

2019
NATIONAL
AWARDS
PROGRAM

CELEBRATING LEADING PRACTICES

CANADIAN COLLEGE OF
HEALTH LEADERS



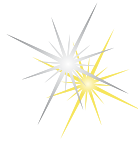
COLLÈGE CANADIEN DES
LEADERS EN SANTÉ



2019 NATIONAL AWARDS PROGRAM SPONSORS

The Canadian College of Health Leaders would like to thank the 2019 National Awards Program sponsors.





Introducing the 2019 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 practice 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 2020 National Awards Program. For nomination information please visit the awards section of our web site: www.cchl-ccls.ca.

Sincerely,

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



ADVISORY COMMITTEE

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

Karen Mumford, CHE (Chair)
Past Senior Director QEII
Redevelopment
Nova Scotia Health Authority

Reece Bearnes, CHE
Clinical Director, Medicine,
Ambulatory Care, Endoscopy &
Respiratory Therapy
The Ottawa Hospital

Jeff Carter, CHE
Corporate Directors, Operations &
Support Services
Horizon Health Network

Christian Coulombe (Ex-officio)
Director, Marketing and
Communications
Canadian College of Health Leaders

Dudley Cosford
Project Director, Transition Office
Toronto Central LHIN

Jaime M. Cleroux (Ex-officio)
Vice President, Corporate Partnership
Excellence and Corporate Secretary
Canadian College of Health Leaders

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Dean, College of Nursing
University of Manitoba

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President and CEO
Canadian College of Health Leaders

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Director Business Development -
Healthcare
Aramark Healthcare

Suann Laurent
Chief Operating Officer
Saskatchewan Health Authority

Britta Lesaux
Executive Director
Health Care Business Group
3M Canada

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Regional Director, Long Term Care
Program
Eastern Health

Mark Pugh, FCCHL
Manager, Shuswap Lake General
Hospital
Interior Health Authority

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

John Paul S. Young, CHE
Administrator, Community Hospitals
West Prince
Health PEI

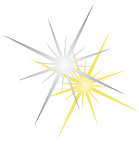




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3M Health Care Quality Team Awards

This award recognizes four important elements: innovation; quality; patient/family engagement; and teamwork, and provides Canadian health leaders with an excellent opportunity to recognize team members who have applied the quality process to create measurable benefits in their network of services and programs.

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



SELECTION COMMITTEE

Quality Improvement Initiative(s) Across a Health System

Maura Davies, FCCHL (Chair)
President
Maura Davies Healthcare
Consulting Inc.

John Andruschak, CHE
Principal
Andruschak Consulting

Sandra Blevins, CHE
Dean, School of Nursing and
Health Sciences
Saskatchewan Polytechnic

Wendy Hansson, CHE
Vice President & Chief
Transformation Officer
Providence Health Care

Drew McCallum (Ex-officio)
Business Manager
Medical Markets Centre
3M Canada

Kelli O'Brien
Vice President, Long Term Care and
Rural Health
Western Regional Health Authority

Chris Power, CHE
Chief Executive Officer
Canadian Patient Safety Institute



AWARD RECIPIENT

Quality Improvement Initiative(s) Across a Health System

Breast Cancer Integrated Care Collaborative **North York General Hospital**

The traditional breast cancer journey is commonly fragmented, with poor collaboration between caregivers that result in delays in treatment and an uncoordinated, inefficient experience for the patient. In addition, breast cancer treatment is focused on the individual expertise of each specialist in isolation without collaborative cross-discipline input. Access to resources such as peer support and education is provided on an ad hoc basis.

North York General Hospital (NYGH) recognized that the complexity of breast cancer treatment necessitates a more collaborative and integrated approach to care and treatment. As a result, a passionate team of inter-professional providers and a patient advisor came together, and through extensive consultation co-designed the NYGH Breast Cancer Integrated Care Collaborative (ICC). Using an innovative approach to co-designing services together with, evidenced based practice as a lever for change, the ICC was developed to provide a seamless, integrated patient- and family- centred care approach from diagnosis to survivorship. Since inception, NYGH has achieved the following success in these key indicators:

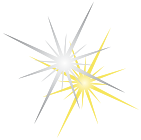
- 100% of patients receive a multi-disciplinary case conference during diagnosis;
- Surgical wait times for breast cancer average 30.4 days for the 90th percentile, consistently below the Central LHIN target of 38 days; and
- An increase from 51% to 81% of wait times within target from referral to consult for systemic treatment.

The ICC has transformed healthcare across the system and provides high quality outcomes and an exceptional experience for our patients, families and caregivers.

