

HALIFAX, NS
JUNE 2, 2024

20
24

National Awards Program

Celebrating
Leading Practices

Expanded Edition:
Featuring the 2024 award recipients
and nominated programs

SPONSORED BY:

HIROC

CANADIAN COLLEGE OF
HEALTH LEADERS



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LEADERS EN SANTÉ

2024 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2024 National Awards Program sponsors.



Introducing the 2024 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.

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 2025 National Awards Program. For nomination information please visit the awards section of our web site: www.cchl-ccls.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Alain Doucet".

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!

A handwritten signature in blue ink, appearing to read "Catherine Gaulton".

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)
Vice President of Child Development
and Community Services
Children's Hospital of Eastern Ontario

Kate Butler
Executive Director Energy
Management
Service NB Health Services

Jaime M. Cleroux (Ex-officio)
Executive Vice President
Canadian College of Health Leaders

Christian Coulombe (Ex-officio)
Vice-President, Marketing &
Membership
Canadian College of Health Leaders

Alain Doucet, MBA (Ex-officio)
President and CEO
Canadian College of Health Leaders

Melicent Lavers-Sailly, CHE
Director, OU (business) & HIS (services)
Communications/Global Regions
Medtronic Canada

Andrew S. MacDougall, CHE
Executive Director, Community Health &
Seniors Care
Health PEI

Jennifer Quaglietta, CHE
CEO & Registrar
Professional Engineers Ontario

Amy Riske, CHE
Assistant Deputy Minister
Yukon Department of Health and
Social Services

Jennifer Sheils
Vice President Strategy, Transformation &
Chief Information Officer
Horizon Health Network

Francine St-Martin (Ex-officio)
Director, Conferences and Events
Canadian College of Health Leaders

Alisha Thaver
Director, Strategic Initiatives &
Stakeholder Relations
Covenant Care/Covenant Living

Jennifer Wilks
Regional Manager
Vancouver Coastal Health

Kathryn York
Founding Partner
CCIG Solutions - Collective Change and
Innovation Group

Bill Zindle
Executive Director, Marketing
Roche Canada

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Solventum Health Care Innovation Team Awards

This award recognizes four important elements: disruptive innovation, cutting edge system transformation and outcomes, diverse population, and sustainability of change.

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



SELECTION COMMITTEE

Disruptive Innovation Initiative(s) Across a Health System

Mark Fam, CHE (Chair)

St. Mary's General Hospital

John Andruchak, CHE

Principal
Andruchak Consulting

Sandra Blevins, CHE (Excused)

Health Care Consultant

Anita Ellis (Ex-officio)

Canada Business Leader | MedSurg
Solventum

Wendy Hansson, CHE

Senior Health Program Executive
Pacific Blue Cross/PBC Solutions

Nelea Lungu

Managing Director
Accreditation Canada / Health Standards
Organization

Kelli O'Brien (Excused)

Vice President Quality & Learning
Health System
NL Health Services

Victoria Schmid

CEO
SWITCH BC

AWARD RECIPIENT

Disruptive Innovation Initiative(s) Across a Health System

Provincial Health Services Authority

BC Emergency Health Services, Clinical Hub

With almost half of 911 calls to BC Emergency Health Services (BCEHS) being for non-life-threatening emergencies, BCEHS call takers were being swamped with approximately 350,000 calls annually that didn't require an urgent response. Trying to weather the adverse effects of the opioid crisis, COVID-19 pandemic, staffing levels and environmental emergencies in BC, call takers and the leadership team could see that these non-urgent calls were placing enormous stress on an already strained system. Moreover, rural, remote, and Indigenous patients continued to experience socioeconomic and geographic barriers to care that cannot be overcome simply by adding more paramedics and ambulances to the struggling system. BCEHS staff and leadership felt there was a better way to care for patients, so they set out to change the 50-year-old model for out-of-hospital care. Out of this work came the birth, growth and development of the BCEHS Clinical Hub in January 2022. The Clinical Hub team has focused on connecting low acuity and non-urgent patients to the care they need through 'alternative care pathways' which include, but aren't limited to connecting patients to:

- Urgent and Primary Care Centres (UPCCs);
- Detox centres;
- Mental health supports;
- Palliative care.

Working with health authority stakeholders to invert the care model, the Hub team aims to shift patient referral programs from 70% of patients going to Emergency (and 30% going elsewhere) to a patient journey that results in 70% of patients going to alternate care pathways (and 30% going to ERs) in the next 10 years.

CONTACT

Jennie Helmer

Senior Provincial Executive Director, Emergency Dispatch Clinical Operations
Provincial Health Services Authority
200-1333 W Broadway, Vancouver BC V6H 4C1 | 604-312-1204

Solventum Health Care Innovation Team Awards

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SELECTION COMMITTEE

Disruptive Innovation Initiative(s) Within an Organization

Patricia O'Connor, FCCHL (Chair)

Consultant, Faculty and Improvement
Advisor
HEC - Healthcare Excellence Canada

Annette Elliott Rose

Chief Nurse Executive & Vice President,
Clinical Performance & Professional
Practice
IWK Health Centre

Anita Ellis (Ex-officio)

Canada Business Leader | MedSurg
Solventum

Sandy Jansen, CHE

Vice President, Patient Care
and Risk Management
St. Joseph's Health Care London

Jamie MacDonald, MBA, CHE

Deputy Minister
PEI Government

Colin Stevenson, CHE

Chief of System Integration
Nova Scotia Department of Health
and Wellness

Brenda Weir, CHE

Former Vice President,
Chief Nursing Executive
Peterborough Regional Health
Centre

AWARD RECIPIENT

Disruptive Innovation Initiative(s) Within an Organization

Unity Health Toronto

AI / Data Science and Advanced Analytics

In 2017, Unity Health Toronto recognized AI's potential and established the Data Science and Advanced Analytics (DSAA) team under the leadership of Dr. Muhammad Mamdani. This team, comprising 30 experts, has become a global leader in applied AI and analytics within hospital settings. The DSAA team's primary objective is to leverage data and advanced technologies to enhance patient care and operational efficiency. Through disciplined project management, they've deployed over 50 AI and analytics tools, yielding tangible benefits such as reduced mortality rates, decreased administrative burdens, and improved clinical decision-making.

Examples of their innovations include CHARTwatch, an early warning system predicting patient deterioration, and ED RN Assignment, optimizing nurse allocation in the Emergency Department. Additionally, automated algorithms for detecting intracranial hemorrhages and traumatic brain injuries have shown promising results in improving patient outcomes. Aligned with Unity Health's mission, the DSAA team fosters a culture where AI and analytics complement frontline care delivery. By addressing key challenges like research translation, end-user engagement, and ongoing monitoring, they ensure responsible and effective AI implementation.

CONTACT

Dr. Muhammad Mamdani

Vice President, Data Science and Advanced Analytics
Unity Health Toronto
30 Bond Street, Toronto ON M5B 1W8
416-360-4000 | Muhammad.Mamdani@unityhealth.to

Award of Excellence in Mental Health and Addictions 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.

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SELECTION COMMITTEE

Darryl Yates, CHE (Chair)

Executive Director, Brain and Mental Health Services
The Hospital for Sick Children (SickKids)

Bonnie Conrad, CHE

Health Services Lead, Primary Health Care, Central Zone
Nova Scotia Health Authority

Graham Gaylord, CHE

Family Physician
Inner City Health Associates

Barbara C. Hall, CHE

Board of Governors
Northwood

Yasmin Jetha

Vice President, Community Services
Vancouver Coastal Health Authority

Rhowena Martin, CHE (Ex-officio)

Chief Operating Officer
Canadian Centre on Substance Use and Addiction

Michel Rodrigue, CPA, CMA, MBA (Ex-officio)

President and Chief Executive Officer
Mental Health Commission of Canada

Mark Snaterse, CHE

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

AWARD RECIPIENT

The Children's Hospital of Eastern Ontario (CHEO)

The ECHO (Extension for Community Healthcare Outcomes) Ontario Child and Youth Mental Health (CYMH) program is a provincial hospital-based and community-driven initiative aimed at connecting Primary Care Providers (PCPs) to mental health specialists. Using teleconferencing technologies, ECHO Ontario CYMH allows PCPs to receive specialized information and resources on CYMH-related topics, such as self-harm, aggression, substance use, and more. This empowers PCPs to better support CYMH in the community, and reduces the need for specialist intervention. ECHO Ontario CYMH is housed at CHEO, but its impact and implementation extend across Ontario. To ensure the program reaches its goals and adequately supports Ontario PCPs and CYMH, we follow a Continuous Quality Improvement model to deliver sustained system improvements in the delivery of care to children and youth.

An interdisciplinary team of specialist providers provide virtual education sessions called ECHO Clinics to PCPs across the province. These sessions include a brief educational lecture, followed by a discussion of a de-identified patient case, which allows for experiential learning. During the ECHO Clinics, PCPs and specialists share knowledge, support, guidance, and feedback. And, by participating in ECHO Ontario CYMH, a single specialist contributes to the development of several local experts, who then go on to apply their newly acquired skills to improve the lives of their patients -- a concept called the multiplier effect.

CONTACT

Kathleen Pajer, M.D., M.P.H.

Medical Director, CHEO Precision Child and Youth Mental Health Initiative
Clinical and Research Director, Project ECHO Ontario, Child and Youth Mental Health
The Children's Hospital of Eastern Ontario (CHEO)
Ottawa ON K1N 5J3
kpajer@cheo.on.ca

Award of Excellence in Mental Health and Addictions Quality Improvement - Other Nominees

Alberta Health Services

Access Addiction & Mental Health Quality Improvement

In the realm of healthcare, where the pursuit of excellence is paramount, it is with great enthusiasm and conviction that I nominate the Access Addiction & Mental Health Quality Improvement Project for this Quality Improvement Award. This exceptional team has demonstrated unwavering dedication, innovative thinking, and a commitment to continuous improvement, all in the name of quality patient care. This team embarked on a transformative journey that aimed to elevate the quality of healthcare delivery within our Zone. Through meticulous analysis and a deep understanding of the challenges facing our healthcare system, they implemented a series of initiatives that resulted in tangible and immediate improvements in patient outcomes, operational efficiency, and patient and clinician satisfaction. The team's commitment to innovation is evident in their implementation of workflows that streamline processes, reduce errors, and improve overall efficiency. Their proactive approach to identifying and addressing potential issues before they escalate has contributed significantly to a safer and more effective service provision. Furthermore, the Project Team has been instrumental in fostering a culture of continuous learning and improvement among their peers. Their collaborative approach, coupled with a willingness to embrace feedback and adapt to evolving best practices, sets a benchmark for excellence. In conclusion, the Project Team embodies the spirit of quality improvement in healthcare. Their exceptional efforts, innovative strategies, and commitment to excellence make them more than deserving of the Quality Improvement Award. Their impact extends beyond the immediate success of individual projects, shaping a legacy of transformative excellence that positively influences the entire healthcare landscape.

