

20
25

National Awards Program

Celebrating
Leading Practices

Expanded Edition:
Featuring the 2025 award recipients
and nominated programs

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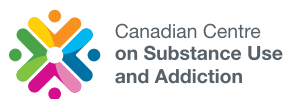
CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

2025 National Awards Program Sponsors

The Canadian College of Health Leaders would like to thank the 2025 National Awards Program sponsors.



Introducing the 2025 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 2026 National Awards Program. For nomination information please visit the awards section of our web site: www.cchl-ccls.ca.

Sincerely,



Sue Owen, MHSc, CHE, PhD (C)
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 Sheils (Chair) Vice President Strategy, Transformation & Chief Information Officer Horizon Health Network	Sheila Myers Marketing Leader, Commercial HVAC, East Canada Trane	Francine St-Martin (Ex-officio) Director, Conferences and Events Canadian College of Health Leaders
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Christian Coulombe (Ex-officio) Vice-President, Marketing & Membership Canadian College of Health Leaders	Amy Riske, CHE Assistant Deputy Minister Yukon Department of Health and Social Services	William 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

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John Andruchak, CHE
Principal
Andruchak Consulting

Sandra Blevins, CHE
Health Care Consultant
Sanctum Care Group

Scott Davis (Ex-officio)
Country Leader | Health
Information Systems Division,
Canada
Solventum

Wendy Hansson, CHE
Principal | Chief Strategist
Innovative Health

Nelea Lungu
Managing Director
Accreditation Canada / Health
Standards Organization

Kelli O'Brien
Vice President Quality &
Learning Health System
NL Health Services

Victoria Schmid
CEO
SWITCH BC

AWARD RECIPIENT

Interior Health Authority

Alcohol Disorder in the Emergency Department

The Alcohol Use Disorder (AUD) initiative within Interior Health's emergency departments has made significant strides in addressing critical care gaps for individuals with AUD. By implementing evidence-based practices, the program has been successful in delivering timely interventions that improve patient outcomes while reducing the strain on the healthcare system. Key advancements include the integration of nurse screening during secondary assessments, the use of anti-craving pharmacotherapy, and withdrawal management order sets, all of which have streamlined care delivery and improved efficiency. Collaboration has been a cornerstone of the initiative, with a strong focus on involving patients and their families—especially those with lived experience—in the design of the program. This approach has ensured that the care provided is both empathetic and culturally sensitive, catering to the unique needs of diverse populations, including recognizing the effects of colonialism and alcohol stigma on Indigenous populations. Despite the challenges of scaling and the pressures of overburdened healthcare systems, the program has fostered a culture of continuous learning and improvement, which has contributed to its long-term sustainability. The success of this initiative has not only transformed care delivery within Interior Health but also created a model of compassion, integration, and collaboration that can serve as an example for other healthcare jurisdictions. By enhancing patient satisfaction and ensuring better outcomes, the AUD program has demonstrated the potential for systemic change in the way alcohol use disorder is treated in emergency settings, ensuring that care is both effective and respectful for all patients.

CONTACT

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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

Scott Davis (Ex-officio)
Country Leader | Health
Information Systems Division,
Canada
Solventum

Jamie MacDonald, MBA, CHE
Deputy Minister
PEI Government

Colin Stevenson, CHE
Chief, System Performance and
Integration
Nova Scotia Department of Health
and Wellness

Annette Elliott Rose
Chief Nurse Executive & Vice
President, Clinical Performance &
Professional Practice
Nova Scotia Health

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

Rhowena Martin, CHE
Chief Impact Officer
Canadian Centre on Substance Use
and Addiction

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

AWARD RECIPIENT

Providence Health Care

Road to Recovery team

What if you were rushed to the Emergency Department experiencing chest pains and were told the earliest appointment was in 4 weeks? This was the experience of people waiting to access urgent substance use care in Vancouver. Unregulated drug toxicity is now the leading cause of death in British Columbia for people aged 10 to 59, accounting for more deaths than homicides, suicides, accidents, and natural disease combined. Substance use harms disproportionately impact Providence Health Care's (PHC) patients. In response, PHC is making the journey for substance use treatment the same as those needing other life saving interventions (e.g., cardiac, renal or critical care), not only saving lives amid an ongoing public health emergency but transforming substance use care in British Columbia. PHC's Road to Recovery initiative (R2R) is creating a seamless system of substance use care from medical triage through to aftercare. So far it has reduced wait times from up 4 weeks down to 1 day for substance use patients with the most urgent needs. It has served 533 patients with highly complex needs in our new withdrawal management beds (25 net new beds) with high retention on OAT and excellent provider and patient satisfaction. It has just launched transitional care (20 new beds), will soon launch treatment (50 new beds) and supportive recovery housing (26 beds) and has implemented wrap-around aftercare for up to five years. R2R began as a model of care at PHC and is now being implemented in every region across BC.

CONTACT

Dr. Erika Mundel
Project Director, Providence Health Care
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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:



Commission de la santé mentale du Canada



Canadian Centre on Substance Use and Addiction

SELECTION COMMITTEE

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

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Health Services Manager
CZ PCC Optimization Lead
Primary Health Care, Central Zone
Nova Scotia

Graham Gaylord, CHE
(Excused)
Family Physician
Inner City Health Associates

Barbara C. Hall, CHE
Board of Governors
Northwood

Yasmin Jetha
Vice President,
Community Services
Vancouver Coastal Health Authority

Rosilita Jn-Pierre, CHE
Manager Addiction and Mental Health
Recovery Alberta

Rhowena Martin, CHE
(Ex-officio)
Chief Impact Officer
Canadian Centre on Substance Use and Addiction

Karle Thorpe, CHE (Ex-officio)
Vice President of Programs
Mental Health Commission of Canada

AWARD RECIPIENT

CAMH Division of Hospital Medicine Innovation Hub

Since 2021, the Division of Hospital Medicine's Innovation Hub (DHM-IH) at the Centre for Addiction and Mental Health (CAMH) has advanced CAMH's strategic directions to "Advance Care" and "Get Upstream to Lift Societal Health." Its quality improvement (QI) initiative addresses cancer-screening disparities among individuals with severe mental illness (SMI), integrating physical healthcare into mental health settings to ensure equitable access to colorectal (CRC), breast (BC), and cervical cancer (CC) screening for long-stay inpatients. Using trauma-informed education materials, desensitization videos, and electronic health record (EHR)-integrated workflows, the initiative has significantly improved screening rates: colorectal by 30%, breast by 33%, and cervical by 48%. This equity-focused approach addresses barriers and stigma disproportionately faced by individuals with SMI, demonstrating leadership in health system transformation. Guided by co-design principles and the Knowledge to Action (K2A) framework, the initiative developed scalable, patient-centered workflows and fostered collaborations with Women's College Hospital (WCH) and Cancer Care Ontario (CCO). These partnerships reflect CAMH's emphasis on system-building and innovation. Aligned with the Canadian College of Health Leaders' (CCHL) Strategic Plan, the initiative exemplifies the College's priorities: fostering a connected community, advocating for health leadership, and enhancing professional development. By addressing systemic inequities, it demonstrates how leadership and innovation can create meaningful change. By improving access to cancer screenings and advancing equitable care, the DHM-IH initiative reflects CAMH's and CCHL's shared vision of transforming health systems. It showcases how leadership and innovation can address systemic inequities and inspire meaningful improvements for vulnerable populations.

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AgeCare SkyPointe

AgeCare and Recovery Alberta identified the need for community beds to serve a complex needs population that is currently either underserved in the community or continue to reside in hospital for extended lengths of stay even though they are ready for discharge with the availability of appropriate supports. The challenges of providing safe and appropriate care to individuals with severe and persistent mental illness, addiction issues and/or complex behaviour concerns are well documented. In particular, the health system has significant gaps in service delivery for those individuals who demonstrate complex behaviours due to their addiction and mental health challenges. The overall goal was to provide appropriate care in the most suitable community environment for individuals with severe and persistent mental illness, behaviour and addiction issues. AgeCare being a trusted provider in continuing care took a bold approach to the issue and built a solution from the ground up. Designing a building, AgeCare SkyPointe Phase II, with the unique needs of residents in mind reflects AgeCare's commitment to person-centred care. The team at AgeCare Skypointe are compassionate, highly skilled, and deeply committed to the well-being of the individuals they support. They prioritize dignity, respect, and individualized care, ensuring that each resident's unique needs, preferences, and experiences guide their care journey. Through interdisciplinary collaboration, including nurses, therapists, social work and physicians, the team provides comprehensive, recovery-oriented support. The program fosters a sense of belonging and stability, empowering residents to rebuild their lives in a supportive and structured environment.

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AgeCare SkyPointe
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BC Children's Hospital ***Caring for Youth Who Use Substances***

Caring for Youth Who Use Substances is a project that implemented universal screening and assessment for youth substance use across the inpatient units in the Mental Health and Substance Use Program at BC Children's Hospital (BCCH). To enable implementation, the team designed and delivered training and education which consisted of an online course and in-person sessions. Within the first year (December 2023 – December 2024), 97% of eligible health care professionals, including physicians, across the units completed the online course and 89% completed the in-person sessions. Within the first 3 months of implementation (January – March 2024), the completion rate for screening was 62%. This increased to 72% in May 2024 and then to 90% in October 2024. Screening rates in October and November 2024 were most notable with 90% and 89% completion rates achieved consecutively. One unit achieved a rate of 100% within their first month of implementation (February 2024) and has maintained an average rate of 72% throughout initial implementation (February – November 2024). Of patients screened, 33% screened positive revealing substance use. Of patients who screened positive, 54% had a score of 4, 5, or 6, indicating high probability of Substance Use Disorder per the CRAFFT universal screening tool. With universal screening and assessment in place, health care professionals can provide early identification, brief intervention and/or referral to BCCH's substance use consultation service, improving overall health outcomes. The effective collaboration and co-design with youth partners and the continuous engagement with staff are also notable achievements of this initiative.