Contact: Ms. Anna Tupis

Program Director, Cancer Care and Ambulatory Care
North York General Hospital
4001 Leslie St.
North York, ON M2K 1E1
Tel: 416-756-6465
Email: Anna.tupis@nygh.on.ca





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



SELECTION COMMITTEE

Quality Improvement Initiative(s) Within an Organization

Jeanie Joaquin, CHE (Chair)
Chief Executive Officer
Scarborough Centre for Healthy
Communities

Dalyce Cruikshank, CHE

Jamie MacDonald, MBA, CHE
Chief Administrative Officer
Health PEI

Drew McCallum (Ex-officio)
Business Manager
Medical Markets Centre
3M Canada

Scott McIntaggart, CHE
Senior Vice President
University Health Network

Patricia O'Connor, FCCHL
Consultant

Rebecca Repa
Vice President, Integrated Clinical
Support Services & Community
Surgery
Hamilton Health Sciences

Brenda Weir, CHE
VP Medicine/Critical Care, Mental
Health, Regional Programs
Peterborough Regional Health Centre



AWARD RECIPIENT

Quality Improvement Initiative(s) Within an Organization

Megamorphosis Providence Health Care

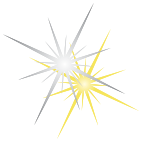
Megamorphosis is Providence Health Care's residential care's (RC) movement to transform from an institutional to a social model of care. PHC has provided compassionate RC for decades; however aging infrastructure and homes evolved from a medical system has led to a focus on efficiency, rather than emotional connections and quality-of-life for residents. The need for efficiency in both care as well as contracted services results in resident days being directed by what makes sense for the organization and staff rather than what the resident wants. Not willing to wait for a new building, the leaders of PHC RC embarked on a journey to improve the lives of residents, staff and families.

The novel methodology of human-centred design was used to understand the experience of those who live, work and visit our homes. Following months of insight gathering, ideation and testing, it became clear that something creative was needed to shake loose the institutional routines developed over time that were acting as barriers to transformative change. Megamorphosis focusses on increasing the engagement of each resident through the following principles: emotional connections matter most, residents direct each moment, and home is a feeling. With 6-8 weeks of pre-work activities in preparation for change and 2 weeks of rapid-cycle testing of ideas during which staff, residents and families co-create and test changes together, we have seen sustained increases in positive and social emotional connections between staff and residents, increased personalization of resident spaces, and increased resident engagement in everyday activities.

Contact: Ms. Jo-Ann Tait

Corporate Director, Seniors Care and Palliative Services
Providence Health Care
4950 Heather St., Vancouver, V5Z 3L9
Tel: 604-806-9539
Email: jtait@providencehealth.bc.ca





Award of Excellence in Mental Health and Quality Improvement

This award honours a hospital, health authority, community based mental health and addictions program/service, or a leader in the field that demonstrates evidence-informed and sustained quality improvements (QI) in the area of mental health and addictions.



SELECTION COMMITTEE

Louise Bradley, CHE (Chair)
President and Chief Executive Officer
Mental Health Commission of
Canada

Dr. Pierre Beauséjour
Full Professor
University of Sherbrooke

Jean Daigle
Vice President, Community
Horizon Health Network

Barbara C. Hall, CHE
Chief Executive Officer
Maxxcare Solutions

Yasmin Jetha
Regional Director, End of Life
Care & Director, Home Health and
Community Care
Vancouver Coastal Health Authority

Erik Savoie (Ex-officio)
National Medical Education Manager,
CNS
Janssen Inc.

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

Darryl Yates, CHE
Director – Coach
Studer Group Canada



AWARD RECIPIENT

Ontario Shores Centre for Mental Health Sciences

Implementation of Recovery-Oriented Practice

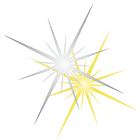
Traditionally, mental health care has taken on a clinical emphasis, whereby remission of symptoms, functional impairments and deficits are the focus. However, for many with severe mental illness, full remission may be difficult to achieve and at present, there is no “cure” for mental illness. The “personal recovery” movement emerged from the deinstitutionalization of mental health services and its essence is that individuals with severe mental illness want and need more than the possibility of symptom relief. If implemented properly, recovery-oriented practice yields a radical transformation of mental health services.

An interprofessional team within the hospital was assembled to engage patients and their families to help realize the strategic goals of the “Recovery Action Plan.” This action plan framework was used to achieve three broad objectives designed to enhance recovery-oriented practice and ultimately recovery-oriented outcomes: 1) increase patient and staff safety by reducing the use of restraint and seclusion (R/S); 2) improve customized care and recovery-oriented outcomes by implementing a valid and reliable measurement tool for recovery; 3) develop a staff and patient co-designed program of education, to support patient experience, engagement, empowerment and self managed health care.

Contact: Mark Rice

Senior Administrative Director and Recovery Lead
Ontario Shores Centre for Mental Health Sciences
700 Gordon Street, Whitby, ON L1N 5S9
Tel: 905-430-4055 ext. 6648
Email: ricem@ontarioshores.ca





Celebrating the Human Spirit Award

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



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Protecting People. Reducing Risk.™



SELECTION COMMITTEE

Kenneth W. Baird, CHE (Chair)
Vice President, Clinical Support
Eastern Health

Don Ford, CHE
Past Chief Executive Officer
Central East Community Care Access
Centre

Cheryl L. Harrison, CHE
Vice President of Regional Programs
Orillia Soldier's Memorial Hospital

Dr. Barbara Mildon, CHE
Chief Executive Officer
Community Care City of Kawartha
Lakes

Kelli A. O'Brien (Excused)
Vice President, Long Term Care and
Rural Health
Western Regional Health Authority

Justin Simard (Ex-officio)
Director, Regional Sales
Stericycle Healthcare Companies
Solutions

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

Moyra Vande Vooren, CHE



AWARD RECIPIENT

Elder Little Brown Bear (Ernest W. Matton)

Ernest W. Matton, (Athehsa Niohkwa:rita:a) (Elder Little Brown Bear), goes above and beyond in his tireless pursuit of helping others achieve mental, physical, spiritual and emotional well-being.