Contact: Lisa Harmatiuk
Senior Project Manager
Alberta Health Services
403-350-8198

Award of Excellence in Mental Health and Addictions Quality Improvement - Other Nominees

Dr. Kim Corace

Dr. Kim Corace's contributions to the mental health and substance use health field are far reaching; she is a recognized health systems leader with a strong national and international reputation for her research, innovation, and teaching. Dr. Corace is an Associate Professor of Psychiatry at the University of Ottawa and Adjunct Scientist at the Institute of Mental Health Research. As well, Dr. Corace is an Adjunct Research Professor at Carleton University, and a Clinical Health Psychologist. She has held several senior leadership roles, including previously as Vice-President, Innovation and Transformation at The Royal Ottawa Mental Health Centre and Past President of the Canadian Psychological Association. She provides strategic leadership for mental health and addiction system transformation, including in client care service delivery models through the development of the Digital Front Door to Rapid Access to Addiction Medicine (RAAM) Clinics. Working at provincial, national, and international levels, her work focuses on improving treatment access and outcomes for people with substance use health and mental health problems, with a focus on developing collaborative models of care. These innovative models of care (i.e., Regional Opioid Intervention Service, RAAM Clinic, AccessMHA) have demonstrated far-reaching impact—not only for individual clients and for our health care system, but also for transformed delivery of care at regional, national, and international levels through bridging research and clinical practice. Dr. Corace is sought out by policy and decision makers, clinicians, and provincial health authorities across Canada wanting to replicate models of care in their jurisdictions.

Award of Excellence in Mental Health and Addictions Quality
Improvement - Other Nominees

British Columbia Institute of Technology
Christina Camilleri, CHE

Healthy Essentials Clinic (HEC) is for people struggling with mental health and healthcare issues who need quality integrated care from multiple practitioners. We provide timely access to individual and family needs. HEC is a regional resource serving the Central Okanagan and member of the BC Association of Community Health Centres. HEC is supported by the Community Foundation North Okanagan, Dakota Foundation, Okanagan Learning Foundation and work closely with the District of Lake Country, Interior Health Authority, the BC Ministry of Health, and a large network of community organizations. The HEC Integrative Care Model has come alongside community physicians to offer early intervention and prevention services at the onset of illness. Chirstina Camilleri leads the team at HEC and has worked with several levels of government to design a business model that effectively responds to the community's need for mental health service and healthcare services. HEC's Advisory Committee of professionals, client and family representatives, meet three times per year to review needs, programs and assist with strategic planning. In summary, HEC is a QI in and of itself for system transformation. The team at HEC brings quality treatment programs into communities to meet the gaps in services.

Contact: Lan Luong
Nursing Instructor
British Columbia Institute of Technology
604-831-9331
lanluong@shaw.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

Brenda Badiuk (Interim Chair)

Chief Operating Officer
Brivia Consulting

Kenneth W. Baird, CHE

(Chair, excused))
Vice President, Transition
NL Health Services

Catherine Gaulton (Ex-officio)

Chief Executive Officer
HIROC - Health Insurance
Reciprocal of Canada

Cheryl L. Harrison, CHE

President and Chief Executive Officer
Muskoka Algonquin Healthcare

Joanne Maclaren, CHE

Executive Director, mNPR Implementation
Clinical Lead & VP Quality, Research
& Chief Nursing & Allied Health Officer
Portfolio
Island Health

Kelli O'Brien

Vice President Quality & Learning
Health System
NL Health Services

Stefanie Ralph, CHE

Executive Director, Patient Experience
Yukon Hospital Corporation

Talya Wolff, CHE

Manager, Patient Services and Experience
University Health Network

AWARD RECIPIENT

Joanne Curtis

Joanne Curtis is a liver transplant recipient who knows first-hand the meaning of the gift of life. Since the time she was in hospital for her own surgery, she has dedicated her time and energy to supporting individuals and families navigating the organ donation journey (both donors and recipients) and generating awareness of the importance of organ donation. As a long-time volunteer with BC Transplant (BCT), Joanne Curtis embodies the Celebrating the Human Spirit Award by directly making a difference in improving patient understanding and creating awareness of the important topic of organ donation. She has selflessly committed numerous hours to the volunteer program for 10 years, participating in all volunteer roles and directly contributing to an increase in organ donation registrations.

She has participated in numerous BCT campaigns, as the face of the organization in promotional materials and as an ambassador speaking to a variety of groups about her own experience. No matter who Joanne is speaking to she does so with kindness and respect. She is able to frame organ donation in a way that promotes positive emotions and inspires trust. BCT has received plenty of positive feedback on the impact Joanne has made through her interactions with individuals and groups. It's always heartfelt and filled with gratitude for the lasting impression she has created through her words and actions. Joanne is a truly special individual who has leveraged her own challenges to serve as inspiration, hope and a positive role model for organ transplantation.

CONTACT

Joanne Curtis

Volunteer, Provincial Health Services Authority
1333 W Broadway, Suite 200, Vancouver BC V6H 1G9
604-715-3405 | joannearcardo@hotmail.com

2024

Awards

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.

AWARD RECIPIENTS

BC LOWER MAINLAND CHAPTER

Braden Davie, CHE

Executive Director, Nurse Patient Ratio Implementation
Vancouver Coastal Health

BLUENOSE (NS AND PEI) CHAPTER

LeeAnn Larocque, CHE

Acting VP clinical care and Chief Nurse Executive
IWK Health

NEON LIGHTS CHAPTER

Paul Chatelain, CHE

Chief Executive Officer and Long Term Care Administrator
MICs Group of Health services

NEWFOUNDLAND AND LABRADOR CHAPTER

Maria Rotondi, CHE

Director, Digital Health - Health Information Management
Newfoundland and Labrador Health Services (NLHS)

NORTHERN ALBERTA CHAPTER

Lynn Robertson, CHE

Healthcare Executive

NORTHWESTERN ONTARIO CHAPTER

James Anderson, CHE

Assistant Director of Health & Wellness
Dilico Anishinabek Family Care

QUÉBEC CHAPTER

Matthieu Dupuis, CHE/LCS

Business intelligence specialist
CIUSSS du Centre-Sud-de-l'Île-de-Montréal

SOUTHERN ALBERTA CHAPTER

Margie Sills-Maerov, CHE

Senior Director & Founder
Thought Architects

SOUTHWESTERN ONTARIO CHAPTER

Ali El-Ayoubi, CHE

CEO
The BluePrint Toolset, inc

VANCOUVER ISLAND CHAPTER

Donald Coleman

Cloud Architect, IMIT
Island Health

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CCHL Distinguished Leadership Award

The CCHL Distinguished Leadership Award is the College's premier award to recognize leadership. It honours a College member in good standing in Canada, a passionate and visionary leader who has demonstrated core values of exemplary commitment, dedication and success in building leadership capacity and bettering the lives of others throughout their career path and ongoing journey in the Canadian Healthcare system.

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GE HealthCare

AWARD RECIPIENT

Dr. Bernard Leduc

Throughout Dr. Leduc's illustrious career, he has showcased his unwavering dedication and transformative impact within the healthcare sector. Under his leadership, Hôpital Montfort consistently earned recognition from CCHL, including prestigious awards like the Award of Excellence in Mental Health and Addictions Quality Improvement. Regularly attending regional and national CCHL conferences, Dr. Leduc actively engaged in mentoring through initiatives like the College's "Coach's Corner."

His legacy as a visionary leader is rooted in a philosophy of continuous improvement and lifelong learning, evident in his establishment of the Institut du Savoir Montfort. In 2013, under his leadership, the hospital became the only French-language university hospital in Ontario. Dr. Leduc's commitment to nurturing emerging leaders is exemplified through mentorship and creating a culture of transparency and innovation.

Distinguished by his strategic partnerships and results-driven approach, Dr. Leduc's leadership has positioned Hôpital Montfort as a beacon of excellence in healthcare delivery. His contributions to system transformation, coalition building, and community engagement have left an indelible mark on Eastern Ontario's healthcare landscape.

CONTACT

Dr. Bernard Leduc

Former President and Chief Executive Officer (Retired)
Hôpital Montfort
Ottawa ON
bleduc1@rogers.com

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

Ron Noble, FCCHL, FACHE

(Interim Chair)
President and CEO
Catholic Health Association of
Ontario

Kenneth W. Baird, CHE

(Chair, Excused)
Vice President, Transition
Eastern Regional Health Authority

Mike Hickey

President
MF Hickey Consulting

Guylaine Lefebvre

Executive Director, Learning and Connecting
Royal College of Physicians & Surgeons of
Canada

Fiona Miller

Director
CASCADES: Climate Action Healthcare

Andrew Neuner, CHE

Former CEO
Health Quality Council of Alberta

Luis Rodrigues (Ex-officio)

General Manager, Comprehensive Energy
and Infrastructure Solutions, Canada
Trane Canada

Dr. Myles Sergeant

Executive Director
Canadian Coalition for Green Health Care

AWARD RECIPIENT

Interior Health

Interior Health (IH) continues to face immense environmental and climate challenges, which were particularly evident over the course of the summer of 2023. Climate-related emergencies such as extreme heat, wildfires and flooding have significantly impacted those living in the Interior region, while further demonstrating the interdependence between health-care and the environment. IH is finding new and innovative ways to operate that are both beneficial for the environment and the organization's ultimate vision: health and well-being for all. IH is proud of their energy and environmental sustainability efforts in 2023, some highlights achieved include:

- Maintaining carbon neutral operations for the past 13 years,
- Launching the Climate Change and Sustainability Roadmap, the first of its kind for a Canadian health-care organization,
- Supporting communities to prepare for and adapt to climate-related events including developing a toolkit on heat adaptation and response planning,
- Expanding anesthetic gas recovery technology to three sites – reducing the GHG emissions associated with surgical services in 16 operating rooms,
- Diverting a total of 21% of the total waste produced in 2023.

The exemplary leadership, and actions taken by IH staff, from front line staff to senior leadership in endorsing, planning and building a low carbon, energy efficient and sustainable health system speaks to the importance of how sustainability is embedded in the organization. In 2024 and beyond, IH will identify more avenues to be environmentally responsible and will continue to implement strategies and tactics to realize these commitments.

CONTACT

Amanda McKenzie

Manager, Environmental Sustainability
Interior Health
Kelowna BC
Amanda.Mckenzie@interiorhealth.ca

CHEO

Children's Hospital of Eastern Ontario

CHEO's Green Team has is dedicated to working closely with hospital leaders to identify areas of opportunity for energy reduction and support implementation of sustainable initiatives through employee engagement. In 2020, CHEO launched the "Kick the Carbon" strategy to implement green initiatives throughout the organization with the goal of reducing carbon emissions by 5% each year, resulting in a net zero carbon footprint by 2047. This is one of six strategies that have been guiding CHEO's environment responsible actions over the past few years and have produced positive results. Ongoing waste reduction efforts have reduced landfill usage with 46% of waste diverted in the 2022-23 fiscal year. Our successes include: • determining our carbon footprint for Scope 1 and 2 emissions • investing in EV chargers and hydroponic grow towers • increasing engagement in green practices across the hospital including staff, patients and families • promoting increased recycling and composting in our facility • investing in peri-operative stainless steel containers to eliminate polypropylene surgical blue wrap • becoming a pilot project for PVC recycling • recycling single-use medical instruments through a working relationship with Stryker Solutions • encouraging idea submissions through an online QR code to drive sustainability projects • hiring an Energy and Assets manager, and an additional project coordinator as technical resources to advise on infrastructure improvement projects • endorsing sustainability as a key strategic pillar in guiding CHEO's re-development of existing infrastructure and future development.