Contact: Kelsey Gray

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Substance Use Programs
BC Children's Hospital
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CIUSSS de l'Est-de-l'Île-de-Montréal
Centre d'expertise en technologie de l'information en
santé mentale, dépendance et itinérance (CETI-SMDI) -
Mandat provincial pour le Québec

Since April 2023, the Centre d'expertise en technologie de l'information en santé mentale, dépendance et itinérance (CETI-SMDI), mandated by the Quebec Ministry of Health and Social Services, has been focused on accelerating digital transformation in these areas. Its objectives include: providing digitally accessible solutions centered on people's needs; supporting the development of innovative technologies to promote psychological health with safe, scientifically validated tools; and integrating the latest technological innovations to offer cutting-edge solutions. This initiative is a key part of the interdepartmental mental health action plan 2022-2026. CETI-SMDI enhances digital tools that meet the MSSS quality standards, making them accessible to both the population and healthcare professionals. Among the available tools are 'Getting Better My Way' (GBMW) for self-management of mental health issues, 'BounceBack' (BB), a service purchased from the Canadian Mental Health Association—Quebec Division and managed by CETI-SMDI within the network, for stress and sadness management, and 'You, Me, Baby' (YMB) for perinatal well-being. The Ministry's portal quebec.ca/mentalhealth centralizes these resources. CETI-SMDI's portfolio of tools will expand with new solutions, including a library of mobile apps approved by experts on well-being and mental health, as well as a pilot project for an intelligent triage platform to improve access to mental health and addiction services in the province.

Contact: Jennifer Dahak

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Vancouver Coastal/Providence Health Care
Access Central QI Project

The VCH/PHC initiative to redesign access to the WDM system of care has provided a blueprint of how a collaborative interdisciplinary approach can be undertaken across health agencies to achieve system redesign. This initiative was driven from the lens of supporting a client across their recovery journey. The development of the assessment/prioritization framework has been endorsed at a provincial level which will provide opportunities for more equitable and standardized approaches to access to WDM services across the province. Learnings from this initiative will be applied as VCH/PHC continue to collaborate on other components of substance use care to build a strong continuum for clients.

Contact: Danielle Cousineau

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Celebrating the Human Spirit Award

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

Sponsored by: **HIROC**

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Retired Health Executive

Brenda Badiuk
President and Chief
Operating Officer
Brivia Consulting

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 (Excused)
Vice President Quality & Learning
Health System
NL Health Services

Stefanie Ralph, CHE (Excused)
Executive Director, Patient
Experience
Yukon Hospital Corporation

AWARD RECIPIENT

Colin Zieber – Iniskim (Buffalo Stone), M.Sc. RPN, CHE

During a pipe ceremony at Chinook Regional Hospital on National Indigenous People's Day in 2021, Colin was honoured with the Blackfoot name Iniskim (Buffalo Stone) from Piikani elder Harley Crowshoe. Of course, in Blackfoot tradition, the buffalo is a sacred animal, and the buffalo stone is considered strong medicine. Blackfoot legend tells that the first Buffalo Stone was used to call a herd and save a clan from starvation. Colin's work supporting the Indigenous Health Program and other vulnerable groups in Southern Alberta earned him the respect of the Kainani and Piikani Nations in Southern Alberta and many other community leaders. Colin was instrumental in promoting Truth and Reconciliation at AHS South Zone and creating a welcoming environment for Indigenous patients and families across the healthcare system in Southern Alberta. He also championed the Indigenous Patient Navigator program after being suspended during the COVID-19 pandemic. Colin's healthcare spans over 30 years, primarily in Southern Alberta. First as a front-line psychiatric nurse and geriatric consultant, to a leadership role in seniors health and eventually Zone-wide responsibilities for AHS. A devoted father and leader in his profession and community, Colin now has another generation of health leaders, as his three children have all followed him into healthcare – two in nursing and one in pharmacy. During his long healthcare career, Colin always put patients and vulnerable populations first.

CONTACT

Colin Zieber – Iniskim (Buffalo Stone), M.Sc. RPN, CHE
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2025

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 INTERIOR

Lila-Mae White, CHE
Projects and Initiatives Lead
Interior Health

BC LOWER MAINLAND

Norm Peters, CHE
Chief Operating Officer
Providence Health Care

BLUENOSE (NS AND PEI)

Sonia Chaudhary
Physiotherapist
Health PEI

EASTERN ONTARIO

Sylvie Forgues-Martel, MHA, CHE
Research Operations Management Support
Gestion santé SFM Health Administration

GREATER TORONTO AREA

Peter Conteduca
Vice President, Sales
Canadian Hospital Specialties Ltd

HAMILTON AND AREA

Marianne Walker, CHE, C.Dir
Retired Health Executive
Accreditation Canada Surveyor

MANITOBA

Jan Byrd, CHE
Director, Health Policy
Healthcare Excellence Canada

NEON LIGHTS

Melissa Cotesta, CHE
Canadian Health Executive
Past Chair, NEON Lights Chapter

NEW BRUNSWICK

Jennifer Sheils
Vice President Strategy, Transformation
and Chief Innovation Officer (CIO)
Horizon Health Network

NEWFOUNDLAND AND LABRADOR

Amy Howard, CHE
Director, Children and Women's Health
Eastern Urban Zone, NL Health Services

NORTHERN ALBERTA

Doran Walker
Manager, Alberta Health Services
Founder, BioMD Consulting Ltd.

NORTHWESTERN ONTARIO

Darcy McWhirter, CHE
Director, Student Success
Confederation College

QUÉBEC

Stéphanie Despins, CHE/LCS
Directrice générale adjointe
CIUSSS de la Mauricie-et-du-Centre-du-Québec

SOUTHERN ALBERTA

Krista Chapman, CHE
Assistant Vice President, Clinical Excellence
& Quality
CBI Home Health

SOUTHWESTERN ONTARIO

Steph Ouellet, CHE
CEO
Alzheimer Society Southwest Partners

VANCOUVER ISLAND

Melanie Stack, CHE
Manager, Leadership & Organizational
Development
Island Health

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

Feisal Keshavjee, CHE

Feisal's tenure as Chair of the Board of Directors of the Canadian College of Health Leaders from 2018 to 2020, along with 11 years as a Board Member, had a lasting impact on the organization. A steadfast advocate, he continues to champion CCHL's values and mission, ensuring its continued growth and relevance in Canada's healthcare leadership landscape.

Feisal's career is marked by an unwavering focus on improving healthcare delivery, especially in senior and continuing care. His leadership journey spans across various sectors, including policy, corporate management, and health technology, and his impact is felt not just in Alberta but across Canada and internationally.

Throughout his career, Feisal has embodied the core values of lifelong learning and leadership development. As Chair of the Alberta Continuing Care Association (ACCA), Feisal led significant initiatives that advanced the quality of care for seniors. Notably, he played a crucial role in securing a \$2.5 million annual government commitment to support the mental health of frontline care workers. His work in seniors' health technology, fostering innovation and practical solutions, has been transformative for the sector. Feisal also champions mentorship, playing an active role in developing emerging leaders across the country through his involvement with the Canadian College of Health Leaders, the Venture Mentoring Service of Alberta, and the University of Calgary's Cumming School of Medicine.

Feisal's leadership style is distinguished by his collaborative approach, bridging gaps across healthcare, government, and industry. His strategic vision has fostered lasting coalitions that continue to drive systemic healthcare reform, particularly in Alberta's continuing care sector. Feisal's ability to navigate complex challenges and bring stakeholders together has had a profound impact on the healthcare system, particularly in the areas of workforce support and technological innovation in senior care. Through his dedication to the professional growth of others and his ongoing efforts to improve the healthcare landscape, Feisal Keshavjee's contributions continue to inspire and elevate the future of healthcare leadership in Canada.

CONTACT

Feisal Keshavjee, CHE

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Energy and Environmental Stewardship Award

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

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Retired Health Executive

Craig B. Doerksen
Executive Director, Capital,
Clinical Engineering & Facilities
Management
Shared Health Manitoba

Sarah Feldberg
Manager, Member Insights
& Contributions
Royal College of Physicians
& Surgeons of Canada

Fiona Miller (Excused)
Director
CASCADIS: Climate Action
Healthcare

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

Luis Rodrigues (Ex-officio)
General Manager, Comprehensive
Energy and Infrastructure
Solutions, Canada
Trane Canada

Autumn Sympus
Project Manager
Canadian Coalition for Green
Health Care

Debbie Walsh, CHE
Vice President and Chief Operating
Officer, NL Health Services

AWARD RECIPIENT

Island Health

Island Health's Energy, Environment, and Climate Change team, within Facilities Management, has made significant strides in sustainability, aligning with the organization's 2020-2025 Strategic Framework. With a commitment to environmental stewardship, the team has successfully reduced greenhouse gas (GHG) emissions, improved energy efficiency, and implemented waste diversion initiatives while supporting high-quality patient care. Island Health oversees 639,903 m² of healthcare facilities, spending \$16 million annually on utilities. Since 2010, despite a 55% increase in floor area, GHG emissions have decreased by 16%, and water consumption has dropped by 30%. Key initiatives include transitioning to renewable natural gas (RNG), implementing energy-efficient lighting, and expanding food composting programs. Waste diversion efforts have successfully kept over 2,500 tonnes of materials from landfills. Notable projects include the Reusable Gown Program, diverting 1.5 million disposable gowns annually, and the first-of-its-kind emissions database tracking environmental impacts in real time. Additionally, clinical emissions reductions—such as phasing out high-GWP anesthetic gases—have significantly decreased Island Health's carbon footprint. Sustainability efforts are integrated into Island Health's strategic decision-making, with dedicated leadership support, green teams, and \$10 million in funding allocated to emission reduction projects in 2024. Future goals include achieving an 82% reduction in emissions by 2050 and developing BC's first fully electrified acute care hospital. Island Health is a leader in sustainable healthcare, setting an example for environmental responsibility while enhancing operational resilience and patient care.

CONTACT

Pierre Iachetti

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Energy and Environmental Stewardship Award - Other
Nominees

AgeCare

AgeCare, a leader in long-term care, has demonstrated an unwavering commitment to environmental stewardship through innovative sustainability initiatives. With a network of long-term care communities across Canada, AgeCare is focused on integrating environmentally responsible practices into its daily operations, ensuring a balance between resident care and ecological preservation. A standout initiative in AgeCare's sustainability efforts is the implementation of compost dehydrators, first introduced at AgeCare Seton, a community in Calgary, Alberta. This system has revolutionized waste management by reducing the environmental impact of organic waste disposal. The dehydrators convert food scraps and organic waste into nutrient-rich compost, diverting waste from landfills and cutting greenhouse gas (GHG) emissions. This initiative aligns with AgeCare's broader commitment to reducing its carbon footprint, optimizing energy usage, and promoting environmental awareness. The compost produced is repurposed for landscaping and gardening, enhancing green spaces while lowering cost on fertilizers. AgeCare's work on environmental sustainability also leverages interdisciplinary teams, including infrastructure, hospitality, operations and procurement to support long-term aspirations for its environmental initiatives. AgeCare is committed to sustainable environmental practices that prioritize resident and employee safety, but also engage its staff, residents and stakeholder in to fostering a culture of sustainability. The organization's dedication to energy and environmental stewardship makes it a strong contender for this award.