He is a respected Métis Elder and spiritual ambassador who blends Traditional teachings with mainstream information to provide holistic healing approaches for Indigenous and non-Indigenous community members and professional disciplines. Over the past eight years, he has evolved an addictions treatment program to a holistic healing program that includes smudging, healing circles, seasonal feasts and teachings on recognizing trauma, anger and relationships.

He is motivated by not letting any community member ‘fall through the cracks’. Elder Little Brown Bear does not believe in wait lists and will meet anyone willing to take the first step on their healing journey.

Ernest also promotes the spirit of reconciliation where he has helped the hospital leadership team, staff and physicians of the Toronto East Health Network better connect with our Indigenous community members and his spirit of gratitude is contagious with everyone he encounters.

He is a sought after speaker and advisor who has been recognized with one of the CAMH (Centre for Addictions and Mental Health) Canada’s 150 Difference Maker Awards, Sovereign’s Medal for Volunteers from the Governor General of Canada and the Order of Ontario.

Contact: Elder Little Brown Bear (Ernest W. Matton)

Manager of Aboriginal Culture and The Aboriginal Healing Program

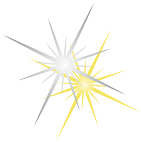
Toronto East Health Network

2 College Street Room 116, Toronto ON M5G 1K3

Tel: 416-923-0800

Email: Elder.littlebrownbear@tehn.ca





Chapter Awards for Distinguished Service

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

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AWARD RECIPIENTS

BC Interior

Ms. Colleen McEachern, CHE

Director, Capital Planning and
Clinical Design
Interior Health Authority

BC Lower Mainland

Ms. Kris Gustavson

Corporate Director, Accreditation
& Patient Experience, Safety &
Outcome Improvement
PHSA

Bluenose

Mr. Brent Van Buskirk, CHE

Director of Health System Strategies
& Government Affairs, Atlantic
Medtronic

Eastern Ontario

Ms. Jennifer Proulx, CHE

Director, Integrated Care Delivery
Systems
Children's Hospital of Eastern
Ontario

GTA

Ms. Sonia Jacobs

Vice President, Quality & Client
Engagement
Bellwoods Centres for Community
Living

Hamilton & Area

Ms. Sarrah Lal

Senior Manager, MGD Initiative for
Innovation in Healthcare; Assistant
Professor, Division of Education &
Innovation
Department of Medicine, Michael
G. DeGroote School of Medicine;
McMaster University

Manitoba

Ms. Marilyn Robinson, CHE

NEON Lights

Ms. Andrea Reibmayr, CHE

Coach
ARC Executive Coaching

Québec

Daniel Ayotte, CHE

Lieutenant-Colonel, Chief of Staff,
4 Health Services Group,
Canadian Armed Forces
Longue-Pointe military base

Southern Alberta

Ms. Nancy Hughes

Vice-President & Chief Operating
Officer
Bethany Care Society

Southwestern Ontario

Mrs. Julie Campbell

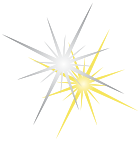
MAiD Navigator
South West LHIN

Vancouver Island

Mr. Bart Johnson, CHE

Manager, Patient Safety Systems and
Processes
Vancouver Island Health Authority





CCHL Distinguished Leadership Award

The CCHL Distinguished Leadership Award honours a Champion of Performance Improvement. Winners of this Award will be passionate and visionary leaders who have led transformative change, demonstrated exemplary engagement and collaboration and a dedication to building leadership capacity.

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AWARD RECIPIENT

John King, CHE

John King spent his 40+ year career in senior leadership positions in Saskatchewan, Alberta and Ontario, serving in Executive Leadership roles as well as Assistant Deputy Minister of Health. A long-time member of the College, John served on the CCHL Board of Directors as a representative of Alberta and of Ontario, reaching the penultimate position of Board Chair in 2010.

John has a Master of Health Administration (MHA) from the University of Ottawa and a B.A. (Economics/Math) from the University of Western Ontario.

John has long been an advocate of personal development and has shaped the direction of not only individuals, but of organizations and systems through his efforts. He has received numerous awards including the Trudeau Medal from the University of Ottawa, and the Mentorship and Honorary Life member awards from CCHL.

In June 2014 John was awarded *The Order of the Polar Star* on behalf of the King of Sweden. This order is given to foreign leaders for the promotion of Swedish interests abroad and in recognition of his 25 years of exchange programs for health executives between Sweden and Canada. John retired in November 2012 and is currently involved in consulting activities in the healthcare industry.

Contact: John King, CHE

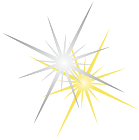
Strategic Advisor

Sodexo Canada, Stryker Canada, Studer Group Canada, Odgers Berndtson Canada, SteriPro, GS1

Tel: 416-709-7249

Email: john.king2@sympatico.ca





Energy and Environmental Stewardship Award

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

Honeywell



SELECTION COMMITTEE

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

James Hanson
Vice President, Operations and
Support Services
Island Health

Mike Hickey
MF Hickey Consulting

Andrew Neuner, CHE
CEO
Health Quality Council of Alberta

Ron Noble, FCCHL, FACHE
President and CEO
Noble Consulting Inc.