Contact: Trevor Stewart

Chief Building and Planning Officer

CHEO

343-999-1464

TrStewart@cheo.on.ca

Horizon Health Network

Horizon's Dr. Everett Chalmers Regional Hospital

Horizon's Dr. Everett Chalmers Regional Hospital has consistently demonstrated commitment to environmental responsibility and sustainability, in particular the Facilities, Engineering and Property Management team and the Environmental Stewardship Committee, that have emerged as a beacon of excellence in energy management and environmental stewardship, while achieving remarkable results. There have been energy reduction achievements over the past 5 years, resulting in 12.5M equivalent kilowatt hours in utility savings and a reduction in GHG emissions of 4,600 equivalent tonnes. Energy efficiency measures include interior and exterior LED lighting, LAB ventilation upgrade/re-programming, implementing EMIS, and training building operators to identify anomalies and operational optimization. Operational efficiencies include monthly energy check-in meetings to review and determine if energy trends/BAS system are operating efficiently. Water has also been reduced by 23,000 m3 annually. Mechanisms, such as the CSA/ISO 50001 guidelines and use of the ENERGY STAR Portfolio Manager, illustrates a framework for sustaining energy performance and a commitment to continuous improvement. The new additions (phase 1 opening its doors in 2023 and phase 2 to open in 2028), are designed in accordance with Green Globes Canada Design for New Construction and Major Retrofits V.2. The Environmental Stewardship Committee's successful discontinuation of desflurane is especially commendable, showcasing the hospital's dedication to reducing its carbon footprint (annual reduction of 136 equivalent tonnes), leading the way for other Horizon facilities to follow suit. The hospital's dedication exemplifies leadership in healthcare and commitment to environmental stewardship as evidenced by the astounding 1,066 etonnes of GHG reduction last year.

Contact: Jeff Carter

VP Capital Assets, Operations and Infrastructure

Horizon Health Network

506-623-9024

Jeff. Carter@horizonnb.ca

Island Health

Energy, Environment & Climate Change

Energy, Environmental Sustainability and Climate Change are key priorities within Island Health; year after year, our programs continue to evolve within our operations. There has been significant progress and our efforts to reduce energy and associated emissions will continue to increase with further internal and external collaboration. Island Health is committed to reducing exposure to escalating utility costs and climate change risks, demonstrating environmental accountability, and reducing greenhouse gas emissions. Island Health is one of the few organizations with a plan to meet the provincial government CleanBC target of 50% emissions reduction by 2030, and with our LowCarbon Resilience Roadmap we are preparing our infrastructure to adapt for our larger goal of 80% GHG emissions reduction by 2050. Beyond emission reductions, our team is leading the industry in exploring environmental initiatives including:

- Preparing our facilities for future climate
- Conserving critical resources like water
- Promoting active and clean transportation options
- Reducing waste through opportunities like reusable gowns, Greening the OR, inhaler recycling, PPE recycling, etc.
- Improving reliability with technology like battery/thermal storage

Communication and engagement are a key focus of our team, we engage with the staff and community to better optimize the outputs of our team. Our team is expanding to become a demonstration to internal and external partners. Innovation and collaboration are core to our success thus far, will continue to be critical as we push forward towards a low carbon, climate resilient and environmentally sustainable future.

Contact: Pierre Iachetti

Director, Energy, Environment & Climate Change
Island Health
250-519-5300 ext. 32727
Pierre.Iachetti@islandhealth.ca

London Health Sciences Centre

As the world continues to face unprecedented environmental challenges, it is crucial that organizations take proactive steps towards sustainability and environmental responsibility. London Health Sciences Centre (LHSC) has a robust and comprehensive Environmental Stewardship program. The Energy and Environmental Stewardship Award provides a platform to recognize organizations that have demonstrated exceptional commitment and innovation in this area. By celebrating and sharing best practices, we can inspire others to follow suit and create a more sustainable future for all. LHSC's Environmental Stewardship initiatives include energy and waste management programs, including our Peak Shaving program and our very successful Organics Program, which features the innovative De-Pack Program. Initiatives are supported by leadership, and managed by four full-time Energy and Waste Specialists. Business Intelligence and Data Analysis guide our leadership to make informed, evidence-driven decisions on environmental initiatives. Our Green Team brings together over 100 staff from all areas of LHSC to adopt sustainable practices in all areas of health care delivery and in the larger London community. Successes here include the adoption and clean-up of the Westminster Ponds Environmentally Sensitive Area and the Operating Room – Planetary Health Intervention Team, whose aim is to reduce the carbon footprint of Operating Rooms at LHSC. LHSC has a unique opportunity to become a true environmental steward and create a better world for generations to come. We are dedicated to reducing our carbon footprint and minimizing waste while we continue to push boundaries and devise innovative solutions that are both environmentally responsible and forward-thinking.

Contact: Dipesh Patel

Capital Redevelopment and Environmental Operations Executive
London Health Sciences Centre
519-685-8500 ext. 58104
Dipesh.Patel@lhsc.on.ca

North York General Hospital

North York General Hospital's (NYGH) is one of Canada's leading community academic hospitals, offering a wide range of acute care, ambulatory and long-term care services across multiple sites. In recent years, NYGH has made significant strides to green its practices and reduce its environmental footprint – a key part of the hospital's Strategic Plan, and as a key part of its annual Quality Improvement Plan. In 2023, the Environmental Sustainability Committee (ESC) was formally launched, and included representation from frontline staff, patient partners, clinical and medical leadership, as well as senior leadership. The Committee aligned its mandate with a system-wide Community of Practice, associated with the University of Toronto, and developed a series of initiatives to build a culture of environmental sustainability within and outside of the walls of NYGH. With its first-term complete, NYGH has been able to celebrate several measurable successes, including: ☑ successful implementation of several waste diversion initiatives; ☑ successful implementation of several retrofit projects to reduce greenhouse gas emissions and green building operations; ☑ celebration of sustainability themed events (Earth Day, Bike Month, Waste Reduction Week) with outreach, contests, and in-person events ☑ elimination of the use of the anesthetic gas desflurane ☑ launch of informational resources including two educational campaigns, an intranet page, and a Lunch n Learn sessions. NYGH intrinsically believes in the social and moral obligation of healthcare facilities to promote a cleaner, healthier environment and will continue to work with its patients, staff, system partners and industry partners to reduce environmental impact.

Contact: Rudy Dahdal

Vice President
North York General Hospital
416-400-5008
rudy.dahdal@nygh.on.ca

Provincial Health Services Authority *Energy and Environmental Sustainability team*

PHSA makes its commitment to planetary health, energy and environmental sustainability and climate resilience clear through progressive actions and measurable reductions in energy use, waste reduction and diversion and reduced GHG emissions. As a leader in energy and environmental stewardship, we believe in the power and potential of our clinical and non-clinical teams, with a long history of collaborative programs involving staff like our GreenCare network, Green+Leaders program, staff toolkits and ongoing education opportunities. PHSA has taken a progressive approach towards targets, making efforts to coordinate our operational impacts through a Planetary Health strategic planning process to be led by our Executive Director, Planetary Health; in collaboration with various groups. In many cases, we've made explicit commitments to industry- and government-led energy and environmental stewardship programs. In other cases, we've taken bold strides on our own, making a difference by:

- Purchasing environmentally preferred products
- Supporting shared and active transportation
- Focusing on food as medicine
- Working closely with Indigenous partners
- Partnering with suppliers on lower-impact alternatives

In many cases, we've been able to reinvest in projects to improve staff and patient experience with savings achieved from some of our programs, continuing the process of improving our performance while still providing exceptional quality patient care. We've been recognized for our efforts, winning awards such as a FortisBC Efficiency in Action Award, Green Hospital Scorecard Award for energy efficiency, and a top-scorer award for water use in Canada-wide category from Canadian Coalition for Green Health Care.

Contact: Ghazal Ebrahimi

Energy and Carbon Emissions Manager
Provincial Health Services Authority
604-612-7637

The Hospital for Sick Children

The Hospital for Sick Children (SickKids) has been adopting many requirements from the LEED platform to help direct environmental sustainability initiatives. These efforts have helped the Peter Gilgan Centre for Research and Learning (PGCRL) achieve LEED Gold cubic (NC, CI, EBOM) certifications, making this building the only large high-rise research facility in Canada to achieve this recognition. However, our journey continues beyond LEED Gold. This year, SickKids invested \$4 million to upgrade the PGCRL's process chiller plant. This upgrade means heat removed from the data center, freezer farm, and other process equipment can be reused to heat the building's interior and water supply. The project has been reducing greenhouse gas (GHG) emissions by 125 tons per month since Aug 2023, with the potential to increase to 200 tons per month when fully commissioned. Additional LEED initiatives include advanced lighting control, demand control ventilation, rainwater & process water harvesting, continued retro-commissioning, waste reduction, sustainable purchasing strategies, & green cleaning. For older buildings, SickKids is taking a retro-commissioning approach to identify/implement opportunities & improve heat recovery to reduce our reliance on fossil fuel-generated heat. SickKids is also developing a 10-year master GHG reduction plan to reduce GHGs by half to meet Toronto's TransformTo plan. Lastly, we aim to achieve LEED Gold certification for our newly constructed Patient Support Centre. We are proud of our progress and excited for the future. Guided by our newly released Environmental Sustainability Strategy, we will work to further reduce GHG emissions, adopt greener behaviours and processes, and model responsible stewardship.

Contact: Allan Dai

Energy Manager

The Hospital for Sick Children

416-813-7654 ext. 406978

allan.dai@sickkids.ca

Excellence in Inclusion, Diversity, Equity & Accessibility (IDEA) Award

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

Sponsored by:



SELECTION COMMITTEE

Brenda Flaherty (Chair)

Healthcare Consultant

Jim Hornell

Executive Coach & Consultant
Hornell BDS Enterprise

Pangus Kung

National Lead, Partner Relations
Canadian Centre for Diversity and
Inclusion

Jacqueline McKnight

Social Worker
Government of New Brunswick

Dionne Sinclair, CHE

Vice President, Clinical Care and
Chief Nurse Executive
CAMH

Normand St-Gelais (Ex-officio)

Director of Corporate Responsibility
Sodexo Canada

AWARD RECIPIENT

Mackenzie Health

In 2018, Mackenzie Health created the Inclusion and Diversity Program, and a supporting governance structure, framework and programming to advance DEI in our organization. This programming helps staff reflect on their own biases and privileges and provides them with the tools to rethink the way they communicate, interpret, relate and form decisions — tools that will support them in caring for our diverse and growing communities. Embedded in our programming is to approach this work with humility and a growth mindset. Our Inclusion and Diversity committee meets regularly to address and assess the DEI needs of the organization and to inform our priorities, work and decision making. Some of the key ways the committee continues to promote DEI throughout the organization is rooted in our core foundational learning programs.

We offer robust DEI Education and Training opportunities for staff, physicians and volunteers through our DEI keynote speaker series, inclusion and diversity learning moments, cultural competence eLearning module, monthly emails to staff and physicians, and coaching and support to staff on DEI issues that arise in the course of their work. Some of the other work our committee has advanced includes creating policies to support DEI work throughout the organization such as our Inclusion Diversity and Equity Policy, Accessibility Policy and Smudging Policy, as well as integrating signs and symbols of inclusion that demonstrate support for our diverse communities and contribute to a culture of belonging (e.g. Pride flag raising, positive space posters, menorah lighting during Hanukah, and lowering the Canadian flag during National Truth and Reconciliation Day.)