Contact: Rob Shea

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AgeCare
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Energy and Environmental Stewardship Award - Other
Nominees

**Provincial Health Services Authority
BC Cancer Planetary Health Unit**

BC Cancer provides a comprehensive cancer control program for the people of BC in partnership with regional health authorities, operating out of six centres across the province. The BC Cancer Planetary Health Unit (BCCPHU) is a grassroots, clinician-led body founded in April 2022, established to provide education, resources and project management support to engage and inspire fellow clinicians to help establish low waste, low-carbon health care across the organization. With health care responsible for 4.6% of Canada's total greenhouse gas emissions, BC Cancer's healthcare professionals took the initiative to share the dual responsibility of reducing emissions from the sector while also caring for people negatively impacted by the climate crisis.

Contact: Dr. Maura Brown

Head, Diagnostic Imaging + Co-Chair BC Cancer Planetary
Health Unit
Provincial Health Services Authority
Vancouver BC

Centre universitaire de santé McGill

***Intégration du développement durable dans la
conception, la construction et l'exploitation du site Glen
du CUSM***

Opened in 2015, the Glen site of the McGill University Health Centre (MUHC) is notable for the sustainability principles at the heart of its design, construction and operation. Since 2016, ongoing efforts to integrate sustainability principles at the Glen site have been recognized through the achievement and renewal of prestigious LEED (Leadership in Energy and Environmental Design) Gold certification.

- In 2016, the Glen site obtained its first LEED Gold certification; this was the very first certification of this type granted to a Quebec hospital.
- In 2019, a second Gold level LEED certification was granted. The Glen site at that time became the first hospital center in Quebec to obtain a second LEED certification from the Canadian Green Building Council.
- In 2024, the Glen site received its third LEED Gold certification, a historic achievement in Quebec's health network. In 2024, Quebec's ministry of health and social services, the Ministère de la Santé et des Services sociaux (MSSS), also recognized the efforts undertaken by the MUHC in relation to sustainability at its Glen site. More recently, in 2024, the MUHC also received the Gold Award for Environmental, Social and Governance from the Canadian Council for Public-Private Partnerships. This award celebrates the MUHC's commitment to providing quality health care through the success of its agreement long-term public-private partnership for its Glen site.

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North York General Hospital

North York General Hospital (NYGH) is one of Canada's leading community academic hospitals, offering a wide range of healthcare services across seven sites. In recent years, the organization has made significant strides towards green practices to reduce its environmental footprint – a key part of NYGH's Strategic Plan and Quality Improvement Plans. Throughout 2024, NYGH focused on broadening broad impact and engagement. A new Green Representative Program was launched to include representation from frontline staff, patient partners, clinical leadership, and physicians across the hospital and the broader community. Leadership has also strengthened alignment with a Community of Practice, connected with the University of Toronto, and further expanded initiatives to strengthen a culture of environmental stewardship across the system. Key achievements over the past year include: § launch of a new sustainability e-learning module for staff, physicians, and volunteers; § implementation of green commute programming and designation as a Best Workplace for Commuters; § roll-out of several waste diversion initiatives; § completion of several retrofit projects to green building operations; § celebration of sustainability themed events (Earth Day, Bike Month, Waste Reduction Week) with outreach, contests, and in-person engagements. § confirmed plans for embedding sustainable designs and systems in two major capital projects – a new patient care tower and a new long-term care/seniors' care tower. NYGH intrinsically believes in the social and moral obligation of healthcare systems to promote a healthier world through a cleaner environment and continues to collaborate with patients, staff, system and industry partners to reduce its environmental footprint.

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Ontario Shores Centre for Mental Health Sciences

Ontario Shores Centre for Mental Health Sciences is a 485,000-square-foot facility located in Whitby, Ontario. Over the past five years, we have reduced energy consumption by 28.9% and water consumption by 24.5%, saving \$234k and 1061 tonnes of Greenhouse Gas, equivalent to taking 253 gas-powered vehicles off the road. Our energy reduction in the last five years is the largest percentage improvement amongst 70 Greening Health Care members. 2024 Energy Awards • We received the 5% Club Award from Greening Health Care for the sixth time. • We also received the International Federation of Healthcare Engineering 10% Club Award in 2024, recognizing an 11.1% decrease in energy consumption from 2021 to 2023. Our waste diversion has significantly increased, from 21% in 2010 to 69% in 2024. According to 2021 data from the Canadian Coalition for Green Health Care, the average landfill diversion rate in Canadian hospitals is 29%; our current rate is 40% higher. We are located on a beautiful lakefront property; we invest energy savings back into our natural environment, enhancing our courtyards, patient gardens, and tree cover. Environmental sustainability is a component of our wellness strategy; the focus in 2024 was environmental sustainability. We utilized a multi-faceted communication plan to raise awareness, engage staff and celebrate successes in this area. We have made significant strides in our environmental work in the last five years and are immensely proud of this work.

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Alberta Health Services

Peter Lougheed Centre Day Surgery Waste Reduction Pilot

Peter Lougheed Centre Day Surgery Unit a leader in plastic waste reduction: Calgary hospital team trims single-use plastic waste by 48 per cent The Peter Lougheed Centre (PLC) Day Surgery Unit is leading the way among Day Surgery departments in the province in reducing single-use plastic waste and as a result, is also saving money. Over the course of one year, the Day Surgery team achieved a 48 per cent reduction in single-use plastic waste, equating to savings of \$1,800 in operational costs annually from the Day Surgery Unit alone. The waste reduction initiative launched in December 2023 with a six-month pilot project aimed at reducing use of plastic cups, lids, straws and belonging bags. Due to its widespread acceptance and positive results, this initiative has become an established practice on the PLC Day Surgery Unit, but also on other units and has even expanded to recycling of other medical devices at PLC. The journey toward waste reduction began when Day Surgery Unit Manager Stephen Caron identified the staggering environmental impact of the department's waste production, particularly the nearly 67,000 single-use plastic items generated each year. Caron and team engaged both staff and patients in the shared goal of reducing waste. This plan included monthly staff meetings, informative posters, and many face-to-face conversations with staff and support departments. "What has been uplifting about this initiative is how quickly patients and staff got behind it, because it's the right thing to do," said Caron. "They understood the importance of waste reduction and this pilot program provided them with a way to contribute." This approach not only raised awareness but also cultivated a sense of ownership and responsibility among all involved. The result is an initiative unique to the PLC, as no such program exists in any other Day Surgery unit in Alberta. The broader goal is to have Day Surgery and other units across the province participate as well. The ripple effect of encouraging a culture of sustainability that extends beyond Day Surgery and influences practices at the zone and provincial level could lead to much greater environmental and economic benefit.

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Energy and Environmental Stewardship Award - Other
Nominees

Alberta Health Services
South Health Campus

South Health Campus (SHC), is a state-of-the-art acute care site in Calgary, Alberta that connects hospital care with community services, promotes wellness, treats illness, and encourages healthcare providers to find innovative ways to partner with patients and their families. In May 2024, SHC started a Green Team Competition in partnership with the Centre for Sustainable Healthcare (CSH). The competition has brought anticipated annual reduction/avoidance of 30,981 kgCO₂e. This is the carbon footprint equivalent of driving 119,618 km in an average car (or 13 return trips between SHC in Alberta and Mexico City). South Health Campus embarked on a journey to embed sustainability into quality improvement, recognizing healthcare's impact on greenhouse gas emissions, with improving patient outcomes and providing value-based care being the key motivations underpinning this work. Over the past year, SHC has become the first CSH North American internationally recognized Beacon site, and the first to run a CSH international Green Team Competition. This created awareness, stewardship, and a buzz around environmental sustainability in everyday practice. Through the Green Team Competition, six teams from SHC were selected to engage in our award-winning program in sustainability in quality improvement (SusQI) that transforms expert knowledge into action. Each team received mentoring from CSH facilitators to drive healthcare transformation by developing, implementing, and measuring the impact of projects through the lens of the sustainable value – increasing patient and population outcomes while reducing the use of environmental and financial resources and increasing positive social impact.

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Energy and Environmental Stewardship Award - Other
Nominees

Vancouver Coastal Health - Vancouver General Hospital
VGH Cardiac Green Team

The VGH Cardiac Green Team composed of frontline staff, clinicians, provider champions, operational program leadership from various cardiac care areas, who are committed to advancing sustainability practices within the cardiac program and the broader healthcare system. The goal of this team is to promote excellence in planetary health by encouraging environmentally sustainable practices, improving existing processes to reduce environmental impact, and fostering a culture of environmental health and wellness. Each of the cardiac care areas has identified key areas for improvement and has implemented various initiatives tailored to the specific needs of their environment. The Cardiac Cath Lab has implemented a "Bring Your Own Reusable Bag" for patient belongings, to help reduce the use of plastic bags and pillowcases being laundered. Additionally, they have worked alongside their physician partners to improve efficiencies and optimize their supplied procedure packs, to reduce waste and remove any items that are not being used during the procedure. The Cardiac Sciences ward has implemented a BP cuff initiative to help reduce the unnecessary use of disposable BP cuffs for patients being transferred from other cardiac care areas. Additionally, they are working in partnership with our Food Services team to implement strategies to reduce the number of plastic cups being used on the unit. The VGH Cardiac Green Team is a dedicated group of individuals who are continually seeking ways to enhance the care we provide. By making small but meaningful changes to practice, we can reduce waste and minimize our environmental impact.