Luis Rodrigues (Ex-officio)
Vice President, Energy Services Group
Honeywell



AWARD RECIPIENT

Nova Scotia Health Authority

NSHA is mindful of the importance of developing a social, environmental, health and financial balanced approach to sustainability and economic imperatives and recognizes the link between a healthy environment and a healthy population. As such, NSHA recognizes a duty to minimize its environmental impact.

The NSHA energy and environmental plan feeds the organizational strategic directions by contributing to the goals and values that will drive those directions. Included are the areas of performance, data and evaluation, innovation and behaviour change. One specific priority selected to reflect this is a continued focus on energy-environmental projects that provide for cost effective solutions as well as reducing greenhouse gases and improving the organization's carbon footprint. It is through the successful completion of these projects that NSHA is able to show its commitment to facilitate changes in the organization's operations to enhance sustainability.

This strategy has demonstrated huge reductions in the NSHA carbon footprint through implementation of energy projects and environmental initiatives. The benefits to patients, staff and the general public through improved comfort, enhanced lighting and the positive effects on operations in equipment renewal and effective use of utilities further illustrate the importance of this program.

Contact: Robert Barss CET, CCHFM, CHFM

Manager Environmental Stewardship

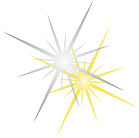
Nova Scotia Health Authority

90 Glen Allan Drive, Bridgewater, NS B4V 3S6

Tel: 902-543-4604 ext 2470

Email: Robert.Barss@nshealth.ca





Excellence in Diversity and Inclusion Award

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



SELECTION COMMITTEE

Dwight Nelson, CHE (Chair)
President and COO
Carewest

Dr. Brendan Carr, CHE
President and CEO
William Osler Health System

Brenda Flaherty (Excused)
Executive Vice President & Chief
Operating Officer
Hamilton Health Sciences

Jim Hornell
CEO
e-Health Saskatchewan

Scott Jarrett
Executive Vice President and Chief of
Clinical Programs
Humber River Hospital

Norm Peters
Executive Director, Surgery, Ambulatory
and Cancer Control
Island Health

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



AWARD RECIPIENT

Alberta Health Services

As Canada's largest health care provider, Alberta Health Services (AHS) recognizes a commitment to diversity and inclusion (D&I) is essential to improving the experience for its workforce and the diverse population of Albertans who depend on them for high quality, patient centred care and services. AHS has implemented a number of initiatives and activities to support D&I such as:

- Embedding D&I in Our People Strategy (OPS) and all of AHS' four foundational strategies.
- Created a D&I Council to prioritize and guide D&I activities.
- Developed a framework and governance structure to guide D&I activities.
- Launched a new initiative called Change the Conversation (CTC). CTC provides employees with tools to address disrespectful behaviours.
- Implemented initiatives to:
 - Create awareness of different cultural celebrations;
 - Create inclusive environments for its workforce; and
 - Reduce barriers for marginalized populations to access care and services.
- Dedicated resources and education for staff, volunteers and care providers to provide culturally sensitive care and service. Resources are focused on:
 - Talent acquisition activities on underrepresented communities aimed at increasing diversity of its workforce; and
 - Activities to support, develop and grow the Indigenous workforce and ensure appropriate and innovative health service delivery for Indigenous peoples.
- In collaboration with the Canadian Centre for Diversity and Inclusion, AHS deployed a diversity census and inclusion survey of its workforce in the spring 2018. The findings are being used by AHS D&I Council to identify and prioritize future initiatives aimed at creating safer and more inclusive workplaces.

Contact: Marni Panas

Program Manager, Diversity and Inclusion

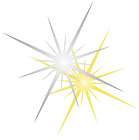
Alberta Health Services

900, 9925 – 109 Street, Edmonton, AB, T5K 2J8

Tel: 587-786-6373

Email: marni.panas@ahs.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.



SELECTION COMMITTEE

Victoria Kaminski (Chair)
Healthcare Consultant

Bonnie Cochrane, CHE (Ex-officio)
Managing Director, Huron
General Manager, Studer Group
Canada

Marnie Escaf, CHE
Senior Vice President UHN, Executive
Lead PMH
University Health Network

Eric Hanna, CHE
President and CEO
Arnprior Regional Health

Janet Knox, CHE
President & CEO
Nova Scotia Health Authority

Arden Krystal, CHE
President & CEO
Southlake Regional Health Care

Marc LeBoutillier, CHE
Chief Executive Officer
Hawkesbury General Hospital



AWARD RECIPIENT

Humber River Hospital

Improving the quality of care for patients and supporting their families is a continuous journey at Humber River Hospital (HRH). Instilled directly in our mission—working together to deliver innovation and compassionate healthcare in our community—the concept of collaborative work to improve is the driving force behind our staff, physicians, and volunteers.