CONTACT

Bianca Sorbera

Senior Consultant, Learning & Organizational Development,
Co-Chair, Inclusion & Diversity Committee

Mackenzie Health

3200 Major MacKenzie Dr W., Vaughan ON L4C 4Z3

905-883-1212 | Bianca.sorbera@mackenziehealth.ca

Excellence in Inclusion, Diversity, Equity & Accessibility (IDEA) Award -
Other Nominees

Cambridge Memorial Hospital

In 2020, Cambridge Memorial Hospital (CMH) focused on evolving its culture when community expectations of the hospital were changing. CMH leadership made a focused decision to define and embark on an inclusion, diversity, equity and accessibility (IDEA) journey that would help it fulfill its vision and mission. The hospital chose a leader-first approach, recognizing the importance of modeling behaviour, clearing roadblocks and being open and vulnerable in their learning to foster a more inclusive culture and sense of belonging. This was reinforced by bringing visibility and understanding through education and inviting different voices to CMH. For example, Indigenous customs and culture featured prominently in the opening of its new patient care facility (2020), where a hawk feather gifted to CMH by a local Indigenous leader hangs to this day in the Main Lobby. Annually, this leader recharges the feather in a ceremony that has grown in attendance. Specific to providing care, CMH partnered with the Southwest Ontario Aboriginal Health Access Centre to provide Indigenous-informed support when caring for First Nations, Inuit or Métis patients. Today, staff feel safer raising pointed IDEA questions, as evidenced by their use of an innovative open forum on the hospital's intranet. IDEA is consciously part of recruitment, and communications and is applied to processes and policies. Leadership submit personal development plans detailing how they will advance their IDEA education and put their learnings into action. This has created sustainable momentum, putting CMH's culture on a path where IDEA is a daily conscious act.

Contact: Mari Iromoto

CIO, Strategy & Performance, Executive Champion, Diversity, Equity & Inclusion
Cambridge Memorial Hospital
519-621-2333 ext. 2504
miromoto@cmh.org

Excellence in Inclusion, Diversity, Equity & Accessibility (IDEA) Award -
Other Nominees

**Centre intégré universitaire de santé et de services sociaux de l'Estrie -
Centre hospitalier universitaire de Sherbrooke
Démarche EDI au CIUSSS de l'Estrie - CHUS**

The CIUSSS de l'Estrie-CHUS is the first establishment in the Quebec health and services network social organizations, outside of Montreal, to adopt an equity, diversity and inclusion (EDI) policy. This results from an important consultative process with numerous stakeholders, internally and in the community. EDI reports to the Deputy CEO and the commitment of the establishment is confirmed by the addition of a specific objective for EDI in its 2023-2027 Strategy. In the 18 months following the adoption of the policy, numerous works were initiated by the EDI team, in collaboration with other departments: 1-All clinical and administrative departments and all teams from the Human Resources Department participated in an appropriation workshop to discuss courses of action; 2- A tour of the 9 local service networks was carried out to meet users and employees; 3- Employee issues were documented via a survey anonymous and an EDI diagnostic tool was developed; 4- Training courses have been developed (three video capsules, training on inclusive writing, workshop on microaggressions, etc.); 5- An action plan in EDI and an implementation plan relating to the adaptation of practices and the environment to meet the needs of trans and non-binary users have been developed. The CIUSSS de l'Estrie-CHUS was able to carry out significant mobilization which made it possible to identify the issues and priorities of a plan of action, the deployment of which is supported by an unwavering organizational will.

Contact: Anne-Marie Poulin

Adjointe à la Présidence-direction générale (PDG)
Centre intégré universitaire de santé et de services sociaux de l'Estrie -
Centre hospitalier universitaire de Sherbrooke
819-345-6235
anne-marie.poulin.ciusse-clus@sss.gouv.qc.ca

Counseling Connect

Counseling Connect - Counseling on connecte (CC-CoC) was created in May 2020, at the start of the pandemic, as a way to make preventative mental health, substance use health and addictions services available to the community when in-person services were forced to shut down. Since this time, CC-CoC's goal has been to meet the increasing mental health, substance use health and addictions needs of children, youth, adults and families in a safe and accessible way. From the onset, building partnerships with organizations that serve equity-deserving groups and engaging communities was prioritized, as was the development of targeted services. CC offers culturally specific and responsive services for 2SLGBTQ+; African, Black and Caribbean; and Indigenous communities. Last year, 2173 appointments were offered to these communities. Services are also offered in English, French, Arabic, Mandarin, Cantonese, Spanish, and Farsi. The result is that last year, 1,357 clients from equity-deserving groups accessed counselling for the first time through the Counseling Connect platform. By offering a flexible program model and adopting an equity-informed planning process, CC-CoC has ensured that 90% of its clients can access appointments when needed, significantly impacting the well-being of its clients. Furthermore, the organization's efforts in community engagement and education have fostered understanding and built bridges across diverse populations, contributing to a holistic, inclusive patient experience.

Contact: Natalie Duschenes
Project Manager
Counseling Connect
613-807-0779
natalie@connect2knowledge.ca

IWK Child Safety Link

Child Safety Link (CSL) is a program of IWK Health committed to reducing the rate and severity of unintentional injuries to children and youth in the Maritimes (Atlantic as appropriate). CSL understands that those living in Canada are not affected equally by injury and that an individual's risk of injury is impacted by factors such as income, culture, and housing. CSL's Strategic Plan directly addresses the social determinants of health. To develop this plan, they reflected on two major CSL engagement reports from previous years: Barriers to addressing child and youth injury prevention and Challenges for safety and injury prevention for families in low-rental housing. One of their Strategic Pillar is: Advancing equity and inclusivity in the context of child and youth injury prevention (Note: focus on equity groups). CSL works towards this outcome by supporting those who are disproportionately affected by unintentional injuries. They provide low literacy, culturally safe educational resources in multiple languages including Mi'kmaq and several newcomer languages. They work with diverse families including newcomers and those from Indigenous and African NS communities. CSL also supports agencies who work with families who are vulnerable for many reasons. CSL provides car seats directly to IWK patients such as refugees and car seat grants to agencies who support families. A CSL staff is trained to help with ensuring young patients with physical, behavioral and medical challenges are transported safely. Although a small team, CSL continues to strive for excellence in inclusion, diversity, equity and accessibility in their work.

Contact: Sandra Newton
Manager
IWK Child Safety Link
902-223-2729
Sandra.Newton@iwk.nshealth.ca

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.

Sponsored by:



SELECTION COMMITTEE

Marnie Escaf, CHE (Chair)

Clinical Vice President
University Health Network

Linda Dempster

Vice-President Professional Practice,
Quality, Learning and Research
Fraser Health Authority

Marion Dowling

Chief Nursing, Professional Practice &
Quality Officer
Health PEI

Krista Jangaard

President & CEO
IWK Health Centre

Arden Krystal, CHE (Excused)

Former President & CEO (Retired)
Southlake Regional Health Care

Judy O'Keefe, CHE

Health Consultant
O'Keefe Consulting

Teri Price

Patient representative
Patients for Patient Safety Canada

AWARD RECIPIENT

Nova Scotia Health

Trauma Nova Scotia is a Provincial Trauma Program under Nova Scotia Health. After conducting an evaluation of inpatient trauma care at the QEII, a level 1 trauma center in Halifax, Trauma Nova Scotia found evidence of increased patient mortality after admission, increasing length of stay (LOS), and increased cost of patient care. The core issue was that admitted trauma patients were receiving care from providers with minimal trauma expertise, and there was no interaction between Trauma Team Leaders (TTLs) and patients following their initial encounter in the emergency department (ED). After 5 years of planning to address this gap in the continuity of trauma care and to improve patient outcomes, the Trauma Consult (TC) Service began in October 2022. With this novel service, a dedicated TC Physician and TC Nurse assess major trauma patients in a consultant role and coordinate/facilitate multidisciplinary care and ED flow of trauma patients.

During discharge, TC Physicians and Nurses participate in discharge planning and facilitate discharge from hospital (ED or inpatient ward) to the most appropriate location. The TC Service also includes a Virtual Follow-up Clinic where trauma patients meet virtually with the TC Physician and Nurse with 5-10 days of discharge. The team not only enhances patient care, but also enhances communications between surgical services and trauma patients and their families and helps address critical issues facing patients during the acute, recovery, and rehabilitation phases of care.

CONTACT

Dr. Robert Green

Senior Medical Director; Professor; Staff Physician
Trauma Nova Scotia, Nova Scotia Health; Dalhousie University; QEII HSC
Room 1-026B, Centennial Building, VG Site
1276 South Park Street, Halifax NS B3H 2Y9
Robert.Green@nshealth.ca

CIUSSS de l'Est-de-l'Île-de-Montréal

Espace partenaires en oncologie- Programme de oncologie du CIUSSS-EMTL

The creation of the Espace partenaires en oncologie (EPC) is distinguished by an innovative collaborative approach in cancerology, actively integrating patient partners to improve the quality of care and services offered to the Cancerology Program of the CIUSSS de l'Est-de l'Île-de-Montréal (CIUSSS-EMTL). The EPC has become a real hub where patients, caregivers, patient partners, partners, collaborators and healthcare professionals meet, share and move forward together to improve the quality of care and services offered within the Cancerology Program. Since January 2023, with the appointment of the project manager as department head of the EPC, we have been consolidating our model “by and for” people affected by cancer, affirming our patient-centric vision. The EPC is an integrated service offering within the Cancerology Program. The EPC model is based on collaboration and co-construction between patient partners and different professionals in the cancerology community. Recognized by a cancer award in 2022, this initiative aligns with the priorities of the programme québécois de oncologie (Quebec cancerology program) and values the patient experience through diversified services, training, and constant evaluation. It embodies a unifying and dynamic model, scalable to other institutions, and promotes patient engagement, turning them into key program players. Its influence, supported by various collaborations, extends its influence and support potential in the healthcare network.

Contact: Sandie Oberoi

Chef de service-Espace partenaires en oncologie
CIUSSS de l'Est-de-l'Île-de-Montréal
514-252-3400 ext. 5850
soberoi.hmr@ssss.gouv.qc.ca

**Provincial Renal Program, Health PEI
*Interventional Nephrology Clinic***

In Prince Edward Island, the introduction of the Interventional Nephrology Clinic, and specifically the renal biopsies and PD catheter insertions has been life-changing for those Islanders living with kidney disease. The ongoing efforts to build a Renal Program and the successful recruitment of an additional nephrologist for PEI with the skills to perform these procedures has shifted the way care is provided. Percutaneous peritoneal dialysis (PD) catheter insertions and renal biopsies are considered “Interventional Nephrology”, which is an emerging sub-specialty of nephrology. Nephrologists with the appropriate skills and training can offer patients more treatment options, which has many advantages over traditional surgical insertions and biopsies done in an OR, including improved care and better quality of life. Despite these advantages, PD catheter insertions were out of reach for many patients due to delays in surgeon and OR availability. Up until 2023, PD catheter insertions were provided to patients in PEI by one Urologist performing these surgeries for the whole province, resulting in costly OR utilization and wait times longer than a year. Having a trained and dedicated nephrologist performing PD catheter insertions has reduced wait times for this procedure from upwards of 1 year to 2-4 weeks. This facilitates timely entry into kidney replacement therapy and increases the ability to be able to get pts onto PD home therapy versus institutionalized hemodialysis. Overcoming the barriers that prevented access to this treatment option has resulted in doubling the number of patients who are participating in home therapy.