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Energy and Environmental Stewardship Award - Other
Nominees

Provincial Health Services Authority
Energy and Environmental Sustainability team

PHSA has made remarkable progress in creating a paradigm shift towards healthcare sustainability by working in partnership with the Energy and Environmental Sustainability team. Since 2010, we've made significant progress in GHG emission reduction efforts while increasing our programs, services and staff including:

- 33% GHG reduction in sites through decreased reliance on fossil fuel achieved via energy efficiency and switching to clean hydro-electric energy (compared to 2010 CleanBC baseline).
- Reducing overall emissions by 22% (since 2007), surpassing our 2025 target (from owned & leased buildings, fleet and paper).
- Decreasing emissions from buildings by 13% (since 2007) while decreasing emissions generated per floor area by 32% (since 2010).
- Saving over 250,000 kWh of electricity in collaboration with the BC Cancer Planetary Health Unit through the BC Cancer CT Scanner Energy Savings Initiative, which switches computed tomography (CT) scanners and magnetic resonance imaging (MRI) scanners to low-power mode when not in use.
- While energy use overall increased by 11% since 2007, energy use per floor area decreased by 26%.

As an energy and environmental stewardship leader, PHSA's commitment to planetary health and sustainability is clear through its actions and measurable reductions in energy use, waste, GHG emissions and climate resiliency. PHSA has taken a progressive approach towards improvements, making efforts to reduce operational environmental impacts while maintaining exceptional quality care.

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Energy and Environmental Stewardship Award - Other
Nominees

St. Joseph's Healthcare Hamilton
Green Team

St. Joseph's Healthcare Hamilton (SJHH) is committed to fostering an environment of sustainable practices. SJHH's mandate is to provide high quality, safe and compassionate care and embedded in our values is Responsibility. This responsibility extends to our environment. SJHH has re-energized its commitment to sustainability through updated policies, procedures, and significant financial investments. The most notable investment has been the dedication of time and effort from the numerous participants who have joined their Green Team committee established in 2022. The team includes participants from front-line staff, patient family advisors, management, physicians and residents/learners. Collectively, this group's efforts have resulted in reductions in electricity and natural gas, bringing St. Joe's within reach of its goal of reducing green house gas emissions (GHG) by 40% by 2030. One project being completed this year takes the energy currently expelled by 5 boilers and re-circulates that energy back into the system to heat the water to sterilize OR instruments and heat 1.2 million square feet of buildings. This will result in a cumulative reduction of total GHG's by SJHH to 35%. Additionally, SJHH has focused on waste diversion strategies and diverts 319 metric tonnes of waste from landfill sites annually. Other green initiatives include the use of green cleaning products, recycled paper supplies, tree planting, bicycle parking, and the introduction of plant-based diet options to name a few. SJHH is committed to making a difference in people's lives and is well on its way through the positive impact made by achieving their sustainability goals.

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**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:



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Ofodile Joe-Uzuegbu, CHE
Resident Physician, Internal
Medicine
Cumming School of Medicine,
University of Calgary

Pangus Kung (Excused)
National Lead, Partner Relations
Canadian Centre for Diversity and
Inclusion

Dionne Sinclair, CHE
(Excused)
Vice President, Clinical Care and
Chief Nurse Executive
CAMH

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

AWARD RECIPIENT

William Osler Health System (Patient Experience Office and Health Justice)

William Osler Health System (Osler) is committed to advancing health equity and fostering an inclusive environment for patients, staff, physicians, and the diverse communities it serves. With Brampton and North Etobicoke home to a highly racialized and multilingual population, Osler has embedded Inclusion, Diversity, Equity, and Accessibility (IDEA) principles into its core strategies. Osler's Patient Experience Office and Health Justice Team lead transformative initiatives that dismantle systemic barriers and improve healthcare access. The Underhoused Project utilizes data-driven insights to support marginalized populations, while the Patient Concierge Program bridges equity gaps by assisting uninsured and vulnerable patients. The People-Centred Care Committee, in collaboration with community organizations, implements culturally safe care, trauma-informed practices, and inclusive policy frameworks. Workplace inclusivity is strengthened through Employee Resource Groups, Indigenous cultural integration, and leadership education in equity and anti-racism. Osler's Quality Improvement Plan Equity Indicator tracks progress, ensuring sustained impact. Furthermore, Osler modernized patient experience surveys to capture discrimination concerns and launched a Health Justice Plan to enhance culturally competent care. Community partnerships—including the World Sikh Organization, The Indigenous Network, and the Black Health Alliance—guide Osler's advocacy and program development. Through its innovative, equity-driven approach, Osler is setting a national benchmark for IDEA excellence, improving patient outcomes, and shaping a more just healthcare system for all.

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IWK Health

IWK Child Safety Link

Child Safety Link (CSL) is a program of IWK Health committed to reducing the incidence 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. They incorporated equity and belonging into the fabric of what they do. This includes their strategic plan, with a strategic goal to advance equity, inclusivity, and accessibility in the context of child and youth injury prevention. What this goal looks like in action is robust and comes through in many examples, including providing educational resources to support literacy challenges and the diverse language needs of the population and ensuring families who experience barriers related to the social determinants of health have access to culturally appropriate injury prevention messaging, education, and support. CSL provides car seats directly to IWK patients such as refugees and car seat grants to agencies who support families. Two CSL staff are trained to help with ensuring young patients with special healthcare needs are transported safely. CSL continues to strive for excellence in inclusion, diversity, equity and accessibility in their work. In December 2024, CSL received the IWK's Star Award for Equity & Belonging. This award celebrates the contribution of a team or individual who has made a concerted effort to create a more welcoming, diverse, safe environment within the IWK.

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College of Nurses of Ontario

CNO's long-term commitment to inclusion, diversity, equity and accessibility is seen throughout the organization and in the work we do with nurses, the public, and external partners. IDEA is fundamental in supporting our purpose of public protection. From inclusive hiring practices to successfully managing our own highly diverse workforce and removing barriers for Internationally Educated Nurses, the goal is consistent; ensuring that equity is a driver of all we do. CNO's culture is tied to our values and continuous learning, growing and increasing our own cultural fluency. Creating a comprehensive census of Ontario nurses has provided CNO with valuable demographic data and inspired other regulators to follow suit. Our policy of broadly engaging with members of historically underrepresented groups, ensures we are learning from experiences we may never have. Our staff take their responsibility to lead in this work seriously and consistently demonstrate that sharing lessons learned helps all health regulators. Members of CNO's Council participate in DEI learning opportunities to ensure they can make evidence-informed decisions, supported by the rich data we collect. With direction set at a governance level, CNO staff approach regulation with that same equity commitment. Policies and practices are reviewed through a DEI lens, and then we act to eliminate barriers. As leaders, internal success is not enough, and we strive to broadly engage with key external partners so that they are 'at the table'. We approach this work humbly, knowing that there is always more to do; more to know.

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Horizon Health Network

I am proud to nominate Horizon Health Network for an award in Inclusion, Diversity, Equity and Accessibility (IDEA). Inclusion, Diversity, Equity, and Accessibility (IDEA) are at the heart of Horizon's employee's engagement strategy; 'Our promise'. "Our Promise is a commitment by Horizon's leadership team to continue improving the employee and physician experience. It was developed as an authentic, transparent program to help build trust with employees and physicians". The DEI program is aimed at creating a workplace where every voice matters and every individual thrives. Introduced in October 2023, the DEI program has swiftly become a defining feature of our culture. By June 2024, DEI-friendly words like inclusive and diverse dominated the employee work pulse survey's word cloud, showcasing its profound impact. This transformative program empowers employees, fosters belonging, and ensures IDEA principles are woven into the fabric of our healthcare excellence.

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Interior Health Authority

Interior Health has consistently placed IDEA at the forefront of its mission. Through intentional strategies and meaningful actions, the organization has cultivated an environment where every individual—regardless of background, identity, or ability—is not only valued but also empowered to thrive. Highlights of these efforts include: • Being the first Health Authority (IH) in British Columbia to conduct a Census and Inclusion Survey, and having an Anti-Racism Policy. • From there, IH introduced a refreshed Diversity and Inclusion Plan, guided by insights from the census report. This plan underscored IH's commitment to fostering an inclusive and equitable workplace through three key goals: ensuring leadership accountability in advancing diversity, cultivating an inclusive culture, and building a diverse workforce. • To amplify employee engagement, IH established Employee Voices, an advisory group dedicated to advocating for equity-deserving groups and enhancing workplace inclusivity. • The organization also launched its first Indigenous Employee Experience Strategy and Accessibility Plan, reinforcing IH's commitment to cultural safety and accessibility. • The revitalization of the Indigenous Health & Wellness Strategy, the release of cultural safety videos, and the hiring of Indigenous-specific roles have further strengthened IH's inclusivity efforts. IH achieved national recognition as a Rainbow Registered organization, reflecting its commitment to 2SLGBTQIA+ inclusivity. Community engagement efforts included attending Indigenous recruitment events, supporting Pride events, and collaborating with disability-serving organizations. Additionally, IH introduced numerous DEI and Indigenous-focused educational programs, reinforcing its dedication to fostering an inclusive, diverse, and culturally aware workforce.

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The Ottawa Hospital

Serving a diverse population of over 1.2 million individuals and employing approximately 17,000 staff members, The Ottawa Hospital (TOH) recognizes diversity as a crucial asset and is dedicated to fostering an environment where all individuals are respected, valued, and empowered to achieve their highest potential. TOH has made substantial advancements in embedding Equity, Diversity, and Inclusion (EDI) into its operations. Central to this effort is the establishment of the EDI Council, which drives initiatives through its EDI Council Work Plan, influences policies and procedures, and supports organization-wide projects aligned with its objectives. Additionally, TOH is committed to a journey of reconciliation, ensuring First Nation, Inuit, and Métis patients and families access safe healthcare, free of discrimination. This work is guided by Indigenous Peoples, including an Indigenous Peoples Advisory Circle composed of Indigenous health professionals, representative organizations, and local communities. Finally, accessibility is a fundamental aspect of The Ottawa Hospital's IDEA strategy. The Accessibility Committee, comprising leaders, staff, and community members, is dedicated to actively identifying and removing barriers to care, employment, and communication. Key initiatives include accessible campus designs, inclusive recruitment practices, and comprehensive training, all ensuring that accessibility considerations are thoroughly integrated into the hospital's infrastructure and culture.

