble is a healthcare leader characterized by his exemplary commitment to mentorship and professional development. Ron has consistently provided generous amounts of his time to not only new and existing mentees but also to system endeavours that support mentorship. Mentorship is an integral component of Ron's leadership practice.

Ron has guided both young and senior level professionals in the art of management, stakeholder engagement, finance in a healthcare setting, and navigation through the public policy and ministry processes. He has also provided mentorship on the importance of strategy/strategic planning and career planning. The importance of "pausing" before critical decisions is part of his mentoring.

He has mentored students and colleagues at all levels. He has supported the placement of Master's level students from McMaster, University of Toronto (where he is an adjunct faculty member), and University of Ottawa. He has mentored students going through the CHSRF/CCHL EXTRA program and the Royal Roads Masters of Leadership program. He has also been a champion for the Toronto Region Immigrant Employment Council (TRIEC) as a mentor for new Canadian immigrants seeking professional careers. He has set a strong example through his work with the CCHL as chapter and provincial Chairs, provincial Director, Board Chair and most recently as Task Force Chair of the College Fellowship Review. Ron was also active in the integration of the LEADS program into the CCHL curriculum ensuring system support for mentorship and leadership development. He is a role model and leader on mentorship.

#### Contact: Ron Noble, FCCHL

Vice-President, Capital Planning, Redevelopment and Corporate Services  
Trillium Health Partners  
Mississauga, ON  
Tel: 905-848-7603  
ron.noble@trilliumhealthpartners.com





# Nursing Leadership Award

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

## ***Baxter***

### **SELECTION COMMITTEE**

**Dr. Lynn Stevenson, FCCHL**  
(Chair)  
Associate Deputy Minister – Health Services  
British Columbia Ministry of Health

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

**Vanessa Burkoski** (Excused)  
Vice President, Chief Nursing Executive, Quality, Patient Safety and Professional Scholarly Practice  
London Health Science Centre

**Nancy J. Fram**  
Past Vice President, Professional Affairs  
& Chief Nursing Executive  
Hamilton Health Sciences

**Beatrice Mudge, CHE**  
Vice President, Best Practice, Education, Research & Chief Nursing Executive  
VHA Home Healthcare

**Josette Roussel**  
Nurse Consultant  
Canadian Nurses Association





## AWARD RECIPIENT

### Dr. Sandra Lauck



Dr. Sandra Lauck is a Clinical Director at Cardiac Services BC, an agency of the Provincial Health Services Authority. Building on a 20-year cardiac nursing career and her role as the Clinical Nurse Specialist of the world-renowned Vancouver Transcatheter Heart Valve (THV) program, she implemented a provincial strategy to ensure evidence-based and patient-centred access to innovative approaches to the management of structural heart disease. While working in close partnership with the cardiac sites' leaders, she successfully built a unique system of care that has become a national gold standard. Sandra facilitated the standardized inclusion of nurses as full members of the "Heart Team". The outcomes achieved by the BC program are among the best in the world, and held internationally as exemplars of excellence in healthcare policy, practice, and processes of care.

Sandra completed her PhD in 2013 at the University of British Columbia School of Nursing. She is a clinician scientist associated with the Centre for Heart Valve Innovation at St. Paul's Hospital. Her program of research focuses on patient-reported outcomes measurement, the development of evidence-based clinical pathways, and the delivery of specialized health services. She was recognized by her peers with the College of Registered Nurses Award of Distinction in 2012.

Sandra's impact extends beyond her leadership in British Columbia. She is among a small group of internationally recognized experts in her field. Her publications and conference presentations attest to her determination to highlight the contributions of nursing to innovative approaches to care.

#### Contact: Dr. Sandra Lauck

Clinical Director, Cardiac Services BC  
St. Paul's Hospital, Providence Healthcare  
1380 Burrard St.  
Vancouver, BC  
Tel: 604-875-7312  
Fax: 604-875-7364  
sandra.lauck@phsa.ca





# 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.



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*Learning, Leading, Inspiring    Apprendre, mener, inspirer*



## AWARD RECIPIENT

### Sodexo



For over 40 years, Sodexo has been an integral fixture in Canadian industry. Since joining as a corporate member in 1987, Sodexo have shown outstanding support of the College, partnering on countless initiatives.