Contact: Maria Becker

Nurse Manager
Provincial Renal Program, Health PEI
902-894-0032
mdbecker@ihis.org

Humber River Health

Humber River Health Cancer Care Peer-to-Peer Support Program Peer support commonly occurs informally in patient waiting rooms and treatment areas. Humber River Health's Cancer Care Patient & Family Advisory Council (PFAC) recognized a need to develop an innovative local Peer Support Program, incorporating a homegrown digital health platform (Healix™) for peer interaction, communication, and resource sharing. Patients from PFAC conducted external consultations on how to develop a start-up support program. Collaborations with WellSpring took place to develop a Peer Volunteer training curriculum. With support sessions being conducted by phone, the training focused on active listening skills and effective communication during difficult conversations. To ensure exchange of personal information, communication linkages between Peer Volunteer and patients requesting for support (Requestor), and documentation of the therapeutic interaction are kept confidential, Peer Volunteers co-designed and tested a Peer Support App in Healix™ with the hospital's Innovation Excellence team to support these activities. Since launching in October 2022, there are 7-trained Peer Volunteers, and 30 Requestors. Peer Volunteers reported 100% role satisfaction in the post-implementation survey, spending 30-60 minutes on support calls. They use Healix™ to coordinate appointments, document notes, and share resources. From May to December 2023, 90% of discharged Requestors (n=7) reported high satisfaction with the program, and 80% felt their matched Peer Volunteer was effective to address their needs and concerns. By incorporating a digital platform, the Peer Support Program facilitates a unique environment for patients to share experiences, promote self-empowerment and emotional well-being, and enhance interactions while safeguarding patient information.

Contact: Suzi Laj

Program Director Critical Care & Oncology
Humber River Health
416-242-1000 ext. 82156
slaj@hrh.ca

Huron Perth and Area OHT

Huron Perth & Area Ontario Health Team Heart Failure Program

In the Huron Perth area, managing heart failure has presented significant challenges, characterized by fragmented care, accessibility issues, and variable patient outcomes. Recent data indicated a growing need for a more integrated and patient-centric approach. This was particularly evident in rural regions where distance and resource availability often hindered effective heart failure management. Responding to these challenges, the Huron Perth & Area Ontario Health Team (HPA-OHT) developed and implemented the Heart Failure Project, employing a novel Spoke-Hub-Node model. This model departs from traditional care paradigms, primarily in its holistic and seamless integration of care levels. The model ensures that patients receive “the right care, at the right place, by the right providers.” Implementing the Spoke-Hub-Node model has been a concerted effort underpinned by robust planning, cross-sectoral collaborations, and continuous refinement based on patient feedback and outcomes. Challenges in coordination and resource allocation were met with innovative solutions, such as redistributing Nurse Practitioners and integrating community paramedicine and telehomecare services. At every level of the model, patient-centeredness is paramount. The initiative emphasizes patient education, engagement, and empowerment, enabling patients and their families to participate actively in their care journey. Enhanced accessibility to care, especially in rural areas, and personalized care plans based on individual needs are cornerstones of this model. Endorsed by Andrew Williams B.Sc(Hon), MHSA, CHE President & Chief Executive Officer HPHA

Contact: Kimberly Van Wyk

Project Coordinator
Huron Perth and Area OHT
226-261-2423
kim.vanwyk@hpaoht.ca

Island Health

Triad Leadership Model - Island Health

Within the healthcare system, systemic racism exists, and this limits access to safe and culturally sensitive care. Rural and remote settings are generally more challenging environments to serve individuals and within the post pandemic, scarce workforce environment, safe and appropriate care delivery is even more challenged. To combat racism within the health system (systemic and otherwise) Island Health (IH), in partnership with Indigenous community leaders, co-developed an evolved operational leadership model within the rural northern geography comprising of approx. 65% of the total geography for the organization. The Triad Leadership Model (TLM) takes the traditional dyad model of an operational and medical team and integrates a third leader, an Indigenous Health Lead, who has equal and shared responsibility and accountability. The triad leaders, in partnership with communities, co-develop ways to improve upon the offering and delivery of culturally safe and welcoming spaces, programs and services. Direct feedback from the communities served has indicated that this model has a positive impact in the way communities are involved in care and planning for care. This leadership model is guiding care delivery in ways not experienced before. Communities have informed us that this new leadership model is having a positive impact on their relationship with the healthcare system. The success of the structure and clinical governance model in highlighting where racism exists and thereby identifying opportunities to improve on cultural safe services was recognized. As a result, the TLM has spread to another area and is being spread across other geographies within IH.

Contact: Dean Wilson

Manager, Indigenous Health
Island Health
250-527-0014
dean.wilson@islandhealth.ca

CIUSSS de l'Est-de-l'Île-de-Montréal

La mixité des savoirs pour transformer les pratiques en santé mentale au Québec et faire du rétablissement une réalité/Institut universitaire en santé mentale de Montréal (IUSMM) du CIUSSS de l'Est-de-l'île de Montréal

The Centre intégré universitaire en santé et services sociaux de l'Est-de-l'Île-de-Montréal (CIUSSS-EMTL) via the Institut universitaire en santé mentale de Montréal (IUSMM) made the bet to transform mental health practices in Quebec to make recovery a reality that values the diversity of knowledge and improves the user experience. To achieve this: 1) The "À portée de main (Within reach)" (APM) program, aimed at developing skills through reflective practice, is deployed across 5 regions of Quebec, with more than 450 mental health workers. APM has benefited more than 950 users and loved ones of the CIUSSS-EMTL and continues to be led within the teams. The impact on clinical practice is: more structured interventions, more informed decisions thanks to the knowledge acquired, greater involvement of users and relatives in a reflective and inclusive framework. 2) The Centre d'apprentissage santé et rétablissement (Health and Recovery Learning Centre) (CASR), an inclusive space of a mix of knowledge, co-learning and free of charge whose impact on mental health and well-being are: increased empowerment, reduced anxiety and stigma. Since 2019, the CASR is based on a tri-party health-research-education governance, has fifteen intersector partners, has certified 57 instructors, offered 135 trainings, and hosted more than 2,500 learners. This is a new way to promote, prevent and respond to mental health, recovery and wellness in an inclusive, bias-free and co-learning environment

Contact: Isabelle Catellier

Directrice adjointe du Bureau de la mission universitaire et des programmes surspécialisés Institut universitaire en santé mentale de Montréal (IUSMM) Direction programmes santé mentale, dépendance et itinérance (DPSMDI)
CIUSSS de l'Est-de-l'Île-de-Montréal
514-814-7321
isabelle.catellier.cemtl@ssss.gouv.qc.ca

Newfoundland and Labrador Health Services
Correctional Health/Newfoundland and Labrador Health Services

Correctional Health Services is a Provincial Program, part of Newfoundland and Labrador Health Services (NLHS). The Health Authority has had responsibility for the provision of health services in provincial correctional facilities since 2022. The Correctional Health team successfully advocated for funding from the NL Provincial Government and in 2023 received 1.4 Million dollars for the treatment of Hepatitis C (HCV). Action Hepatitis Canada reports that people who are incarcerated are at a 40X higher rate of exposure to Hepatitis C than the general population. The NL Correctional Health team has set out with a goal to eliminate Hepatitis in this province, in line with the WHO's Global Strategy to eliminate Hepatitis by 2030. The Health team provided education to clients/inmates and corrections staff, introduced point of care testing to increase access to screening, developed a care pathway protocol that includes post release treatment options and initiated the first treatment of hepatitis C in July 2023. The patient experience success is now being replicated province wide.

Contact: Crystal Northcott

Provincial Operations Manager, Correctional Health
Newfoundland and Labrador Health Services
709-689-1724
crystal.northcott@easternhealth.ca

Runnymede Healthcare Centre

As a Best Practice Spotlight Organization, delivering the highest quality of care and services to ensure a positive patient experience remains a primary focus at Runnymede Healthcare Centre (Runnymede). In alignment with Runnymede's commitment to strengthening the patient and family experience, various measures have been implemented to measure patient satisfaction and these initiatives have proven valuable in enhancing the overall patient experience. The Pulse Surveys continue to provide regular touchpoints with patients allowing Runnymede to gauge patient satisfaction at each point in the patient's journey. The Post-Discharge Phone Call Surveys have allowed the hospital to answer a patient's questions, as well as address concerns from caregivers or family members post-discharge. The Qualtrics Patient Experience Surveys has served as an effective tool in providing the hospital with insights into the well-being, engagement, and satisfaction levels of the patients. Runnymede's proactive approach to measuring patient satisfaction remains a vital component in providing a positive patient experience. The implementation of all initiatives that have been put in place to measure patient satisfaction have proven valuable to driving the overall patient satisfaction, resulting in an increased number of compliments and a reduced number of formal complaints.

Contact: Shakil Ahmad

Director, Quality, Risk, Health Information, Patient Relations, and Privacy
Runnymede Healthcare Centre
416-762-7316 ext. 2681
shakil.ahmad@runnymedehc.ca

CHU Sainte-Justine

Grande Ourse

The mental health of women during and after pregnancy has always been one of the concerns of healthcare professionals working at CHU Sainte-Justine. As such, from January 2019 to March 2022, teams from CHU Sainte-Justine mobilized to develop and implement the Grande Ourse project, an initiative to raise awareness, to inform and to normalize emotional difficulties and mental health disorders during the perinatal period. Structured in three distinct but complementary components (staff training, screening and a family support package), this innovative project illustrates how an integrated approach involving organizational structures, training and collaboration within interdisciplinary teams can transform the patient experience. This proactive approach facilitates early identification of mental health issues, and provides a unique opportunity to address the emotional well-being of patients. The ambitious initiative proved so successful that the Ministère de la Santé et des Services Sociaux mandated CHU Sainte-Justine to deploy it across the province. Thanks to active and caring support, the Grande Ourse project provides incomparable support to parents and future parents to make the transition to parenthood more harmonious. This comprehensive approach innovates and puts the well-being of parents at the centre of care, making CHU Sainte-Justine a leader in perinatal mental health.

Contact: Valérie Samson

Cadre-conseil en sciences infirmières, santé mentale périnatale
CHU Sainte-Justine
438-820-4134

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

Emily Musing, CHE (Chair)

Inaugural leader-in-residence for the Faculty of Pharmacy, U of T; Former VP Clinical and Chief Patient Safety Officer (retired) University Health Network

Sacha Daniels (Ex-officio)

BD-Canada

Lori Korchinski, CHE

Executive Director
Provincial Health Services Authority

Sandi Kossey, CHE

CEO
Alberta Dental Association

Solange Pomerleau

Clinical Informatics Lead & Clinical Informatics Content Builder
Alberta Health Services

Teri Price (Excused)

Patient Representative
Patients for Patient Safety Canada

Judy Shearer, CHE

VP Patient Care, Quality & CNE
Brightshores Health System

AWARD RECIPIENT

CHU Sainte-Justine

In 2017, the Quality, Evaluation, Performance and Ethics Directorate adopted a new approach to improve the quality of care and services provided at CHU Sainte-Justine (CHUSJ), known as the Integrated Quality and Improvement Model (MIQA). This approach to integrating the various mechanisms, which was set up in recent years, aimed at supporting teams in their ongoing effort to provide excellence to clients, particularly with regard to patient safety.