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Southlake Regional Health Centre

At Southlake Health, Diversity, Equity, Inclusion, and Accessibility (DEIA) is a driver of organizational culture and is integral to delivering high-quality, equitable healthcare to their diverse patient population and community. DEIA plays an essential role across the hospital to advance health equity and provide culturally responsive care. By recognizing and taking proactive steps to addressing systemic barriers such as racism, income inequality, and discrimination, Southlake's goal is to reduce disparities in access to care and improve health outcomes. It's a long-term commitment to dismantle systemic discrimination and foster fairness and inclusion for everyone. For their staff, DEIA creates an inclusive workplace where employees feel valued and empowered to contribute their perspectives and be themselves. Through their employee engagement survey, Southlake has taken a data driven approach to translating the DEI employee experience into an action plan that can measure progress. Key achievements include:

- Developed a DEI multi-year action plan in alignment with Ontario Health Frameworks
- Indigenous Patient Navigator Role that supports Indigenous patients and implemented a smudging policy
- Implemented Indigenous Self-Identification Process at registration
- Implemented Equity QIP indicator – Mandatory anti-black racism and implicit bias for all leaders
- Implemented DEI section of the employee engagement survey
- Launched DEI Championship award as part of Employee recognition ceremony
- Launched DEI Committee with the purpose to provide leadership, and support to the development and implementation of DEI action plan/strategy.
- Completed an accessibility audit and established Southlake's Multiyear Accessibility Plan

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Grand River Hospital and St. Mary's General Hospital

Grand River Hospital and St. Mary's General Hospital lead the way in inclusion, diversity, equity, and accessibility (IDEA) through sustaining systemic change and fostering team engagement, patient-centered care, and community trust. Education is central to this commitment, with over 500 team members having participated in EDI workshops, anti-Black racism discussions, and Truth and Reconciliation learning sessions. Employee Resource Groups (PRIDE ERG, Black Health Professional Collective, and the Indigenous Employee Circle) create safe spaces, foster community engagement, and build allyship through cultural events, job fairs, and strategic partnerships. The Hospitals developed a Health Equity Framework with clinical leaders, senior leadership, and ERGs, ensuring equitable access and culturally safe care for Indigenous and equity-deserving populations. Sustainable outcomes focus on inclusivity, accessibility, and patient experience. Survey data for sociodemographic information helps teams prioritize translation supports and accessibility features both online and in person. By partnering with the Indigenous Patient Navigator, the Hospitals remove systemic barriers for Indigenous patients by supporting holistic care, traditional healing, language services, and patient navigation. Community engagement remains a priority, with Indigenous ceremonies, ERG-led initiatives, and flag raisings that reinforce ongoing learning and commitment. Through our commitment to IDEA principles, the Hospitals reflect the vision of the Excellence in IDEA Award, ensuring continuous progress in creating a welcoming and culturally safe space for all.

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Hamilton Health Sciences ***EDI Team***

Hamilton Health Sciences (HHS) is committed to fostering an equitable, diverse, inclusive, and accessible healthcare environment. As one of Ontario's largest hospital systems, HHS has embedded EDI principles across all levels of the organization, ensuring systemic change that improves access, experiences, and outcomes for patients, families, and staff. HHS launched its inaugural 5-Year Equity, Diversity & Inclusion Plan, setting measurable goals for long-term accountability. To operationalize this commitment, the organization established key EDI leadership roles, including a Senior Lead and Strategic Advisor for EDI, a Senior Medical Director for EDI, and an EDI Manager. Additionally, HHS proactively reviewed 223 policies, leading to significant transformations such as the implementation of an Anti-Racism Policy. Resource allocation has been a priority, with funding dedicated to sociodemographic data collection, community engagement initiatives, Black health equity projects, and the EDI Champions Program, a growing network of 43 staff advocates. HHS has also embedded EDI principles into performance management frameworks, workforce data collection, and recruitment processes. To create an inclusive patient experience, HHS introduced interpreter services, culturally responsive care and anti-racism training, and health equity impact assessments. Partnerships with local organizations to support social prescribing initiatives and innovative care pathways to provide care closer to home for patients and families. Through sustained leadership, policy transformation, and strategic investments, HHS is building an inclusive and equitable health system.

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**Régie régionale de la santé et des services sociaux
Nunavik**

Application Tukisiutik

The Nunavik Regional Board of Health and Social Services (NRBHSS) is committed to improving access to health care and services for Inuit communities. The Tukisiutik project, a trilingual (Inuktitut, English, French) medical glossary mobile application with audio pronunciation, is a testimony to this commitment. Achievements of the organization and the Tukisiutik project

- Inclusion and diversity: Tukisiutik is designed in collaboration with Inuit communities to meet their specific needs. The app recognizes linguistic diversity by providing equal access to medical information in the languages spoken in Nunavik.
- Equity: Tukisiutik fills an important communication gap for Inuktitut speakers, reducing inequities in access to health care.
- Accessibility: The app is available on both iOS and Android platforms, making it accessible to a wide audience. Plus, its user-friendly and intuitive design makes it easy for anyone to use.
- Positive Impact: Since its launch, Tukisiutik has been downloaded more than 1,500 times and received positive feedback from users.

The app has improved communication between patients and healthcare professionals, promoting better understanding of medical information and greater patient autonomy. Conclusion The Tukisiutik project is a concrete example of NRBHSS's commitment to inclusion, diversity, equity and accessibility. By offering an innovative and culturally appropriate tool, Tukisiutik has a significant impact on the health and well-being of Inuit communities.

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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)
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University Health Network

Linda Dempster
Provincial Executive Lead,
Nursing Ratios
BC Ministry of Health

Marion Dowling
Chief Nursing, Professional
Practice & Quality Officer
Health PEI

Krista Jangaard
President & CEO
IWK Health Centre

Maria Karounis (Ex-officio)
General Manager
Abbott Nutrition

Arden Krystal, CHE (Excused)
Former President & CEO (Retired)
Southlake Regional Health Care

Teri Price
Executive director
Greg's Wings Projects

AWARD RECIPIENT

BC Children's Hospital, Provincial Health Services Authority

Children requiring long courses of IV (intravenous) therapy often require PICCs (peripherally inserted central catheters) to ensure safe medication administration and avoid frequent needle pokes. Until recently, all PICCs at BC Children's Hospital (BCH) were inserted by Interventional Radiology (IR) physicians. However, demand for PICCs exceeded IR's capacity. Furthermore, very few children eligible for home IV antibiotics were able to receive them. In 2022:

- Approximately 40% of PICC patients waited longer than three days for a PICC insertion.
- Almost 30% of patients needing a PICC were unable to receive one.
- Almost 10% of days spent in the pediatric inpatient ward (1500 days/year) could have been spent at home in a home IV antibiotics program.

This led to unnecessary IV pokes, multiple patient care quality complaints of worsening needle phobia, eroded trust in the healthcare system, and delays in families returning home. Staff turnover and vacancies demonstrated moral distress and burnout among healthcare providers. In response, with executive leadership support, a multidisciplinary quality improvement project team was formed: PICC Opportunities for Kids (POKe) and Pediatric IV Outpatient Therapy (PIVOT), set out to:

- Reduce wait times for and increase access to PICCs.
- Enable more children to receive home IV antibiotics and reduce the length of hospital stays.

The project team's goals were achieved by incorporating ongoing regular feedback from patients and families and through a collaborative effort involving executive leadership, multidisciplinary teams, and continuous quality improvement processes.

CONTACT

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CHU Sainte-Justine
Câlin frisquet

The Câlin frisquet project, initiated within the CHU Sainte-Justine neonatal unit, represents a major advance in the care of newborns requiring therapeutic hypothermia treatment. Thanks to the cooperation of numerous partners, the neonatal team was able to design a specialized mattress that allows parents to hold their baby in their arms completely safely and without interrupting this vital treatment. Previously, babies could not be held in their parents' arms before the end of treatment for fear that their temperature would rise, which would compromise the efficacy of the treatment. Furthermore, there were concerns about the movement of critical monitoring equipment, such as the electroencephalogram, arterial and venous lines, cooling mattress and ventilator. By providing them with the opportunity to interact with their baby earlier, we can apply a soothing balm to a very stressful event, offering them a moment of happiness that is closer to what they expected when they imagined themselves becoming parents. This innovation significantly improves the patient experience by providing critical emotional support to parents while ensuring safe and effective care.

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Huron Perth and Area Ontario Health Team
Heart Failure Project

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 Program, 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." 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. Patients and families have reported a more cohesive and supportive healthcare journey. The accessibility of care in local communities, combined with the personalized approach at each level of the Spoke-Hub-Node model, has significantly enhanced patient satisfaction and trust in the healthcare system.

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Mackenzie Health
A2E Rehabilitation Team

As part of Mackenzie Health's strategic plan, under the umbrella of Patient Care Excellence, the priority is to "consistently deliver a best-in-class patient experience." On our external website, it clearly articulates "Your Family, Our Priority". In addition, there is an online capability for community members to enter "Stories of Inspiration." All compliments and complaints are taken very seriously and acted upon. As part of this nomination, the Mackenzie Health A2E Rehab Purple unit is a combination of high and low intensity general rehabilitation patients. The nomination is supported in the following ways: -The unit implementation of Snapboard to manage patient therapy schedules. -The team implemented a structure that involves the patient from the start of admission and any concerns are brought to sub-team which occurs 3x/week. - We have achieved 88% of our program staff completing High Reliability Organization Training. -The team has integrated our rehab training into our MyLearning portal for easier access. -The unit has decreased LOS to 16.3 days within the rehabilitation program. -We saw an increase in patient satisfaction in six areas. -Two members of the team won inclusion and diversity awards in the last 24 months. -This rehabilitation unit won an organization Kudos award in 2024. -Through multiple patient & staff experience surveys, overall staff engagement and patient experience rates have increased year over year.

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Runnymede Healthcare Centre

Centre exemplifies a comprehensive, patient-centered approach to improving rehabilitation care and operational efficiency. Anchored by the Quadruple Aim framework, the project emphasizes enhancing patient outcomes through increased therapy engagement and a focus on individualized care. By adopting the HEART philosophy, Runnymede introduced evidence-based group therapies that foster social interaction, encourage active patient participation, and support overall rehabilitation goals, contributing to a more positive patient experience. The redesign also introduced targeted strategies for staff engagement, creating an environment that values open communication and team cohesion. Structured feedback channels, such as regular meetings and informal gatherings, foster a collaborative work culture and enable staff to participate actively in the care process. These enhancements not only support staff satisfaction but also streamline operations and foster accountability within the team. With a renewed focus on patient-centered practices, the LTLD Rehab Program has led to significant improvements in rehabilitation delivery. By strengthening patient-staff interactions and introducing tools to support individualized care plans, the program ensures that each patient's needs are met effectively. This approach reflects Runnymede's commitment to advancing high-quality care while supporting a motivated and well-equipped workforce, creating a foundation for sustained excellence in patient and staff outcomes.

