

HALIFAX, NS  
JUNE 2, 2024

20  
24

# *National Awards Program*

Celebrating  
Leading Practices

SPONSORED BY:

**HIROC**

CANADIAN COLLEGE OF  
HEALTH LEADERS



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

Sincerely,

**Alain Doucet, MBA**, President and Chief Executive Officer  
Canadian College of Health Leaders

## Congratulations to all award recipients!

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

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

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

Thank you for inspiring us and congratulations again!

**Catherine Gaulton**, Chief Executive Officer, HIROC



## Advisory Committee

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

**Jennifer Proulx, CHE** (Chair)  
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

## TABLE OF CONTENTS

<b>3</b>	National Awards Advisory Committee
<b>4</b>	Solventum Health Care Innovation Team Awards
<b>4</b>	Disruptive Innovation Initiative(s) Across a Health System
<b>5</b>	Disruptive Innovation Initiative(s) Within an Organization
<b>6</b>	Award of Excellence in Mental Health and Addictions Quality Improvement
<b>7</b>	Celebrating the Human Spirit Award
<b>8</b>	Chapter Awards for Distinguished Service
<b>9</b>	CCHL Distinguished Leadership Award
<b>10</b>	Energy and Environmental Stewardship Award
<b>11</b>	Excellence in Inclusion, Diversity, Equity & Accessibility (IDEA) Award
<b>12</b>	Excellence in Patient Experience Award
<b>13</b>	Excellence in Patient Safety Award
<b>14</b>	HMF Article of the Year Award
<b>15</b>	Mentorship Award
<b>16</b>	Nursing Leadership Award
<b>17</b>	President's Award for Outstanding Corporate Membership in the College
<b>18</b>	Recognition in Delivering Value-based Healthcare
<b>19</b>	Robert Wood Johnson Awards
<b>21</b>	Robert Zed Young Health Leader Award

## 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](http://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

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



### 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](mailto: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.

Sponsored by:



### 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

## 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.

Sponsored by:



### 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

CANADIAN COLLEGE OF  
HEALTH LEADERS



COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ

## 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.

*Sponsored by:*



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.

*Sponsored by:*



### 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

## 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](mailto:Bianca.sorbera@mackenziehealth.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

## 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](mailto:Genevieve.Parisien.hsj@ssss.gouv.qc.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](mailto: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](mailto: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](mailto:klepage@jgh.mcgill.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