HRH has set in place innovations that improve the human experience in healthcare. Over the past two years we have:

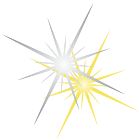
- Rated first within Central Local Health Integration Network (LHIN) peer hospitals for overall hospital experience.
- Over 40 academic activities accepted, which were co-designed improvements with our Corporate Patient and Family Advisory Committee, Specialized Patient and Family Committees (e.g. Bariatrics, Oncology, Nephrology) and our Reinventing Patient Care Councils (unit level quality improvement committees).
- Operationalized the post-discharge call centre.
- Leveraged innovative information, communication, and automated technologies to improve the patient experience:
 - Humanoid robot
 - Command Centre
 - Tesla toy car
- Impactful collaborations with peers to improve patient experience such as with:
 - York University - mental health wellness
 - Studer Group - part of our FY1819 Quality Improvement Plan we conducted patient rounding pilot to improve real-time care experience

Overall, the implemented patient experience and engagement approach is nudging the presence of safety by embedding human factors into hospital operations and creating investment for patients and families. Over the past two years, systemic safety indicators have shown a sustained decrease in critical incidents, medication errors and infection rates.

Contact: Trevor Hall

Director of Quality and Patient Safety
Humber River Hospital
1235 Wilson Avenue, M3M 0B3, Toronto
Tel: 416-242-1000 Ext. 82120
Email: thall@hrh.ca





Excellence in Patient Safety Award

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



SELECTION COMMITTEE

Arden Krystal, CHE (Chair)
President and CEO
Southlake Regional Health Care

Caroline E. Barbir, CHE
President and CEO
Laval Health & Social Services Centre

Barbara C. Hall, CHE
President and CEO
Maxxcare Solutions

Janice Kaffer, CHE
President & CEO
Hotel Dieu Grace Healthcare

Sheri Whitlock (Ex-officio)
Director, Global Marketing
BD Canada

Goldie Luong
Special Projects Director – Acute Care
Vancouver Coastal Health Authority

Derek McNally (Excused)
Executive Vice President Clinical
Services & Chief Nursing Executive
Niagara Health System

Wendy L. Nicklin, CHE, FACHE
President (Board Chair)
International Society for Quality in
Health Care



AWARD RECIPIENT

University Health Network

Caring Safely Transformation Team

In 2016, University Health Network (UHN) launched Caring Safely, an ambitious initiative to reduce preventable harm, in collaboration with the Hospital for Sick Children. Caring Safely represents UHN's commitment to reduce preventable harm to zero for patients, caregivers, and staff through an organization-wide transformation to become a High Reliability Organization and Learning Health Organization.

In addition to engaging staff, physicians, learners, patients, caregivers, and volunteers in fostering a positive safety culture at UHN and establishing a standardized framework for categorizing and analyzing harm, UHN has focused on reducing six hospital acquired conditions (HACs) that have been found to cause disproportionate amounts of preventable harm to patients: Adverse Drug Events, C. difficile Infection, Central Line Infection, Falls, Pressure Injury, and Surgical Site Infection.

UHN established an organization-wide quality improvement program to reduce the six HACs by implementing evidence-based prevention bundles across all inpatient, critical care, and perioperative units over three years. To ensure sufficient time for embedding the prevention practices, a staggered implementation approach was used to target the areas where the greatest harm was occurring for each HAC. After the first full year of broad implementation, during which each unit implemented at least one HAC prevention bundle, UHN has prevented 239 cases of hospital acquired conditions, which is equivalent to avoided costs of \$2.6 million and 1,250 avoided additional bed days. By preventing these 239 cases, UHN was able to treat 195 additional patients.

Contact: Emily Musing

Vice President Quality and Safety & Chief Patient Safety Officer

University Health Network

Toronto General Hospital

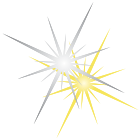
R. Fraser Elliott Building, 2nd Floor, Room 420,

200 Elizabeth Street, Toronto, ON M5G 2C4

Tel: 416-340-3621

Email: emily.musing@uhn.ca





Mentorship Award

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



SELECTION COMMITTEE

Harry G. Parslow, CHE (Chair)
Managing Partner
The Caldwell Partners International

Katherine Chubbs, CHE
Chief Zone Officer
Alberta Health Services

Dianne Doyle, FCCHL
Past President and CEO
Providence Health Care

François Drolet (Ex-officio)
Director, Public Affairs
Roche Canada

Wolf Klassen, CHE
Vice President, Program Support
Toronto East Health Network

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



AWARD RECIPIENT

David Thompson, CHE

David Thompson, CHE, Vice President, Community Hospitals & Programs at Fraser Health Authority, has over 20 years of experience in various leadership roles in the B.C. health system.

He has held many leadership roles both with Fraser Health and Providence Health Care including Residential Care, Health Information Systems and Quality Improvement. He is passionate about developing others through mentorship, and continually goes above and beyond the responsibilities of his position in order to do so. David is leaving a true legacy with the countless young talent he has mentored.

David's mentorship philosophy is to help individuals realize their innate potential no matter at what stage they are. He is a mentor that is gifted with the ability to see the strengths and potential of their mentees, and to develop that within them.

David is actively involved with the College. He recently held the position of British Columbia Director on the College Board from 2012 to 2018 and has participated in various other committees.