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University Health Network

UHN's Patient Experience Collaboration: Transforming Patient Voices into Actionable Insights The University Health network (UHN), Canada's No. 1 hospital, has redefined patient experience measurement and improvement through its Patient Experience Collaboration, an initiative that ensures every patient voice drives meaningful change. Recognizing the need for real-time, transparent, and data-driven patient engagement, UHN launched an electronic patient experience measurement platform. This replaced existing paper-based surveys and significantly expanded survey reach across inpatient, rehabilitation, emergency, and integrated care settings. This initiative has resulted in a significant increase in patient feedback received, with over 37,900 responses collected across 18 months. UHN became the first healthcare organization in Canada to implement Net Promoter Score (NPS) on patient surveys, which enabled advanced analytics to pinpoint key drivers of patient satisfaction and guide quality improvement initiatives. The impact has been profound, with measurable increases in NPS, improvements in communication, discharge planning and staff responsiveness for patients, and a 36% increase in Transfer of Accountability documentation completion rates, ensuring safer, more coordinated transitions of care. By embedding patient insights into hospital-wide decision-making, UHN has created a sustainable, scalable model for patient-centered innovation. This initiative has not only enhanced the quality, safety and responsiveness of care but has also set new standards for patient engagement and data transparency in healthcare. UHN is proud to lead the way in transforming patient experience measurement into a continuous cycle of improvement.

Contact: Michael Caesar

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Excellence in Patient Safety Award

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

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

Lori Korchinski, CHE
Executive Director
Provincial Health Services Authority

Sandi Kossey, CHE (Excused)
CEO
Alberta Dental Association

Joe Giannini (Ex-officio)
Vice-President, Sales Strategy and Enablement
BD-Canada

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

Solange Pomerleau
Clinical Informatics Lead & Clinical Informatics Content Builder
Alberta Health Services

Teri Price
Executive director
Greg's Wings Projects

Judy Shearer, CHE (Excused)
VP Patient Care, Quality & CNE
Brightshores Health System

AWARD RECIPIENT

William Osler Health System

In 2022, William Osler Health System supported a growing number of patients living with dementia at its hospitals and identified the need for specialized services for this population throughout Peel Region. An innovative solution was fostered to support aging patients experiencing cognitive decline. Osler's Seniors Health Program established the Acute Care for the Elderly (ACE) unit with a Butterfly Model® of emotion-focused care. Emotion-focused care aims to improve quality of life, emotional and social functioning for persons living with dementia (PLWD) by supporting them through cognitive, emotional and social consequences of the disease. This initiative has resulted from widespread collaboration and teamwork involving senior management, point of care/frontline workers, and patients and families. Our work demonstrated significant changes in patient safety and care outcomes related to falls, use of antipsychotics, neuropsychiatric symptoms, caregiver strain including improvement in our patient safety culture survey. Osler's Seniors Health Program is the first acute care health system in the world to implement emotion-focused model of dementia care. This ground-breaking paradigm connects with people in a dignified manner using innovative, person-centred approaches, recognizing that patients' emotional needs are as important as their physical needs. Osler's journey continues to evolve as they spread and evaluate new ways to improve the well-being of PLWD across their healthcare system. Further, the team continues to provide leadership and guidance to clinical partners across the spectrum of care, regionally and nationally, thereby enhancing and impacting care beyond the hospital system, as partners look to evolve their services to support PLWD.

CONTACT

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Department of National Defence

1 HSG Quality & Patient Safety Advisors

I am honored to nominate the 1 Health Services Group Quality and Patient Safety Advisor Team for the Excellence in Patient Safety Award, in recognition of their exceptional contributions to improving patient safety and operational efficiency. The team was instrumental in the development and implementation of an automated appointment reminder system, which significantly reduced patient no-shows and improved wait times. This initiative streamlined scheduling processes, ensuring patients are more likely to attend appointments while optimizing clinic workflow and reducing unnecessary delays. In addition to the appointment reminder system, the team played a critical role in the successful transition from paper-based reporting to an online system for documenting patient safety incidents and “near misses.” By eliminating paper forms, the team not only improved the timeliness and accuracy of reporting but also empowered staff and patients to report safety concerns more efficiently through websites or with QR codes posted throughout clinics. This online system enables quicker response times to incidents, enhances communication among departments, and allows for more effective reporting to senior leadership, ensuring that potential safety issues are addressed promptly. The 1 Health Services Group Quality and Patient Safety Advisor Team’s proactive approach and dedication to improving both patient care and safety reporting processes have made a significant impact on the organization. Their efforts to reduce administrative burdens, improve patient flow, and enhance safety protocols reflect their commitment to excellence and make them highly deserving of the Excellence in Patient Safety Award.

Contact: Lisa Tuck

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Provincial Health Services Authority

Health Emergency Management BC (Inter- and Intra-Health Authority Relocation toolkit project)

BC’s healthcare system faces unprecedented challenges as climate change brings growing impacts to the system, particularly in responding to a dramatic increase in the number of emergency response events. After a challenging 2021 wildfire season, the HEMBC team recognized areas where improvement could be made, including prioritizing safety in unpredictable conditions. With this need for innovation, the HEMBC team undertook a significant collaborative venture and developed the Inter- and Intra-Health Authority Relocation (IIHAR) toolkit. First launched on June 24, 2022, the toolkit comprises 21 tools and resources designed to standardize and enhance evacuation processes and support various stages of evacuation, including activation, coordination, preparedness, transportation, and reception. The toolkit’s decision-making framework emphasizes the importance of ethical decision-making, cultural safety, and minimizing harm to patients and residents as part the evacuation/repatriation principles and values. The team’s efforts were proven worthwhile when the toolkit was used to seamlessly coordinate the evacuation of almost 50 Northwest Territories medical evacuees during a busy 2023 wildfire season, despite NWT providers not having previous experience with the toolkit.

Contact: Maddy Laberge

Manager
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Vancouver BC

Runnymede Healthcare Centre

Pharmacy Team - Runnymede Healthcare Centre

The submission for this 2025 Excellence in Patient Safety Awards highlights the pharmacy-led discharge medication reconciliation initiative at Runnymede Healthcare Centre, a 206-bed post-acute rehabilitation facility. The initiative was launched in response to patient safety concerns arising from medication discrepancies during transitions of care. Previously, the responsibility for discharge medication reconciliation rested solely with physicians, leading to inconsistencies and errors. A structured Plan-Do-Study-Act (PDSA) approach was used to improve medication reconciliation accuracy. Pharmacists were integrated into the process, ensuring clear medication lists, rationales for changes, and proper documentation in the electronic medical record (EMR). This initiative resulted in reduced medication discrepancies, improved patient and provider experience, and enhanced interdisciplinary collaboration. Key outcomes include increased accuracy in medication lists, fewer post-discharge inquiries from patients and pharmacies, and better readability of discharge prescriptions for the geriatric population. Collaboration between pharmacy, physicians, IT, and senior management was critical to its success. The initiative has set a benchmark for patient safety, demonstrating the effectiveness of pharmacist-led interventions in medication reconciliation. This project underscores the value of multidisciplinary collaboration and data-driven quality improvement in enhancing patient safety and continuity of care.

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St Joseph's Lifecare Centre Brantford

Quality Huddle - St. Joseph's Lifecare Centre

St. Joseph's Lifecare Centre Brantford (SJLCB) is transforming patient safety culture through the implementation of Quality Huddles, an initiative supported by the 2023 HIROC Safety Grant. These huddles, introduced across its long-term care and hospice settings, provide a structured approach to reviewing safety data, implementing process improvements, and fostering a culture of proactive problem-solving. The huddles were envisioned as a grassroots approach to bring innovation at the team and unit level. The project exemplifies SJLCB values of Excellence, Empowerment and Family, in that all staff including professional and allied staff, as well as residents and family are empowered to problem solve, suggest change ideas, and identify opportunities for improvement. Residents and families have been co-creators of this project right from inception to implementation. Following the 'Look Back, Look Ahead, and Follow-Up' model, teams assess key safety indicators such as falls, infections, and medication errors. By visually tracking data on quality boards, staff can measure progress, adjust interventions, and enhance resident safety and satisfaction. While implementation challenges arose, including staff training gaps and initial resistance from residents and families, engagement efforts and leadership commitment have helped drive adoption. By integrating Quality Huddles into daily workflows, communication has improved, with huddle updates included in the staff shift reports. The project team working group members have been the driving force motivating their colleagues and accelerating adoption rates. This initiative exemplifies innovation in long-term care and hospice settings, fostering a sustainable culture of safety and continuous quality improvement.

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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

Marie Ennis-O'Connor

Marie Ennis-O'Connor has been named the recipient of the 2025 Healthcare Management Forum (HMF) Article of the Year Award for her article entitled "Charting the future of patient care: A strategic leadership guide to harnessing the potential of artificial intelligence".

Artificial Intelligence (AI) has the potential to reshape traditional healthcare practices, enabling a more efficient, patient-centric approach that leads to better outcomes. This year's award-winning article offers a comprehensive 'birds-eye view' of AI's full potential and outlines its associated challenges for health leaders including the need for greater technological literacy, significant strategic foresight, and clear ethical decision-making. This article is designed in a practical way to guide leaders through real-world challenges including how to maximize operational efficiency, use AI to make clinical decisions, and how to navigate the medical and legal implications of its use in applications such as personalized medicine.

Marie Ennis-O'Connor is an internationally recognised keynote speaker, writer, and consultant whose work is deeply rooted in patient-centered approaches. She brings a wealth of experience having served on the external advisory board of the Mayo Clinic Center for Social Media and the Global Family Advisory Board at The Beryl Institute.

Currently, Marie leads the communication strategy at the International Bureau for Epilepsy, a global NGO with a reach spanning 110 countries. The organisation focuses on policy advocacy, building capacity, and developing impactful partnerships to drive transformative change in epilepsy care worldwide.