The project's target outcomes include establishing a concerted vision of quality and continuous improvement, the dynamic involvement of all teams and clients, and ensuring an understanding of the concepts associated with quality and continuous improvement within the organization. Since that time, the MIQA model has resulted in improved patient safety through activities in two areas: (1) training and information and (2) assessment.

It is through this model, which integrates multiple frameworks of reference within the various governance structures, that CHUSJ coordinates all of its continuous improvement efforts and ensures the teams' engagement. This collaborative product is intended to be progressive, reflecting the dynamism within and outside the institution, the development of knowledge, and agility specific to CHUSJ teams and clients.

CONTACT

Geneviève Parisien

Directrice qualité, évaluation, performance et éthique
CHU Sainte-Justine

3175, chemin de la Côte-Sainte-Catherine, Montréal QC H3T 1C5
514-345-4931 (3213) | Genevieve.Parisien.hsj@ssss.gouv.qc.ca

CHEO

Inpatient Psychiatry Unit

The Inpatient Psychiatry unit at the Children's Hospital of Eastern Ontario (CHEO), collectively collaborated with stakeholders, from senior leadership to frontline staff to patients and families, to implement a new practice changing approach to restraint reduction. Through the unit's commitment to safety and quality improvement, the team implemented the UK Safety Pods. The Safety Pods, with their innovative design, help to minimize the risk of harm associated with restraints (specifically those related to ground and mechanical restraints), decrease the amount of time patients are in a restraint and decreases the risk of injury to staff. The implementation is one of the first to take place in Canada and since the initial implementation, the amount of ground restraints and mechanical restraints decreased, along with the amount of time patients were in restraints from an average monthly total of 4600 minutes to 1,132 minutes. Both the frequency and duration of restraint continue to decrease as staff develop comfort with this approach. The Safety Pods additionally allow for patients to remain seated and provides a more trauma informed and therapeutic approach to restraints. Since implementation, many teams across CHEO have expressed an interest in using Safety Pods, as they see its value from both a safety and therapeutic perspective.

Contact: Roxanna Sheppard

Clinical Manager

CHEO

613-737-7600

rsheppard@cheo.on.ca

CHU de Québec-Université Laval

Création de valeur à partir des données issues de la loi de Vanessa au CHU de Québec-Université Laval ... Une stratégie majeure pour la sécurité des usagers

Since December 2019, Vanessa's Law requires Canadian hospitals to report serious adverse drug reactions (ADRs). An ADR is not an accident in the provision of care, but a serious, unexpected or foreseeable event following the use of the right medication, at the right dose, given at the right time through the proper route of administration, that results in the need for or prolonged hospitalization, or birth defect, or persistent/severe disability/incapacity, or danger to life or even death. In addition to the implementation of mandatory ADR reporting, CHU de Québec-Université Laval has implemented a value creation strategy for patients, their families, and the institution with an integrated quality and risk management perspective. Since then, several clinical actions have been developed based on the 2,000+ ADRs reported since December 2019. Despite the COVID-19 pandemic and the alarming shortage of resources, this project has continued to grow as a result of the contribution of numerous professionals from various disciplines and personnel and managers at the operational, tactical and strategic level. Among the most notable achievements are past, current and planned actions to specifically ensure the safety of patients experiencing anaphylactic shock (severe allergic reaction requiring urgent medical care) in the emergency department, in a care unit, when treating cancer or an infection. This project has avoided ADRs, hospitalizations and complications, in addition to optimizing and stepping up required patient management.

Contact: Nicole Déry

Chef adjointe

CHU de Québec-Université Laval

418-525-4444 poste 48179

nicole.dery@chudequebec.ca

Good Samaritan Society/Good Samaritan Canada

The Good Samaritan Society, Good Samaritan Canada and Good Samaritan Delta View Care Centre (known collectively as Good Samaritan) located throughout Alberta and British Columbia have over 70 years experience providing quality accommodations, health, and community care services and programs to people in need. In recent years, the exposure to environmental challenges such as inclement weather and wild fires (seemingly more prevalent) reinforce the importance of preparedness to ensure that safe, quality care remains a top priority for the people we serve. As a result, Good Samaritan embarked on a collaborative journey to create a robust Code Green toolkit that would support the development of plans tailored to meet the unique needs of the residents and communities served. Embracing our learnings and a quality improvement approach, the toolkit is refreshed on an annual basis and local teams are engaged in the planning process. The outcome has resulted in front-line teams that are empowered to react in challenging situations with a calm, organized approach that instills confidence in the residents/families that we serve.

Contact: Katherine Chubbs

President & CEO

Good Samaritan Society/Good Samaritan Canada

780-431-3600

kchubbs@gss.org

Northwood Group of Companies

Northwood

In 2023, multiple catastrophic weather events threatened the safety of the residents of Northwood's Ivany Place, a 156 bed long-term care facility in Bedford, Nova Scotia. Northwood staff, residents, and families met these unexpected and extreme threats with profound decisiveness, energy, and dedication. The outstanding results, measured in evacuation time and post event surveys, indicate a strong commitment to patient safety. On May 28, guided by information from the Municipal Emergency Management Office, Northwood evacuated Ivany Place due to an out-of-control urban wildfire. Pre-existing Emergency Plans and quick thinking, responsive staff were able to mobilize residents, additional staff, and transit to relocate residents to a secondary facility. Simultaneously, Northwood's Halifax campus team created multi-day temporary accommodation and mobilized staff to support the resettlement of residents, furniture and equipment. This collective response time, which was within 8 hours, was considered by Accreditation Canada surveyors to be potentially worthy of a leading practice. Less than 2 months later, on July 21, flash floods necessitated a second evacuation. This unforeseen and damaging event caused massive and extensive flooding on the first floor of Ivany Place, and placed the residents under imminent threat until evacuation was completed. In both cases, Northwood's senior management supplemented the existing Emergency Response plan with innovative solutions for the unexpected circumstances. Staff at all levels of the organization adjusted their responses appropriately, with many off duty staff coming in to fill gaps where needed. Northwood kept resident family members informed and engaged. Northwood also recorded and evaluated its' response to each event before incorporating these new processes into revised Emergency Response plans that accommodate climate induced extreme weather events.

Contact: Janet Simm

President, CEO

Northwood Group of Companies

902-454-3381

jsimm@nwood.ns.ca

Runnymede Healthcare Centre

After conducting a review of our incident management policy, we realized gaps in our review process. Notably, there was a lack of a standardized process for reviewing incidents in an evidence-based manner. Recognizing the critical role of effective incident management in fostering a Just Culture, we have diligently developed and implemented an Incident Management Framework and Toolkit tailored for managers, supervisors, and the Quality and Risk Team to utilize.

Contact: Shakil Ahmad

Director, Quality, Risk, & Privacy
Runnymede Healthcare Centre
416-762-7316
shakil.ahmad@runnymedehc.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.

Sponsored by:



AWARD RECIPIENT

Sydney Campbell, MA, PhD

Sydney Campbell, PhD has been named the recipient of the 2024 Healthcare Management Forum Article of the Year Award for her article entitled “Re-examining medical assistance in dying for mature minors in Canada: Reflections for health leaders”.

Sydney Campbell recently completed her PhD at the Institute of Health Policy, Management & Evaluation at the University of Toronto, simultaneously completing a Collaborative Specialization in Bioethics through the University of Toronto Joint Centre for Bioethics. Her doctoral research is focused on generating conceptual, empirical, and normative evidence and recommendations related to Medical Assistance in Dying for mature minors in Canada. She is currently transitioning into a Post-Doctoral Fellowship at the Department of Medicine at Dalhousie University.

As a whole, Sydney’s work aims to advance perspectives on the participation and engagement of young people, rethinking policy action and analysis with a child-inclusive lens, improving children’s well-being, the consideration of children’s rights, and improving the healthcare that children receive.

CONTACT

Sydney Campbell, MA, PhD

Post-Doctoral Fellow, Department of Medicine
Dalhousie University
sydney.campbell@dal.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.

Sponsored by:



SELECTION COMMITTEE

Dr. Katherine Chubbs, CHE (Chair)
President and Chief Executive Officer
Good Samaritan Society

Dianne Doyle, FCCHL (Excused)
Retired Health Leader

Jeanette Edwards, CHE
Retired Health Leader

Wolf Klassen, CHE
Former President and CEO, Interim
Michael Garron Hospital

David Thompson, CHE
Senior Consultant
Ambient Consulting

Ila Watson
President and Chief Executive Officer
Sault Area Hospital

Jodi Younger, CHE
Vice President Patient Care & Quality
St. Joseph's Health Care London

Bill Zindle (Ex-Officio)
Executive Director, Marketing
Roche Canada

AWARD RECIPIENT

Andrew Williams, CHE

Andrew Williams is an ideal candidate for the Mentorship Award, consistently demonstrating exemplary mentorship skills throughout his distinguished healthcare leadership career. His commitment to constructive feedback is evident in his approach to performance reviews. For instance, he implemented a program at HPHA that ensured each team member receives personalized and constructive input to their leadership plan. In terms of building social networking connections, Andrew organized the regular interdisciplinary forums within the Huron Perth & Area Ontario Health Team. Through these events, he facilitated meaningful connections between professionals from 70 diverse healthcare sectors, promoting collaboration and shared learning. This initiative resulted in improved communication and a more interconnected healthcare community. Andrew actively engages in mentorship programs for emerging healthcare leaders.

One notable example is his mentorship of a junior Quality Improvement Specialist at London Health Sciences Centre (currently the Executive Director at Listowel-Wingham and Area Family Health Team). Under his guidance, the mentee successfully navigated challenges, developed leadership skills, and eventually took on a leadership role within the healthcare sector. In terms of leaving a recognized legacy of inspired leadership, Andrew's mentorship has directly influenced the career trajectories of numerous healthcare leaders. One concrete example is a mentee who, under Andrew's guidance, implemented innovative patient-centered care practices in their long-term care (Jeff Renaud, CHE). Andrew consistently demonstrates an ongoing commitment to his own professional development, actively participating as a surveyor with Accreditation Canada. His multifaceted approach to mentorship aligns with the criteria for the Mentorship Award.

CONTACT

Andrew Williams, B.Sc.(Hon), MHSA, CHE

President & Chief Executive Officer
Huron Perth Healthcare Alliance
46 General Hospital Drive, Stratford ON N5A 2Y6
519-274-0021 | andrew.williams@hpha.ca

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.