Contact: David Thompson, CHE

Vice President, Community Hospitals & Programs

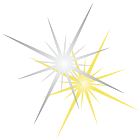
Fraser Health Authority

Surrey Central Fraser Health Offices, Surrey BC

Tel: 604-587-4667

Email: david.thompson@fraserhealth.ca





Nursing Leadership Award

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



SELECTION COMMITTEE

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

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

Dr. Rhonda Crocker Ellacott
Chief Executive Officer
North West Local Health Integration
Network

Dr. Doris Grinspun
Chief Executive Officer
Registered Nurses Association of
Ontario

Leslie Motz, CHE
Vice President, and Chief Nursing
Executive
Lakeridge Health Oshawa

Barbara Steed, CHE
Executive Vice President Patient
Services and Chief Practice Officer
Markham Stouffville Hospital

Lucie Tremblay, CHE
Director of Nursing
Montréal West Island Integrated
University Health and Social Services
Centre



AWARD RECIPIENT

Dr. Vanessa Burkoski

Dr. Vanessa Burkoski is the Chief Nursing Executive and Chief, People Strategy at Humber River Hospital (HRH). Vanessa provides executive nursing leadership that fosters system-wide interprofessional collaboration with a focus on safety, quality and patient and family-centered care as evidenced by:

- Developing and implementing HRH's Quality and Safety Framework and integrated Patient Safety Plan which has set HRH on its journey to become a High Reliability Hospital;
- Engaging all nurses to participate in continuous quality improvement initiatives through Reinventing Patient Care Councils, and the implementation of RNO Best Practice Guidelines as a pre-designated Best Practice Spotlight Organization;
- Implementing a predictive workforce planning methodology to inform the development of actionable health human resources plans, and a strategic staffing solution that has met 94% of the organization's staffing needs; and
- Implementing deep dive into safety issues, such as the significant reduction of falls causing harm at HRH, significant reduction in hospital-acquired pressure injuries, as well as supporting HRH's achievement of highest patient experience scores in Ontario's Central Local Health Integration Network (LHIN).

Vanessa has made remarkable impacts outside the organization with her expertise on a range of nursing and health care issues. For example, she:

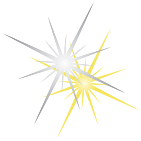
- Has served as the Ontario Provincial Chief Nursing Officer to the Minister of Health and Long-Term Care; and
- Is an Associate Professor at the University of Windsor and Queen's University, and holds an academic appointment at the Lawrence S. Bloomberg Faculty of Nursing, University of Toronto.

Vanessa's outstanding achievements exemplifies a commitment and excellence in nursing, leadership and patient-centred care.

Contact: Dr. Vanessa Burkoski

Chief Nursing Executive and Chief, People Strategy
Humber River Hospital
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Email: VBurkoski@hrh.ca





President's Award for Outstanding Corporate Membership in the College

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

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ



AWARD RECIPIENT

Huron Studer Group Canada

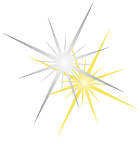
Huron Studer Group Canada, a company that helps organizations move with urgency to achieve results, positively impacting quality, safety and financial performance, has been a corporate member of the College since 2013. Their primary representative, Bonnie Cochrane, CHE, is a member of the Corporate Advisory Council and a previous member of the NHLC Planning Committee.

Huron Studer Group Canada has participated in HPRS™, in *Forum* Publications and has sponsored NHLC. They have recently supported the College in the creation of the new Excellence in Patient Experience Award, which is focused on honouring organizations and individuals who have set in place innovations that improve the human experience in healthcare.

Contact: Bonnie Cochrane, CHE

Managing Director, Huron
General Manager, Studer Group Canada
Mount Pearl, NL
Tel: 709-351-1427
Email: bonnie.cochrane@studergroup.com





Recognition in Delivering Value-based Healthcare

This recognition aims to increase the profile and understanding of value-based healthcare by honouring an organization, or team, that is deliberate in changing the way that care is delivered, resulting in improved patient outcomes. This means that patients are being optimally cared for at the right time, in the right setting, and at the right cost.



SELECTION COMMITTEE

Shirlee Sharkey, CHE (Chair)
President and CEO
Saint Elizabeth Health Care

Daniel Fontaine
Chief Executive Officer
BC Care Providers Association

Dr. Robert Halpenny
Consultant

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

Brock Hovey, CHE
VP, Corporate Services,
Accountability and Quality
Central West LHIN

Jo-Anne Paltovits, CHE
President and CEO
St. Joseph's Health Centre (Sudbury)

Howard Waldner, CHE
Dean of the School of Health and
Public Safety
Southern Alberta Institute of
Technology

Pamela Winsor, CHE (Ex-officio)
Senior Director, Value-based
Healthcare and CMO
Medtronic Canada



AWARD RECIPIENT

Western Regional Health Authority, Long Term Care Program and Central Regional Health Authority, Long Term Care Program

Releasing Time to Care: A journey towards optimizing care of frail elderly LTC residents with diabetes

Beginning in 2014, Western Health and Central Health, two RHAs in Newfoundland and Labrador (NL) in collaboration with the Canadian Agency for Drugs and Technologies in Health (CADTH) began a journey to optimize the care of frail elderly Long-Term Care (LTC) Residents with non-insulin dependent diabetes (NIDO). Data, best practice evidence and key knowledge brokers were used to mobilize health authority stakeholders to introduce changes in practice.