CONTACT

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Mentorship Award

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

Sponsored by:



SELECTION COMMITTEE

Dianne Doyle, FCCHL
(Interim Chair)
Retired Health Leader

Jeanette Edwards, CHE
Retired Health Leader

Wolf Klassen, CHE
Healthcare Executive

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

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

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

AWARD RECIPIENT

Steve Kovacic, CHE

With his values at the forefront, Steve Kovacic makes an impact wherever he goes. Steve has spent most of his career in healthcare leadership, and with his expertise in human resources and his exuberant personality, it is not surprising that he is a sought after and revered mentor. Steve has had an array of mentees from diverse backgrounds and they describe him as very personable, inspirational, and collaborative. While Steve has and continues to be an active mentor, especially in healthcare, he also has been a leader in creating and promoting mentorship programs within his own organization, provincially and nationally. Steve's dedication to mentorship is further evidenced through his board involvement with the Chartered Professionals in Human Resources of Alberta and the Alberta Continuing Care Associations, where he plays a pivotal role in advancing health human resources practices and supporting the healthcare sector in Alberta. Steve led the development of a workforce strategy at Good Samaritan and a leadership mentorship program was a key deliverable. Steve recently co-led the development and execution of this mentorship program and it has garnered provincial and national interest. Steve carries the mentorship programming he has completed at Good Samaritan and in other organizations across the healthcare sector and beyond, as he takes a leadership role in managing the healthcare workforce crisis. Steve promotes mentorship as a key component of a healthcare leadership recruitment and retention strategy. Steve is not all talk, he walks the talk.

CONTACT

Steve Kovacic, CHE

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Nursing Leadership Award

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

Sponsored by:



SELECTION COMMITTEE

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

Charleen Austin, CHE
Indigenous Engagement and
Relationships Leader
Canada Health Infoway Inc.

Valerie Grdisa (Ex-officio)
CEO
Canadian Nurses Association

Kathryn Hayward-Murray, CHE
Executive Lead - Strategic Projects
Trillium Health Partners

Cheryl J. Sarazin, CHE
(Excused)
VP and Chief Quality Officer
The Good Samaritan Society

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
Interim Vice President and Chief
Nursing Executive
Stevenson Memorial Hospital

AWARD RECIPIENT

Tiziana Rivera, RN BScN MSc GNC(C) CHE

Tiziana Rivera is a transformative leader who has propelled William Osler Health System (Osler) to new heights as Executive Vice President of Quality, Research, and Chief Nursing Executive. Her strategic expertise spans Quality, Patient Safety, Professional Practice, Research, and Ethics, driving systemic improvements across the organization. Under her leadership, Osler achieved Accreditation with Exemplary Standing in 2022 and a remarkable 14% increase in overall patient safety culture from 2019 to 2022. These achievements reflect her unwavering commitment to excellence and innovation in healthcare delivery. Her efforts have garnered notable recognitions, including the Canadian College of Health Leaders Patient Safety Award in 2022. A hallmark of Tiziana's leadership is the establishment of Osler's Research Institute for Health Innovation, a groundbreaking milestone for a community hospital, showcasing her ability to integrate research and innovation into care. She also spearheaded Osler's Academic Practice Partnership Model with Humber College, Toronto Metropolitan University, and the University of Toronto—a pioneering initiative shaping the nursing workforce. Early results demonstrate enhanced student experiences, improved staff and patient satisfaction, and reductions in falls and pressure injuries in pilot areas. Through her visionary leadership, Osler became a Best Practice Spotlight Organization under the Registered Nurses' Association of Ontario, bringing evidence-based practice and nursing scholarship to life. Recognized with the National Award of Excellence in Nursing Leadership through Health Standards Organization, Tiziana Rivera exemplifies the power of strategic leadership in shaping the future of healthcare and inspiring excellence at every level.

CONTACT

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President's Award for Outstanding Corporate Membership in the College

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

Sponsored by:

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

AWARD RECIPIENT

Johnson & Johnson MedTech

The selection of Johnson & Johnson MedTech for this year's President's Award for Outstanding Corporate Membership in the College is based on three very strong rationales. First, Johnson & Johnson MedTech has been a corporate member of the College since 1995 and has been supporting the Robert Wood Johnson Awards for nearly 70 years. The associated luncheon and awards presentation is now a consistent element of our CCHL National Conference. This kind of longevity deserves to be recognized.

In addition, when the College needed additional support for the 2025 Recognition in Delivering Value-based Healthcare award, again Johnson & Johnson MedTech stepped up to help. Lastly, this award is a special recognition for the active engagement of Anuj Pasrija, Vice President - Strategic Customer Group at Johnson & Johnson MedTech and a member of the CCHL Corporate Advisory Council. Anuj has been especially active and supportive of our corporate member business development and new member acquisition activities for the last two years and has made a meaningful contribution to the improvement of our corporate membership numbers. For all these reasons, the College is very pleased to recognize Johnson & Johnson MedTech for their outstanding engagement.

Johnson & Johnson MedTech unleashes diverse healthcare expertise, purposeful technology, and a passion for people to transform the future of medical intervention and empower everyone to live their best life possible. For more than a century, they have driven breakthrough scientific innovation to address unmet needs and reimagine health. In surgery, orthopaedics, vision, and interventional solutions, Johnson & Johnson MedTech continues to help save lives and create a future where healthcare solutions are smarter, less invasive, and more personalized.

CONTACT

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**Johnson & Johnson
MedTech**

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.

Sponsored by:

**Johnson & Johnson
MedTech**

SELECTION COMMITTEE

Shirlee M. Sharkey, CHE
(Chair)
Former President and CEO
(Retired)
SE Health

Larry Arshoff
President
Diagnosis, Solutions & Results Inc.

Huong Hew (Ex-officio)
Sr. Director, Scientific &
Professional Affairs
Johnson & Johnson MedTech

Nicole Krywionek
Clinical Vice President
Windsor Regional Hospital

Janet Newton
VP, Clinical
University Health Network

Kristine Votova
Director, Medical Staff Quality
and Clinical Improvement
Island Health

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

AWARD RECIPIENT

Providence Health Care - St. Paul's Immunotherapy in Neurology Clinic (SPIN)

The St. Paul's Immunotherapy in Neurology Clinic has created BC's first unified Immunotherapy program for assessment and treatment of inflammatory disorders of nerve, muscle and brain. The creation of a novel subcutaneous immunoglobulin (SCIg) program for neuro-immunotherapy has created a precedent in our organization for outcomes guided care with demonstrated economic benefit. By including the patient voice at the center of clinical decision making, the clinicians in this program have measured and improved health outcomes while lowering overall costs of care. Unique successes of the clinic include user-friendly integration of PROMs and Functional measures into routine clinical practice, and visual representations of outcome measures that are shared with patients. Providence Health Care (PHC) embraces the SPIN model of care in its Mission: Forward Strategic Plan, with a specific goal under the strategic direction Exceptional Quality, Safety and Value "to practice value-based healthcare which prioritizes what matters to the people we serve as a way to drive quality and efficiency." The team has shown improved outcomes in all three spheres of 'Calm, Comfort, and Capability' which has markedly enriched patient lives.

CONTACT

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Fraser Health

Advance Virtual Assistant

The Centre for Advanced Analytics, Data Science, and Innovation (CAADSI) at Fraser Health leads digital transformation by leveraging artificial intelligence (AI) and Large Language Models (LLMs) to modernize healthcare. In collaboration with clinical informaticists, clinicians, and stakeholders, CAADSI addresses complex healthcare challenges through three strategic pathways: 1. Developing in-house AI-driven solutions 2. Co-creating innovations with industry and clinical partners 3. Procuring value-based, market-ready solutions The Advanced Virtual Assistant (AVA) exemplifies this approach, delivering value-based healthcare by enhancing clinical training, improving provider experiences, and optimizing resource utilization. Built on evolving Large Language Models, AVA dynamically generates responses from curated Quick Reference Guides to support Fraser Health's Meditech Expanse Electronic Health Record. Unlike traditional training tools, AVA provides real-time, contextual guidance, ensuring clinicians receive tailored support as they interact with the EHR. AVA's co-creation in partnership with the Clinical Informatics team ensures clinical relevance, accuracy, and alignment with frontline needs. By integrating AI with expert-driven content, AVA transforms provider education and change management, leading to: 1. On-demand, personalized training, accelerating EHR proficiency 2. Standardized and accurate clinical documentation, improving data integrity 3. Embedded real-time decision support, reducing cognitive load for providers 4. Optimized resource utilization, minimizing administrative burden and enabling patient-centered care AVA seamlessly integrates into clinical workflows, ensuring guidance is available at the point of care without disrupting provider efficiency. With 24/7 accessibility, continuous updates, and AI-driven adaptability, AVA fosters a culture of continuous learning and quality improvement, setting a new standard for clinician support in digital health transformation.

Contact: Sheazin Premji

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Fraser Health

Predictive Discharge Project

The Centre for Advanced Analytics, Data Science, and Innovation (CAADSI) at Fraser Health drives digital transformation by leveraging machine learning (ML) and artificial intelligence (AI) to address complex healthcare challenges. In collaboration with operational leaders and clinical champions, CAADSI developed the AI-powered Predicted Discharge Tool to optimize patient flow, improve hospital operations, and enable data-driven decision-making. This tool aligns with Fraser Health's AI strategy to optimize operational processes and patient care through predictive and prescriptive analytics, providing real-time, AI-driven forecasts of patients likely to be discharged within the next 24 hours. By integrating live data from Meditech Expanse electronic health records (EHRs), the tool offers actionable insights, reducing administrative burden and enabling proactive discharge coordination. This ensures timely bed turnover, optimized resource utilization, and improved patient throughput, supporting Fraser Health's Digital Health Strategy. Co-created with site-specific and regional operational leaders, and clinical champions, the tool is designed to be practical, scalable, and aligned with frontline workflows. Key impacts include: • Sustaining discharge momentum – Recent discharge rates have increased by 5%, improving patient flow and reducing unnecessary hospital stays. • Enhancing patient and family engagement – Early discharge predictions facilitate timely communication, allowing families better planning, reducing stress and ensuring smoother transitions home. • Driving efficiency and value-based care – The tool empowers teams to allocate resources effectively, minimizing bottlenecks and ensuring high-quality, patient-centered care. By leveraging sophisticated AI-driven forecasting, the Predicted Discharge Tool is a scalable, data-driven innovation that sets a new standard for hospital efficiency and proactive patient flow management across Fraser Health.