Sponsored by:



SELECTION COMMITTEE

Alice Kennedy, FCCHL (Chair)

CEO and Registrar
Newfoundland and Labrador Council for Health Professionals

Charleen Austin, CHE

Director of Nursing
Inner City Health Associates

Tim Guest (Ex-officio)

President
Canadian Nurses Association

Kathryn Hayward-Murray, CHE

Executive Lead - Strategic Projects
Trillium Health Partners

Barbara Steed, CHE

Former EVP Clinical Services &
VP Central Region Cancer Program
Southlake Regional Health Centre

Debbie Walsh, CHE

Vice President and Chief Operating
Officer, NL Health Services

Susan Woollard, CHE

Healthcare Executive

AWARD RECIPIENT

Agnes (Aggie) Black

Agnes (Aggie) Black is a remarkable leader and visionary in the field of nursing. Aggie's tenure at Providence Health Care (PHC) since 2010 has been characterized by unwavering dedication, pioneering initiatives, and transformative leadership that have significantly advanced nursing standards and patient care on a local, provincial, and national scale. Her role as the Director of Health Services & Clinical Research & Knowledge Translation at PHC since 2017 has produced ground-breaking initiatives. Aggie has fostered interdisciplinary collaboration, advanced nursing mentoring/education, and established programs that prioritized quality of care for patients and clinicians. Aggie's Practice-Based Research Challenge, initiated in 2011, showcased her foresight and dedication. It not only enhanced clinical staff's research understanding but also improved patient care across PHC disciplines. Her commitment to patient-centered care drove significant changes in clinical practices.

Her impactful initiatives extend beyond PHC, earning numerous awards and publications. The KT Challenge, launched in 2017, united diverse disciplines, advancing healthcare programs. For instance, in 2022, Aggie led the 'Let's Move' study with a UBC multidisciplinary team, finding positive outcomes in clinicians' wellbeing and burnout reduction through an app-based exercise intervention. Another initiative, Mend & Tend, launched in October 2023, offers vital wound care for homeless individuals in downtown Vancouver. Aggie's exceptional leadership, compassion, and unwavering dedication to nursing and clinical education make her an outstanding candidate for the CCHL Nursing Leadership Award. Her holistic approach and impact on nursing and patient care highlight her as a transformative leader deserving of this prestigious recognition.

CONTACT

Agnes (Aggie) Black

Director of Health Services & Clinical Research & Knowledge Translation
Providence Health Care
St. Paul's Hospital, Comox Building - 4th Floor
1081 Burrard Street, Vancouver BC V6Z 1Y6
604-806-9970 | ABlack@providencehealth.bc.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.

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

AWARD RECIPIENT

Workforce Edge Consulting Inc.

CCHL is awarding this prize to Workforce Edge Consulting in recognition of the organization's ongoing and consistent engagement and support of the College, our priorities and programming. They have demonstrated over the years that they believe in leadership development and the purpose of the Canadian College of Health Leaders. Workforce Edge Consulting has been a corporate member of the College since 2016. Shawn Drake, Managing Partner of Workforce Edge Consulting is currently a member of the Corporate Advisory Council.

As College President and CEO Alain Doucet remarked "we know we can always count on Workforce Edge to be responsive and be there when we need them. They are part of the fabric and the community we are building at the College, and we are very grateful". Through their financial contributions, Workforce Edge Consulting has helped support several CCHL events and conferences. They have been a sponsor of the National Health Leadership Conference (NHLC) in 2018, 2019, 2020 and 2022, sponsor of the CCHL National Conference in 2023, sponsor of the Canada West Health Leaders Conference (formerly BCHLC) in 2017 and 2018, and sponsor of the 2022 and 2023 Colloque francophone des leaders en santé.

Since 2001, Workforce Edge has provided the hands-on expertise and the deep, organizational change management necessary for healthcare organizations to transform their staff scheduling practices across the continuum of care. This highly specialized team is the premier partner in workforce optimization for integrated acute care, long-term care, home and community health, complex ambulatory networks and emergency health services. Having established the field of "health workforce optimization" more than two decades ago, solutions are tailored to meet each client's unique needs and are delivered by experts with deep industry knowledge and experience.

CONTACT

Dr. Shawn Drake

Managing Partner, Workforce Edge Consulting Inc.
300-1275 West 6th Avenue, Vancouver BC V6H 1A6
200-2205 boul. de la Côte-Vertu, Montreal QC H4R 1N8
604-742-0420 | Shawn.Drake@workforce-edge.com



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:

Medtronic

Engineering the extraordinary

SELECTION COMMITTEE

Shirlee M. Sharkey, CHE (Chair)

Former President and CEO (Retired)
SE Health

Dr. Robert Halpenny

Chair
Medical Services Commission of BC

Elma Heidemann, FCCHL

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

Brock Hovey, CHE

Former Vice President Corporate
Services, Accountability and
Quality (Retired)
Home and Community Care Support
Services Central West

Janet Newton

VP, Clinical
University Health Network

Marc-Sébastien Verrault

(Ex-officio)
Regional Director, Health System
Strategies & Government Affairs - Quebec
Medtronic Canada

Howard Waldner

Adjunct Professor Faculty of
Medicine, School of Public and
Population Health
University of British Columbia

AWARD RECIPIENT

CIUSSS Centre Ouest de l'Île de Montréal

Delivery of value-based care for colorectal cancer

The CIUSSS du Centre-Ouest-de-l'Île-de-Montréal has seen an increase in new treated cases of colorectal cancer from 441 in 2021-2022 to 528 in 2022-2023. Given the limited health care resources, it is crucial that a new cancer care model be found to make sure that expenditures result in health outcomes. The first step in this approach has been to create an Integrated Practice Unit (IPU) for patients with colorectal cancer. The IPU begins with cancer diagnosis and continues until the patient's survival or death. To realize this vision, patients are involved in governance, process improvement and identifying indicators that provide value.

By working in an integrated manner, we were able to implement common transversal indicators into the pathway and ensure monitoring and shared accountability. The following assessment tools have been implemented: clinical outcomes, the patient experience, and patient-reported outcomes. Following the implementation of these tools, the multidisciplinary team and the patient partners, several changes have been made: the surgical prehabilitation process was standardized, the administrative processes were simplified, and systematic referrals to an oncology pivot nurse are now done. This approach is now being applied in oncology, with over 1,000 questionnaires of patient-reported outcomes being completed, resulting in a direct impact on patient care.

CONTACT

Karine Lepage

Coordonnatrice clinico administrative
CIUSSS Centre-Ouest de l'Île de Montréal
3755 chemin Côte-Sainte-Catherine, Montréal QC H3T 1E2
514-409-4439 | klepage@jgh.mcgill.ca

Recognition of Excellence in Delivering Value-based Healthcare - Other Nominees

Humber River Health

HEART@home, Humber River Health

More than a bundled model of care, HEART@home, guided by the Quintuple Aim, is a value-based, collaborative approach to discharge planning, working together differently with multiple North Western Toronto Ontario Health Team community partners, wrapping care around a patient on a 16-week program, followed by transition to regular Home & Community Care Support Services (HCCSS) or alternate destinations as appropriate. The program enables high-intensity care/supports beyond those offered through HCCSS, and leverages assess and restore philosophy and comfort equity fund to mitigate home discharge barriers for those with complex needs whom otherwise would experience barriers to discharge, while improving inpatient capacity. Launched in December 2020, the initial pilot supported transition of 60 patients home, with 660 days saved (5.94 bed equivalents) and with over 94% patient/family respondents satisfied with the program. In FY2021/22, one time funding supported transition of 107 patients, with 50% of patients being complex, with 89% patient/family respondents satisfied with the program. In FY2022/23 funding supported transition of 200 patients saving 1,958 bed days (5.37 beds equivalents) with 93% patient/family respondents satisfied with the program. As an established value-based solution that has learned to optimize the patient journey and costs, for FY2023/24, the program is on target exceed funded volumes (200 patients) to discharge 230 patients while maintaining value. HRH and community partners continue to leverage evaluation framework outcomes, engagement with patients/families, and data analysis to drive quality improvement. The program is committed to continuing to deliver value-based care and advocating for further program expansion

Contact: Beatrise Edelstein

Vice President, Post Acute Care and Health System Partnerships
Humber River Health
416-550-5934
bedelstein@hrh.ca

Recognition of Excellence in Delivering Value-based Healthcare - Other Nominees

Huron Perth and Area OHT

Huron Perth and Area Ontario Health Team Heart Failure Program Team

The Huron Perth & Area Ontario Health Team (HPA-OHT) Heart Failure Project Team has developed and implemented the Spoke-Hub-Node model, revolutionizing heart failure care delivery. This model ensures that patients receive “the right care at the right place”, significantly enhancing care quality and efficiency. Our approach has involved patients and families at every step, ensuring their voices are integral to our care strategy. Integrating patient and family feedback has been crucial in refining our care pathways and developing patient-centred resources. Our outcomes demonstrate a transformative impact on patient care. We’ve achieved a marked reduction in length of hospital stays and readmission rates and expanded our nurse practitioner services, evidencing the achievement of substantial patient value. The Best Care initiative has significantly reduced hospital admissions and emergency department visits, showcasing effective patient management. Financially, we’ve managed our resources judiciously, focusing on staff, technology, and education. Despite gaps in capturing complete cost data, our model’s collaborative nature has ensured effective cost management. Looking ahead, we aim to integrate cardiac rehabilitation services and expand our remote care monitoring, further enhancing patient care and accessibility. Our use of the Kansas City Cardiomyopathy Questionnaire (KCCQ-12) has indicated a remarkable 49% improvement in patient-reported quality of life, underscoring the success of our model in enhancing patient experience. The HPA-OHT Heart Failure Project Team’s innovative approach, significant outcomes, and continuous commitment to improvement make us a leading model in value-based healthcare. Endorsed by: Andrew Williams B.Sc(Hon), MHSA, CHE President & Chief Executive Officer HPHA

Contact: Kimberly Van Wyk

Project Coordinator
Huron Perth and Area OHT
226-261-2423
kim.vanwyk@hpaoht.ca

Recognition of Excellence in Delivering Value-based Healthcare - Other Nominees

Health PEI

Home Care Medication Administration Program (MAP) Program

The Health PEI Provincial Home Care team identified medication adherence as an integral component to help clients remain in their homes longer and a growing demand for medication assistance. The Home Care team in East Prince initiated the MAP pilot in January 2023. The Home Support Registered Nurse Team Lead, Licensed Practical Nurse and Pharmacist roles are integral to the program and a collaborative approach was important to the success of the development and pilot of the program. The pilot expanded to Montague in July 2023 with further roll out planned provincially in 2024. The program has seen significant system cost avoidance related to delayed admissions to Long Term Care and mitigating hospitalizations. This Program is an example of Systems transformation related to encouraging and supporting innovation. This is the first type of fully developed Program in Health PEI related to Medication assistance being provided by unregulated staff. The team sought out innovative practices, emerging trends across Canada that they could implement/replicate on PEI given the challenges with staffing and human resources to support medication management. The team analytically and conceptually in relation to medication management, questioned and challenged the status quo, to identify issues, solve problems and design, and implement effective processes in the delivery of care. This program can help shape care delivery in other parts of the system and the team has already started to champion its application or consideration in other areas.