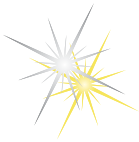
A review of clinical practices compared to best practice indicated variation throughout both regions. Recognizing an opportunity cost with continuing with current practices; local and interregional working groups began an improvement journey with the support of CAOTH. The opportunity to redirect resources and time to improve quality of care by discontinuing ineffective practices drove change. Other enablers included leadership, policy changes, provider and family/resident engagement, provider education and awareness, decision support tools, clinical champions and monitoring and evaluation. An evaluation framework was developed across the 2 RHAS. Better value, better health and better care was achieved.

This transformational change has influenced provincial policy. In 2016, Newfoundland and Labrador Provincial Drug Program introduced a new policy that specifies the number of test strips funded per year (without special authorization) for individuals with NIDO. This policy is focused on “testing for a reason.” In 2018, Health Standards Organization (HSO) recognized this initiative as a Leading Practice – “a practice carried out by a health and/or social service organization that has demonstrated a positive change, is people centred, safe and efficient.”

Contact: Kelli O'Brien

Vice-President of Long-Term Care, Rural Health and Quality
Western Health
Western Health, P.O. Box 2005, Corner Brook, NL A2H 6J7
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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's of Health Administration. Recipients are selected by their respective faculty for their individual achievements and promising contributions to health services management.

Johnson & Johnson

**MEDICAL
DEVICES
COMPANIES**



AWARD RECIPIENTS

Gaithre Kalainathan, Dalhousie University

Prior to obtaining her Master of Health Administration (MHA) from Dalhousie University, Gaithre Kalainathan completed her Bachelor of Medical Laboratory Science at the University of British Columbia. Her passion for health care leadership was affirmed when volunteering at Czorny Alzheimer Centre within the Fraser Health Authority, as well as managing recreational therapy programs for a charitable organization. Gaithre completed her MHA Residency placement as a member of the Strategy Deployment and Clinical Optimization team at Richmond Hospital within the Vancouver Coastal Health Authority.

During her time in the MHA program, Gaithre was elected to be a First-Year Representative and later Vice President for Dalhousie's Association of Health Administration Students. Gaithre also coordinated patient flow at the Halifax Outreach Prevention Education Support (HOPES) Health Centre, an interdisciplinary student-led clinic. Having been exposed to several areas of health care throughout her undergraduate and master's degree, Gaithre strives to advance health care delivery by improving the accessibility and coordination of care. A huge advocate of interprofessional collaboration, Gaithre hopes to leverage the expertise of different health professions to create positive systematic change.

Sophie L'Espérance, University of Montreal

Sophie has been practicing as a nurse clinician since 2016 following her graduation from Université de Montréal with a Bachelor of Science in Nursing. Ever since, she has been working at the Emergency department of the Centre

intégré de santé et de services sociaux de Laval, where she puts to good use her interpersonal skills, leadership and professional rigour. Her desire to optimize and improve the quality of care encourages her to collaborate closely with various healthcare professionals and to ensure the patient is at the heart of all care and services provided. Furthermore, she is currently completing her Master of Health Administration from the École de santé publique de l'Université de Montréal.

Her internship showed her a different perspective on strategical, tactical and operational levels of management, in addition to allowing her to better grasp the complexity of the healthcare institutions. Regardless of her young age, Sophie demonstrates her unwavering desire to get involved in the healthcare system by her notable contribution to the Nursing Youth Committee. She strongly believes that all up-and-comers in the health system must get involved and show initiative in order to reach new heights.

Meghan Perkins, University of Ottawa

A graduate of Public Health and Psychology at Queen's University, Meghan started her health care career working alongside the Chief of the Department of Obstetrics, Gynecology and Newborn Care, at The Ottawa Hospital as Department Coordinator. It was an experience that offered her a wide range of opportunity and sparked her interest to take her career to the next level. For that she would need a Masters of Health Administration. She enrolled at the Telfer School of Management at the University of Ottawa.

Meghan selected The Royal Ottawa Mental Health Centre to complete her MHA Residency Field Project. There she worked with the Champlain Pathways to Better Care group, a regional quality improvement team tasked with tackling system-level mental health and addictions (MH&A) projects. During her residency she developed and received funding for the first ever Champlain MH&A Health Human Resources (HHR) Strategy. The Strategy not only guides psychiatry recruitment and retention in the LHIN, but also looks at how the region can optimize current MH&A HHR to ensure appropriate and timely access to care.

Meghan joined Pathways in January 2019 as the first-ever Champlain MH&A Project Manager, Regional Recruitment to bring the strategy she developed to life. Her focus is the recruitment and retention of psychiatrists. She also leads investigations in to new models of care that aim to increase access to MH&A services while reducing burnout in Champlain's small but dedicated psychiatry workforce.

Staci Silverman, University of Alberta

Staci Silverman recently completed the Master of Public Health (MPH) in Health Policy and Management at the University of Alberta, School of Public Health. Prior to her MPH, Staci obtained a BA (Distinction) in Sociology and Psychology from the University of Alberta. She then worked at the Alberta

Medical Association in the department of Health Economics. The loss of a family member to cancer after a long journey through the health care system inspired her interest in learning about patient engagement and navigation in safe and high-quality systems. Staci is the Chair of Push For Your Tush Edmonton, a fundraiser and advocacy event for Colorectal Cancer Canada. In 2018, she was the student representative on the Canadian College of Health Leaders Northern Alberta Chapter Board, and served as the Health Policy and Management Director at Large for the School of Public Health Students' Association.