Sodexo believes that diversity and inclusion strengthen the workplace, attract and retain the best talent and create an engaged and committed workforce. Their commitment to diversity and inclusion can be seen through their efforts to achieve optimal gender balance (43% of Sodexo's Executive Committee are women), provide opportunities for those with disabilities and ensure a safe and inclusive environment for gay, lesbian, bisexual and transgendered employees. It was incumbent upon the College to partner with Sodexo on their mission to promote and recognize outstanding diversity and inclusion initiatives within Canada's healthcare sector. In 2014, the College was pleased to introduce, with Sodexo's financial support, the Excellence in Diversity and Inclusion Award.

In 2014, Sodexo pledged a five year commitment to support the National Health Leadership Conference, as exclusive title sponsor, and the National Awards Gala, as the welcome reception sponsor. In addition, Sodexo has partnered with the College on a number of HPRS sessions, sparking dialogue with College members on topics such as hospital wide quality and process improvements and the complex challenges facing the healthcare industry.

Furthermore, Sodexo partnered with the College on the 2014 corporate edition of Forum and participated on the Italy Study Tour.





# 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 COMPANIES

## AWARD RECIPIENTS

### **Kate Mercer, Dalhousie University**

Kate Mercier completed her Bachelor of Science in Microbiology and Immunology, with a Minor in Business at Dalhousie University. Her interest in business and healthcare led her towards the Master of Health Administration (MHA) program at Dalhousie University. Over the past two years, Kate has practiced her leadership skills while serving as the First-Year Representative and later as President of the association representing MHA students. Kate completed her administrative residency at St. Michael's Hospital in Toronto. While at St. Michael's Hospital, Kate had the opportunity to lead various projects and she became particularly interested in the work of Decision Support Services, including learning about the Ontario Health System Funding Reform. Kate is passionate about making informed organizational decisions and policies that reflect evidence based opportunities for growth and efficiency. Kate aspires to positively affect change within healthcare at the provincial and national levels. Upon the completion of her degree in May, Kate began working at Humber River Regional Hospital in Toronto as a Business Support Specialist within the Decision Support Department.

### **Sandra Rees, University of Alberta**

Sandra Rees is a pharmacist with over 20 years of experience in the healthcare sector. She began her career working in both retail and hospital pharmacy while undertaking pharmacokinetic research examining the changes in drug metabolism in the presence of liver cancer. After 10 years of clinical and research work, Sandra moved into a variety of roles with both the Alberta Drug Utilization Program and the Canadian Agency for Drugs and Technologies in Health with the primary goal of promoting the use of evidence in policy and clinical decisions at the local and national level. More recently, Sandra spent 6 years managing a provincial primary care diabetes and depression management program while completing her Masters of Public Health in Health Policy and Management degree at the University of Alberta. Sandra recently recognized her passion for engaging patients in the health research process during her MPH practicum and continues to champion for the need to engage patients in research through her new role as Director of the Patient Engagement Platform in Alberta. In the future, Sandra plans to further contribute to the field of patient engagement by undertaking research in this area while pursuing a PhD degree.

### **Paul Johar, University of British Columbia**

Dr. Harpinder Paul Johar lives in Vancouver and currently works as a full-time emergency physician at Burnaby General Hospital within the Fraser Health Authority. He loves to swim





and hike though he is doing a bit less of this now after welcoming his first born last year! Dr. Johar enjoys teaching and is a Clinical Instructor at the University of British Columbia (UBC). He is also the Burnaby Emergency Department UBC Site Leader for medical education. Dr. Johar is regularly involved in several quality enhancement initiatives throughout the hospital and lectures on patient satisfaction improvement strategies. He is currently researching emergency physician payment incentives and mechanisms.

As his medical career has progressed, Dr. Johar has become interested in the field of healthcare administration. As such, he is currently completing his Masters of Health Administration at UBC. Dr. Johar wishes to continually improve his abilities to work collaboratively with the numerous players that comprise the increasingly complex Canadian healthcare system. This is in the hopes of providing efficient, effective, and empathetic care to patients.

### **Flaviana Mouawad, University of Montreal**

Flaviana is currently finishing her second year of the MHA Program at Université de Montréal (UdeM) where she completed her health administrative residency at Hôpital du Sacré-Coeur de Montréal. She obtained her Bachelor of Science in Physiology at McGill University in 2010. From there, she went on to continue into her Master's degree in Experimental Medicine in the field of nephrology, graduating in 2013. With her research on glomerular diseases, Flaviana contributed greatly in the advancement of the field.

