

20  
25

*National Awards  
Program*

Celebrating  
Leading Practices

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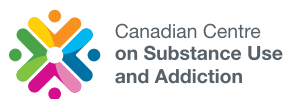
CANADIAN COLLEGE OF  
HEALTH LEADERS



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](http://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

### **Kate Butler**

Executive Director Energy  
Management  
Service NB Health Services

### **Dr. Katherine Chubbs, CHE**

President and Chief Executive Officer  
Good Samaritan Society

### **Jaime M. Cleroux** (Ex-officio)

Executive Vice President  
Canadian College of Health Leaders

### **Christian Coulombe** (Ex-officio)

Vice-President, Marketing &  
Membership  
Canadian College of Health Leaders

### **Sheila Myers**

Marketing Leader, Commercial HVAC,  
East Canada  
Trane

### **Lesley Myles, CHE**

Executive Director, Seniors Palliative  
and Continuing Care  
Alberta Health Services

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(Ex-officio)  
President and CEO  
Canadian College of Health Leaders

### **Jennifer Quaglietta, CHE**

CEO & Registrar  
Professional Engineers Ontario

### **Amy Riske, CHE**

Assistant Deputy Minister  
Yukon Department of Health and  
Social Services

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

Director, Conferences and Events  
Canadian College of Health Leaders

### **Alisha Thaver**

Director, Strategic Partnerships  
University Hospital Foundation

### **Ila Watson, CHE**

President and Chief Executive Officer  
Sault Area Hospital

### **Jennifer Wilks**

Regional Manager  
Vancouver Coastal Health

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

### SELECTION COMMITTEE

### Disruptive innovation initiative(s) Across a Health System

**Mark Fam, CHE** (Chair)  
President and CEO  
Oak Valley Health

**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

**Dorrie Fasick**

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



### SELECTION COMMITTEE

### Disruptive innovation initiative(s) Within an Organization

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

**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)

**Bonnie Conrad, MAHE BScNutr (retired)**  
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.

#### CONTACT

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Centre for Addictions and Mental Health (CAMH)

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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.

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### SELECTION COMMITTEE

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

The recognition of Colin with the Iniskim (Buffalo Stone) name by Blackfoot elder Patrick Black Plume speaks to the profound respect he has earned among Indigenous communities. 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.

Sponsored by:



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**

Senior Vice President, CBI Health

Calgary AB | 403-614-6496 | [keshavjee@cbihealth.ca](mailto:keshavjee@cbihealth.ca)

## Energy and Environmental Stewardship Award

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

Sponsored by:



### SELECTION COMMITTEE

**Kenneth W. Baird, CHE**  
(Chair)  
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  
CASCADERS: 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 Sybus**  
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 m<sup>2</sup> 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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**Excellence  
in Inclusion,  
Diversity, Equity  
& Accessibility  
(IDEA) Award**

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

Sponsored by:



**SELECTION COMMITTEE**

**Brenda Flaherty** (Chair)  
Healthcare Consultant  
World YMCA, Executive  
Committee Member

**Candice Christenson, CHE**  
Vice President and Chief  
Clinical Officer  
The Good Samaritan Society

**Jim Hornell**  
Surveyor Engagement Lead  
Accreditation Canada

**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.

**CONTACT**

**Mary Jane McNally**

Chief Patient Experience Officer, William Osler Health System  
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905-494-2120 (57445) | [maryjane.mcnally@williamoslerhs.ca](mailto:maryjane.mcnally@williamoslerhs.ca)

## Excellence in Patient Experience Award

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

Sponsored by:



### SELECTION COMMITTEE

**Marnie Escaf, CHE** (Chair)  
Clinical Vice President  
University Health Network

**Linda Dempster**  
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

##### Clarissa Brennan

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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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## 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

##### Marie Ennis-O'Connor

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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.

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### 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

Vice President and Chief Innovation Officer, The Good Samaritan Society  
8861 75 St, Edmonton AB T6C 4G8 | 780-431-3530 | skovacic@gss.org

## Nursing Leadership Award

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

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### SELECTION COMMITTEE

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

##### **Anuj Pasrija**

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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

##### **Dr. Kristine Chapman**

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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:

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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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health

### SELECTION COMMITTEE

**Jim Hornell** (Chair)  
Surveyor Engagement Lead  
Accreditation Canada

**Grant Betts** (Ex-officio)  
President  
Brightlight Health

**Dr. Ben Chan**  
Consultant  
The World Bank

**Carrie Jeffreys, CHE**  
Director Healthcare Solutions  
KPMG

**Jeanie Argiropoulos, CHE**  
Chief Executive Officer  
Scarborough Centre for Healthy  
Communities

**Lucy Brun, CHE**  
President, LuBrun Consulting  
Adjunct Professor/Senior Fellow  
University of Toronto

**Barbara C. Hall, CHE**  
Board of Governors  
Northwood

**Andrew Williams, CHE**  
President and CEO  
Huron Perth Healthcare Alliance

### 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

##### Valerie Holmes, MHA CHE

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