She completed her MPH practicum at the Canadian Patient Safety Institute, mainly supporting the Patients for Patient Safety Canada group on a Government Relations project. Staci is excited to combine her knowledge of health policy and management with her passion for patient engagement to positively impact the health care experiences of Canadians.

Marnie Howe, University of Toronto

Marnie Howe is currently a palliative medicine physician in Toronto and completing her MHS in Health Administration at the Institute of Health Policy, Management and Evaluation at the University of Toronto. She completed her Family Medicine residency and Palliative Medicine fellowship at the University of Toronto. She has been practicing at the Temmy Latner Centre for Palliative Care (TLCPC), Sinai Health System, since completing her training in 2011. Her main focus is delivering palliative care to patients at home.

She was involved in the Integrated Palliative Care Team pilot project with the Toronto Central CCAC, which was awarded the Minister's Medal in 2014. The success and spread of this project and her passion for integrated care for patients led Marnie to pursue a leadership role at TLCPC, as the home-care physician lead for Toronto Central. She works closely with the Toronto Central LHIN palliative care team, as well as service provider agencies in the community, with the goal of providing patients with the care that meets their needs at home.

Aside from her clinical work, Marnie is also the physician lead for special projects in the office of Medical Affairs at Sinai Health System. As part of her academic work, she is an Assistant Professor at the University of Toronto, Department of Family and Community Medicine. She has published papers on how to teach end-of-life care in the home, as well as integrating early palliative care within oncology care for advanced cancer patients. Marnie's professional work is balanced with a fulfilling life outside of medicine, as a partner and a mother to two young daughters.

Kyla Gunderson, University of British Columbia

Kyla is committed to improving the health of Canadians through effective, evidence-based and compassionate leadership. After earning a Bachelor of Commerce in Accounting and receiving her Chartered Accountant designation,

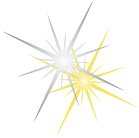
Kyla entered the financial services sector with an international firm where she spent several years working with organizations in the health sector. Her passion for healthcare was sparked and Kyla turned her attention to a career in healthcare.

Kyla joined LifeLabs, Canada's largest diagnostic laboratory where she supported the deployment of LifeLabs' strategy, including leveraging the benefits of the company's rapid growth through accelerating value-creating activities enabling innovation and ensuring that the best quality care is achieved for the millions of Canadians LifeLabs serves every year.

While completing her Master of Health Administration at UBC, today Kyla leads the government contracts team at LifeLabs, strengthening relationships with the Government of British Columbia and creating new and innovative ways for organizations working across the private and public sectors to connect, communicate, and collaborate to maximize the quality of services provided to British Columbians.

Kyla is also an active member in the community, donating her time to the Salvation Army, a member of the CCHL Lower Mainland Chapter Executive Committee and a long-time avid soccer player.





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.



SELECTION COMMITTEE

Tony Dagnone, FCCHL, FACHE
(Chair)

Past President and CEO
London Health Sciences Centre

Diane Browne, CHE (Ex-officio)
Vice-President, Growth
Aramark Healthcare

Lucy Brun, CHE
Partner
Agnew Peckham & Associates

Dr. Ben Chan
Assistant Professor
University of Toronto

Barbara C. Hall
President & CEO
Maxxcare Solutions

Jim Hornell
CEO
e-Health Saskatchewan

Altaf Stationwala
President and CEO
Mackenzie Health

Andrew Williams, CHE
President and CEO
Huron Perth Healthcare Alliance



AWARD RECIPIENT

Dr. Nicholas Mitchell

Since taking an academic role with the University of Alberta as an Assistant Professor in 2012, Dr. Nicholas Mitchell has demonstrated tremendous growth as a leader in healthcare and has had a remarkable impact on our health care system. Early on, in 2014, he took on his first senior leadership role, becoming the Senior Medical Director for the Addiction and Mental Health Strategic Clinical Network (AMH SCN) for the province of Alberta.

Key initiatives include:

- Introducing Repetitive Transcranial Magnetic Stimulation to Alberta as a new treatment for depression;
- Development and evaluation of Canada's Choosing Wisely recommendations for psychiatry; and
- Working with the Canadian Mental Health Association in the development of accredited MH peer support workers in Alberta.

More recently, in 2016, he has also taken on the role of Provincial Medical Director for the AMH Provincial Team for Alberta Health Services (AHS). Key initiatives include:

- Alberta's Valuing Mental Health Strategy;
- AHS' Enhancing Care in the Community Strategy;
- the Health Minister's Opioid Emergency Response Commission; and
- A provincial review of post-secondary mental health services.

Given his trajectory, he will not only continue to have a robust impact provincially, but also nationally and internationally on the field of mental health and addictions. Dr. Mitchell is well poised for senior healthcare leadership positions in the future. He has demonstrated outstanding vision and leadership through his current positions which have resulted in robust improvements within Alberta Health Services.

Contact: Dr. Nicholas Mitchell

Provincial Medical Director, Senior Medical Director
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Photo by Barbara Jordan

2020 HONOURING HEALTH LEADERSHIP



Photos: City of Edmonton

SUNDAY, JUNE 14, 2020

Edmonton Convention
Centre
Edmonton, Alberta

*Please join us next year
as we celebrate the 50th
anniversary of the College.*

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