Contact: Crystal Praught

Director Home-based Care Provincial Programs
Health PEI
902-315-1104
cdpraught@ihis.org

Recognition of Excellence in Delivering Value-based Healthcare- Other Nominees

Provincial Health Services Authority

BC Emergency Health Services (BCEHS), Emergency Dispatch team

In summer 2021, BCEHS (BC Emergency Health Services) made a tough decision to suspend call assessments for the approximately 800,000 calls that the organization's call takers receive in an average year. Call audits are conducted to ensure call-taking performance and compliance. At the time, call volumes had surged due to a wide number of factors outside of BCEHS's control – the Covid pandemic, significant turnover of call takers, and a years-long illicit drug toxicity crisis among other factors. These and other issues led the organization's leaders to stop the call assessment process and concentrate resources on meeting call volumes as much as possible. A year later, with performance numbers falling below target levels and hitting historically high levels, BCEHS leaders knew they needed to launch a revamped process to meet BCEHS goals of: Goal #1: Rates of non-compliance: Getting non-compliance rates down to 7%, from historic highs of close to 24% for one centre. Goal #2: Call response time: answering 90% of all 911 calls within 10 seconds with the centres achieving recent scores in the 70+% range vs the 50% range of January 2023. BCEHS leaders knew they'd need to take a collaborative approach in working with their call takers. An approach that took a phased approach and focused in supporting their staff with layers of education, assessment, feedback and recognition, and offered them insights into their job performance that they likely were unaware of previously. By leveraging data and analytics, BCEHS is refining the dispatch process to align with the goals of valued-based care and improve the care model for patients.

Contact: Jennie Helmer

Chief Operations Officer, BCEHS
Provincial Health Services Authority
604-312-1204

Recognition of Excellence in Delivering Value-based Healthcare - Other Nominees

**Institut universitaire de cardiologie et de pneumologie de Québec -
Université Laval**

Prévention des risques de déclin fonctionnel et de chutes en milieu hospitalier par une approche interdisciplinaire innovante

The time taken for patients to leave acute care is one of the major problems of the health care system. This problem in accessing hospital beds has an impact on emergency services and the availability of surgery beds. As a result, deconditioning in older persons in an ageing population is becoming a critical issue given its impact on average lengths of stay and incidentally on access to care and services. The primary aim of our project is to integrate a proactive continuum of care and services in view of preventing functional decline and act on the immobilization syndrome through early interdisciplinary patient management. The project involves systematic screening that enables an early identification of the risk of falls and functional decline at admission, prompt entry in the file of personalized recommendations in relation to secure mobilization, as well as patients' participation in a reconditioning protocol tailored to the person's needs. New tools also favour the involvement of patients and their families. One of the objectives is to reduce the harmful effects of hospitalization through early action tailored to the patient's specific needs in a collaborative practice. The results show a decrease of up to 25% in falls, an increase of up to 55% in physiotherapy treatment, and a decrease in the average length of stay. The project also facilitates the transition between the hospitalization of elderly persons in our institution and a return to their living environment with a community-backed program aimed at preventing decline.

Contact: Sophie Bellavance

Directrice des services multidisciplinaires

Institut universitaire de cardiologie et de pneumologie de Québec -
Université Laval

418-656-8711

sophie.bellavance.iucpq@ssss.gouv.qc.ca

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

Danielle Annamalai, University of Toronto

Danielle Annamalai received her Doctor of Chiropractic Degree from the Canadian Memorial Chiropractic College in 2009, completing a residency program in Chiropractic Clinical Sciences in 2011. She holds a fellowship from the College of Chiropractic Sciences (Canada), where she currently serves on the Board of Directors. She has over ten years of clinical experience, having worked with interdisciplinary care teams in urban hospital settings in both Canada and the U.S. She has dedicated the last ten years of her career to advancing care for people with musculoskeletal disorders through research and knowledge translation in her role as research project manager at the Institute for Disability and Rehabilitation Research.

In 2022, Danielle enrolled in the MHS Health Administration program at the Institute for Health Policy Management and Evaluation, University of Toronto where she has had the opportunity to further develop her capacity as a health system leader. In 2024, Danielle began her current role within the Ontario Ministry of Health, informing policy that will shape system transformation and advance integrated care across the province. Danielle is passionate about solving the complex problems facing health care today and aims to continue her commitment to leading system-level change, improving the health and wellbeing of all people.

Sukhpreet Gill, University of British Columbia

Sukhpreet entered the healthcare system passionate about health promotion and disease prevention. She received her Bachelor of Science in Nursing from the Kwantlen Polytechnic University in 2019. Following graduation, she started her career in public health where she engaged in numerous community events to spread knowledge about healthy behaviours. Through her work in various positions during the COVID-19 pandemic, Sukhpreet was introduced to the complexities inherent in healthcare delivery. This experience motivated Sukhpreet to enrol in the Master of Health Administration (MHA) at the University of British Columbia.

Following the COVID-19 pandemic, Sukhpreet pivoted to a role in the community and primary care sector where she has been able to apply the learnings from the MHA program to her work in improving access and delivering primary and urgent care services. Set to graduate in Spring 2024, Sukhpreet looks forward to leveraging the tools and skills honed through the MHA to make a meaningful impact on patient care and the healthcare system.

Emma Forest, University of Alberta

Halfway through her Bachelor of Science in Biology, Emma Forest discovered a keen interest in and passion for the areas of substance use and mental health. While preparing for a research-focused career, she engaged in several diverse projects throughout her first degree. Additionally, Emma sought volunteer work through Alberta Health Services which provided the opportunity to interact with and to learn from members of a vulnerable population, and to create health promotion materials relevant to substance use and mental health. This dual motivation, blending professional drive with a heartfelt desire to aid those in need, shaped her journey. Introduced to public health in the final semester of her undergraduate degree, Emma's path became clear.

The Master of Public Health (MPH) program equipped Emma with skills in program and policy evaluation, strategic planning, systems thinking, and person-centered design, which she eagerly anticipates applying in her future career. As the Vice President of the School of Public Health Students' Association, Emma supported peers and organized events, including a mentorship program and student gala. Emma completed a practicum placement with the Alberta Ministry of Mental Health and Addiction where she supported planning for various community-based mental health and addiction programs and initiatives for children, youth, and young adults. Upon graduation, she aims to explore the world, continuously learn, and contribute to positive change, step by step.

Jade Jost, Université de Montréal

Jade graduated from the Université de Montréal with a bachelor's degree in nursing in 2018. Since graduating, she has worked as a registered nurse in the emergency department of the McGill University Health Centre (MUHC). Her commitment extends beyond patient care; for four years, Jade actively participated in the Comité de la Relève Infirmière at the MUHC. Demonstrating exceptional leadership, she served as the committee's president for two years, advocating for nurses with less than five years of experience. Jade's initiatives focused on providing crucial support and representation for young nurses, creating a nurturing environment of community and professional engagement. She was also part of the flow committee of the emergency department.

Jade's motivation of enhancing hospital fluidity and access to care led her to embark on a master's degree in health administration at the Université de Montréal. Throughout her academic endeavors, she cultivated a keen interest in innovation and technology, recognizing their potential within the healthcare sector. Driven by an unwavering dedication to fostering positive change in healthcare, Jade envisions contributing to the ongoing transformations of the health system.

Cassandra Mayville-Fortin, CHE, University of Ottawa

Cassandra Mayville-Fortin completed her BSc with honors in biomedical science in 2013 and her BSN in 2015. She worked as a registered nurse at The Ottawa Hospital primarily in the emergency department for 7 years. Driven by the need to invoke continuous quality improvement within our healthcare system, Cassandra went on to complete her Master of Health Administration at the University of Ottawa. During her residency at Cornwall Community Hospital, she worked with the Great River Ontario Health Team to address the Health Human Resource Challenges of the region. Cassandra was awarded the Michel Lalonde MHA Scholarship from the Telfer School of Management.

Today Cassandra works at Kemptville District Hospital as the Manager of Emergency, Care Quality, and Education. Included in her role, she facilitates education for staff, works on quality improvement projects, is leading accreditation, and manages IPAC, clinical scholars, and patient relations. Cassandra has a passion for quality improvement, patient and family centered care, and ongoing learning.

CJ Blennerhassett, RM, MHA, Dalhousie University

CJ Blennerhassett is a Registered Midwife with eight years of clinical practice providing primary care to hundreds of families, specializing in prenatal, intrapartum, postpartum, newborn, and sexual and reproductive health. CJ will graduate in Spring 2024 with a Master of Health Administration from Dalhousie University in Halifax, NS where they live. CJ is President of the Canadian Association of Midwives and within this role has represented Canadian healthcare on the international stage. As President, CJ works with midwifery, government, and health system leaders from all provinces and territories to advocate for the growth of midwifery and ultimately the increased access to improved outcomes for sexual, reproductive and newborn health. CJ is Vice President of the Association of Nova Scotia Midwives and has worked within the provincial government's department of health and wellness in system integration and health services planning.

CJ is an experienced teacher and clinical preceptor and has extensive speaking experience across interprofessional audiences, appearing at conferences and conducting workshops about the provision of inclusive care for queer, transgender and non-binary patients. CJ strongly believes that the midwifery philosophy of informed choice is foundational to the provision of inclusive health care and that patients should be centered as experts in their own care. In addition to her leadership, administrative and clinical expertise CJ is a parent and avid reader. CJ is a volunteer firefighter with Halifax Regional Fire and Emergency where she is proud to serve her community as a first responder.

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.

Sponsored by:



SELECTION COMMITTEE

Jim Hornell (Chair) (Excused)

Executive Coach & Consultant
Hornell BDS Enterprise

Dr. Ben Chan

Consultant
The World Bank

Jeanie Argiropoulos, CHE

(Excused)
Chief Executive Officer
Scarborough Centre for Healthy
Communities

Barbara C. Hall, CHE

Board of Governors
Northwood

Lucy Brun, CHE

President, LuBrun Consulting
Adjunct Professor/Senior Fellow
University of Toronto
Dalla Lana School of Public Health,
Institute of Health Policy, Management
and Evaluation

Carrie Jeffreys, CHE

Director Healthcare Solutions
KPMG

Andrew Williams, CHE

President and CEO
Huron Perth Healthcare Alliance

AWARD RECIPIENT

Melissa Toews, CHE

Melissa Toews, CHE, is a resilient leader with a remarkable journey from foster care survivor to Executive Director in healthcare. At just 34 years old, Melissa's early life was marked by the challenges of growing up in the foster care system. However, these adversities instilled in her a deep understanding of the importance of access to quality healthcare, especially for vulnerable populations, including the 2SLGBTQ+ community.

Driven by her passion for making a difference, Melissa pursued a career in healthcare, starting as a dedicated healthcare assistant and eventually becoming a Registered Psychiatric Nurse. Her unwavering determination propelled her through the ranks, culminating in her current role as Director of Clinical Operations at Royal Inland Hospital (Interior Health). Melissa's journey also reflects her profound empathy and commitment to inclusivity.

Throughout her career, Melissa has been a staunch advocate for healthcare policies addressing the needs of underserved communities, championing initiatives aimed at improving access, equity, and overall patient outcomes. Her story serves as an inspiration, showcasing how determination, compassion, and a commitment to making a difference can lead to transformative leadership in the healthcare industry. Melissa Toews' unique perspective and unwavering advocacy leave a lasting impact on the communities she serves.

CONTACT

Melissa Toews, CHE

Executive Director, Long-Term Care
AgeCare
14251 50St NW, Edmonton AB T5A 5J4
780-478-9212 | melissa_toews@outlook.com