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Provincial Health Services Authority
GetCheckedOnline

GetCheckedOnline (GCO) is a comprehensive, integrated internet-based testing service for sexually transmitted and blood-borne infections (STBBI) operated by the BC Centre for Disease Control (BCCDC) and the BC Public Health Laboratory; the first of its kind in Canada. It offers testing for chlamydia, gonorrhea, syphilis, HIV and Hepatitis C. GCO has grown since its implementation in 2014 from one community (Vancouver) to serving over 22,000 people per year in nine communities across BC (Vancouver, Maple Ridge, Victoria, Langford, Duncan, Kamloops, Kimberley, Nelson, Dawson Creek). The program objectives are to: • Increase testing • Diagnose infections earlier • Reach populations with higher rates of infections facing barriers to getting tested • Improve the health system's ability to provide STBBI testing in BC Research, through the Digital & Sexual Health Initiative (www.dishiresearch.com), has been embedded in the program's operation since its inception. Researchers and the program operations team work together to ensure clear understanding of the population, public health and health system impacts of GCO and to develop the program based on the needs of the communities served, provide a value-based resource for health partners in BC and offer guidance for colleagues considering implementing or enhancing digital STBBI programs in other jurisdictions. To date they have 32 published journal articles, offered 55 conference proceedings, and received six research grants.

Contact: Devon Haag
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Robert Wood Johnson Awards

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

Sponsored by: **Johnson & Johnson
MedTech**

AWARD RECIPIENTS

Clara Ho, University of Toronto

Clara Ho is a values-based healthcare leader and social worker with a decade of experience driving strategic advancements in patient- and family-centered care. Her commitment to authentic partnerships, health equity, and organizational excellence has demonstrably shaped patient and family engagement practices across the hospital sector in Ontario.

In her current role as Manager, Patient Engagement at Michael Garron Hospital, Clara co-designs and implements strategic initiatives in partnership with patients and their caregivers that enhance the care experience for the diverse Toronto East community. Prior to this, at Holland Bloorview Kids Rehabilitation Hospital as Manager, Client and Family-Centered Care and Partnerships, Clara spearheaded the award-winning Family Leadership Program, empowering over 120 Family Leaders as integral lived experience partners in hospital governance, service design, policy development, and research projects. Passionate about creating equitable pathways to care, she led the design of an inclusive peer support program for families living with complex medical needs, launched an accessible emergency transportation fund, and co-developed a new social needs screening tool to support determinants of health. At North York General Hospital, Clara co-led the development and implementation of a three-year Patient- and Family-Centered Care (PFCC) strategic framework and maturity model, significantly advancing the hospital's approach to patient engagement.

Clara's dedication to advancing healthcare extends beyond her professional roles to her impactful academic work. As a sessional instructor at University of Toronto's Factor-Inwentash Faculty of Social Work, she equips the next generation of social workers with key knowledge and skills in human services management and leadership. She has been a preceptor and supervisor for Master of Social Work students in leadership placements. Additionally, she has designed and facilitated numerous professional development programs and workshops,

including the "Teaching & Facilitation Course for Family as Faculty" which was recognized as a 2021 Leading Practice by Health Standards Organization of Canada.

Driven by a deep commitment to fostering meaningful connections and ensuring accessible healthcare for all, Clara strives to build a more inclusive and equitable healthcare system that is co-designed with patients, families, and their caregivers.

Amelia Hartnett, Dalhousie University

Amelia Hartnett earned her Bachelor of Science in Aerospace Physiology from Embry-Riddle Aeronautical University in 2022. During her time there, she was a four-year student-athlete on the Women's Volleyball team and held leadership roles throughout her college years. Amelia served as the principal investigator for two research projects, presenting her findings at various conferences, and earned runner-up honors at the 2022 Embry-Riddle Discovery Day conference. She also worked as a peer tutor and mentor for fellow student-athletes and volunteered at the AdvantHealth Center during the COVID-19 pandemic.

After graduating, Amelia took a year to work as a substitute teacher and recruitment coordinator for the Department of Tourism, Heritage, and Culture in New Brunswick. During this time, her passion for healthcare and leadership was solidified. When she discovered the Master's in Health Administration program at Dalhousie University, she knew it was the perfect fit for her.

Amelia is set to graduate with her MHA in Spring 2025. She was nominated by her peers as the cohort representative and co-chaired both the gala and student life committees. She also played for the Dalhousie Women's Volleyball team in 2023-2024. Amelia now works as a Senior Policy Analyst with Nova Scotia Health in the Integrated Acute and Episodic Care Network. She is excited to begin her career, continue learning, and make a meaningful impact in healthcare.

Evita Molino, University of Alberta

Evita graduated from the University of Calgary with a Bachelor of Science in Kinesiology and a minor in Psychology. During her studies, she volunteered with Bear Necessities Calgary, where she gained deeper insight into the complex factors contributing to homelessness, particularly the roles of affordable housing and mental health. After graduation, she worked as a Medical Office Assistant in a multidisciplinary clinic, where she observed how limited resources impacted patients' ability to continue treatment. These experiences reinforced her belief that addressing the intersections of affordability and accessibility in healthcare is crucial for developing effective public health policies.

Driven by her passion for improving healthcare affordability and accessibility, Evita pursued a Master of Public Health in Health Policy and Management with a Graduate Embedded Certificate in Health Economic Evaluation at the University of Alberta. This program equipped her with skills in policy development, program evaluation, strategic planning, and systems thinking. She developed a particular focus on leveraging fair, evidence-informed decision-making to improve healthcare systems.

Evita was also an active member of her school community, serving as the Health Policy and Management Director for the School of Public Health Students' Association and as a Committee Member for the Diversity, Inclusion, and Action Group. These roles provided her with valuable leadership and advocacy experience, which she plans to apply in addressing the unique challenges faced by vulnerable populations. She looks forward to continuing her commitment to advancing public health initiatives that reduce disparities and promote equitable access to healthcare.

Yaara Nouri, University of British Columbia

Yaara Nouri is a healthcare professional with a diverse background in clinical care, public service, and health administration. Born and raised in Israel, she began her career as a speech therapist and audiologist, supporting patients with communication disorders and improving their quality of life. Her interest in healthcare systems grew while serving at the Embassy of Israel in Kenya, where she collaborated on public health initiatives and contributed to the COVID-19 response in East Africa.

After moving to Canada, Yaara shifted her focus from direct patient care to healthcare administration, recognizing the impact of policy, governance, and system-level decisions on health outcomes. She is pursuing a Master of Health Administration (MHA) at UBC while working at the BC Ministry of Health, where she contributes to health policy programs in primary care.

She has developed a strong interest in aging services and eldercare policy, an area she continues to explore through research and professional engagement. Yaara looks forward to applying her experiences to support collaborative, patient-centered improvements in the healthcare system.

Fatoumata Banel Thiam, Université de Montréal

Arriving in Canada as an international student, Fatoumata Banel Thiam initially pursued a bachelor's degree in biochemistry. This academic background strengthened her scientific rigor, but her desire to have a direct impact on patients' lives led her to complete a Bachelor of Science in Nursing. Now a nurse clinician in obstetrics at CIUSSS de l'Est-de-l'Île-de-Montréal, she is actively involved in improving the quality of care and plays a key role in mentoring new nurses, thus contributing to the development of the next generation. Her inspiring leadership and ability to foster a collaborative environment make her an invaluable asset to her team.

Aware of the growing challenges facing Quebec's healthcare system, Banel chose to pursue a Master's degree in Health Services Administration, with a specialization in Healthcare System Management, at the Université de Montréal. Her goal is to enhance the experience of both patients and healthcare professionals by optimizing resource management and promoting innovative approaches to care organization. Throughout her academic journey, she has continuously strengthened her leadership skills, both in the classroom and through group work, where she has successfully brought her colleagues together around common goals. Banel remains steadfastly committed to her mission of continuously improving Quebec's healthcare system, always placing the experiences of patients and professionals at the heart of her work.

Alison Reid, University of Ottawa

Alison completed her Bachelor of Science in Exercise Science at Concordia University in 2015 and her Master of Health Sciences in Physiotherapy at the University of Ottawa in 2017. She worked as a Registered Physiotherapist and Certified Respiratory Educator at Somerset West Community Health Centre for over six years providing community based pulmonary rehabilitation. This work provided an unfiltered view of the realities and challenges of our current healthcare system, particularly for underserved, vulnerable communities. It fueled her desire to make a larger impact and to be involved in healthcare system optimization across the care continuum and motivated her to pursue a Master of Health Administration at the University of Ottawa. Alison's administrative residency at the University of Ottawa Heart Institute centered on developing a cardiovascular disease primary prevention strategy for the organization, adopting a population health and social determinants of health lens. She was the recipient of the Michael Garron Hospital MHA Award for this work.

Today, Alison works for the Eastern Ontario Health Unit as a Health Promotion Specialist combining her clinical expertise in community health and comprehensive health promotion with her passion for driving system-level change and improving the health and well-being of all people.

The Robert Zed Young Health Leader Award

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

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AWARD RECIPIENT

Valerie Holmes, MHA CHE

Valerie is a very exceptional young leaders. As the Director of Home and Community Care at the Children's Hospital of Eastern Ontario (CHEO), Valerie is blazing a trail to transform pediatric care through her vision and intrinsic orientation to find solutions with impact. Under Valerie's leadership, September 2024 marked the third straight year that every child with medically complex needs in the region started school with their peers because they had the community health supports they needed, something that hadn't happened in at least 10 years prior. Through her vision, she has established an inpatient medicine discharge proof of concept which resulted in an incredible 0% re-hospitalization rate and has been officially expanded to all of CHEO's inpatient medicine teams. This year Valerie was selected to join the Bruyère Health Board of Directors and has received an appointment as Investigator at the CHEO Research Institute. She will be leading a research project to evaluate CHEO's Complex Care program, it's impact to broader health system utilization and to provide recommendations for program sustainability. Valerie's innovative work has garnered provincial and national interest, and in April 2024, she presented at the National Home and Community Care Conference; for 2025, she has submitted abstracts for three conferences. Valerie is a dedicated CCHL member and supports aspiring leaders through the College's mentorship program. Valerie is one to watch. The healthcare system will be in exceptional hands with her at the helm.

CONTACT

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