After her involvement in medical research, she found herself looking for complementary challenges within the healthcare sector and a way to have a larger impact on the governance and sustainability of its system. Thus, she's pursuing today a career in healthcare management. Flaviana is a strong advocate of an integrated approach to healthcare, and believes that transversal collaboration is key to success.

### **Rachel Ozer, University of Ottawa**

Rachel recently completed her Master of Health Administration at the University of Ottawa including a residency project at the Royal Ottawa Healthcare Group. She is currently the Community and Long Term Care Coordinator for the Champlain Regional Stroke Network. In this role, Rachel works to improve the process of recovery for stroke survivors through outpatient rehabilitation and community services. She was previously employed as a project manager at the Almonte General Hospital, working on accreditation preparation, patient safety and an electronic learning system for the CASH group of small hospitals. Rachel completed two research projects during her M.H.A. studies. Working with the Centre for Business Analytics and Performance at the University of Ottawa, the projects focused on utilization and service optimization in the Community Diabetes Education Program of Ottawa and at a rural hospital. She is trained as a biochemist and holds a PhD from the Scripps Research Institute and a B.A. in Chemistry from Harvard University. She began working in pharmaceutical manufacturing and continuous improvement at Bristol Myers Squibb Company in 2004.

### **Alexis Villa, CHE, University of Toronto**

Alexis Villa is the Solution Delivery Lead and Senior Project Manager for a six-LHIN initiative called ConnectingGTA, Ontario's first instance of a region-wide Electronic Health Record. Alexis is contributing by enabling electronic patient health information to be seamlessly and securely shared across the care continuum in the Greater Toronto Area. As one of the longest standing team-members on this project, Alexis has participated in a variety of activities as this project progressed from a strategy and business case through to a multi-million dollar procurement and engagement of the first wave of over 20 participating organizations. This project, and the collaboration among organizations, has inspired Alexis to pursue an extended career in the healthcare arena. Prior to this role, Alexis honed her project manager skills in the development and implementation of the Critical Care Information System, an initiative designed to improve critical care access and quality by collecting and reporting on a standard data set for intensive care patients in all 200 critical care units across Ontario.

Alexis completed her Master's of Science in Health Administration from the Institute of Health Policy, Management and Evaluation (IHPE) at the University of Toronto.



# 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 Chief Executive  
Officer  
London Health Sciences Centre

**Lucy Brun**, CHE  
Partner  
Agnew Peckham & Associates

**Ben Chan**  
Assistant Professor  
University of Toronto

**Robert Fox**  
Healthcare Consultant

**Barbara C. Hall** (Excused)  
Past Vice President, Person Centered  
Health  
Capital Health

**Jim Hornell**  
President and Chief Executive Office  
Brant Community Healthcare System

**Sharon McDonald** (Ex-officio)  
President, Compass Group Canada  
Healthcare  
Compass Group Canada

**Altat Stationwala**  
President and Chief Executive Officer  
Mackenzie Health

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





## AWARD RECIPIENT

### **Reece D. Bearnes, CHE**



Reece Bearnes' professional and leadership experience to date has been truly unique. As a young health leader, he has earned a valued reputation for his abilities and skills. A dedicated member of the College, Reece is a graduate of Dalhousie University's Master of Health Administration program. He was the inaugural recipient of a one-year post-graduate Executive Fellowship in Healthcare Administration, and holds a Certified Health Executive designation with the Canadian College of Health Leaders.

Currently, Reece serves as Director, Medical Services, at Eastern Health in St John's, Newfoundland, the province's largest health authority and academic health sciences centre. As a member of the Senior Leadership Team, Reece is responsible for establishing, maintaining, and enforcing professional standards for Eastern Health's 750 Medical Staff. He is a champion of collaborative leadership, and supports system transformation through integration of administrative and physician leaders. Reece has a passion for system performance and accountability, and has implemented significant change resulting in improved waitlist management, patient flow, and access to care.

Reece is active in the healthcare leadership community. He is President of Dalhousie's Health Administration Alumni Association, and led the establishment of a mentorship program for young health leaders. He recently participated as a speaker in the College's national webinar on mentorship, and chairs a public education series on healthcare related topics.

Reece's infectious attitude and inspiring dedication make him an asset to Eastern Health.

#### **Contact: Reece D. Bearnes, CHE**

Director, Medical Services  
Eastern Health  
300 Prince Philip Drive  
St. John's, NL A1B 3V6  
Tel: 709-777-2221  
Fax: 709-777-2180  
reece.bearnes@easternhealth.ca



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