National Health Leadership Conference

JUNE 12-13, 2017
VANCOUVER, BC

VALUE-BASED HEALTHCARE: EMBRACING A PATIENT AND FAMILY-CENTERED APPROACH

PROGRAM
WWW.NHLC-CNLS.CA

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Leading food and facilities management provider Sodexo provides services to over 100 healthcare facilities across Canada. No simple undertaking given the many stresses that are placed upon healthcare budgets and resources, and the challenges associated with an increased demand for patient satisfaction.

In British Columbia, Vancouver Coastal Health Authority (VCH) and Providence Health Care (PHC) have partnered with Sodexo for the provision of food services for 32 healthcare facilities.

**BY THE NUMBERS**
- 93% patient food satisfaction scores
- 950 Sodexo employees working on-site
- 14,000 meals served daily

**PATIENT FOOD SERVICES**
Sodexo has improved how food is served to patients through their patient dining program - introducing a bedside spoken menu.

The program has:
- increased patient satisfaction
- decreased food waste
- reinvested savings to purchase more quality meals

Through this program, patients are able to choose their diet-appropriate meals and are personally served by a dedicated service attendant.

**RETAIL FOOD SERVICES**
In addition to the improved patient dining, Lindsay Ainsworth, Sodexo’s Director of Support Services in Vancouver, is overseeing the revitalization of hospital retail menus in order to encourage healthy eating by introducing the Sodexo program, Mindful.

**A MINDFUL APPROACH**
Mindful is Sodexo’s approach to healthy eating; focusing on transparency of ingredients, and satisfying portions.

With Mindful, making healthy choices becomes second nature to consumers. Typical meals include artisan pizzas, spinach and Swiss cheese quiche, and pastries with seasonal strawberries. Ainsworth states, “Mindful isn’t just about healthy eating; it’s a wellness program that impacts people’s lives”.

The program’s implementation at VCH/ PHC is Sodexo’s largest in scale across North America.

Revitalizing hospital food can be challenging, and it requires continuous innovation. But with strong partnerships between hospitals and Sodexo, satisfaction is always on the menu.

Sodexo provides a number of services to hospitals across Canada including: Patient and retail food; Catering; Clinical Technology Management; Patient transport; Housekeeping; Operations; Linen; Energy and Construction; Service response centre (call centre); Facilities Management; Project management.
The National Health Leadership Conference gratefully acknowledges the generous support of its sponsors.
OBJECTIVES
• Provide a forum to enrich health leadership practices and innovations;
• Showcase leading practices and their success;
• Explore issues of common interest in the areas of accountability, effectiveness and transparency in the health system;
• Address the challenges facing both policy makers and health leaders who are transforming health service delivery;
• Discuss types of innovation and new technologies that can improve health systems; and
• Identify effective ways to execute and sustain complex changes.

EXPECTED OUTCOMES
Conference participants will:
• Come away with practical ideas to bring to their work settings;
• Build strong networks and engage in challenging conversations;
• Gain insight on what it takes to be an effective leader;
• Identify champions of improvement that can serve as role models; and
• Be better equipped to address system transformation challenges.

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WHAT DOES THE EVIDENCE SAY?

When Canada's health care decision-makers need to know, they ask CADTH. We're a trusted source for evidence on drugs and medical devices.

To learn more about CADTH and to see our work, visit cadth.ca.

CADTH is an independent, not-for-profit organization responsible for providing Canada's health care decision-makers with objective evidence to help make informed decisions about the optimal use of drugs and medical devices in our health care system.

CADTH receives funding from Canada's federal, provincial, and territorial governments, with the exception of Quebec.

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Want to hear more about making change happen?

Home is where the Health is: Spreading value-based, patient- and family-centered care at home and community

Monday, June 12, 2017
1:45–3:15 p.m.

Strategies for Scaling Quality Improvement in Long Term Care: Achieving patient-centered care approaches through leadership, engagement and real-time data

Tuesday, June 13, 2017
1:45–3:15 p.m.

Come see us at our booth to share your #healthcareimprovementidea

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Canadian Foundation for Healthcare Improvement cfhi-fcass.ca @cfhi_fcass

CFHI is a not-for-profit organization funded by Health Canada.
WELCOME FROM THE CONFERENCE PARTNERS

We are pleased to present the 2017 National Health Leadership Conference (NHLC) and to welcome you to this prestigious event.

This conference is the largest national gathering of health system leaders in Canada and provides a forum for questions, debate and sharing strategies and solutions to the most pressing health system challenges. This year’s theme is 

**Value-based healthcare: Embracing a patient and family-centered approach.**

Canada, like health systems around the world, is struggling with rising healthcare costs, uneven quality, and how to ensure that patients and families are at the centre of a sustainable healthcare system. Canada spends more on healthcare, compared to most of its peers, and generally achieves less. Governments, health leaders – and those we serve – are looking for better value, improved quality, better outcomes, and enhancing the “value” proposition through the lens of the patient and family. In an era of increased complexity, with an aging population, a rising prevalence of chronic conditions, and the acceleration of medical innovations – and at a time when health spending is outpacing economic growth – achieving greater value from how health services are delivered is essential.

There is a growing understanding that the status quo is no longer acceptable - we can and must do better. How do we gain greater value from healthcare investments, achieve better health outcomes, and improve health system performance? How do we ensure that patient and family experience is central to how we define value, and that the patient is a co-creator in the process of creating and sharing value?

A patient and family-centered approach is at the heart of value-based care. Patient and family-centered care and engagement have been shown to improve quality and safety, clinical outcomes, organizational efficiencies, organizational culture and patient satisfaction and experience. How do we achieve better outcomes more efficiently? How do we ensure that patients and families are at the centre of decision-making at all levels? Health leaders at NHLC will explore what needs to be done to create a patient and family-centered healthcare system that reflects what patients need.
NHLC 2017 will showcase leadership and success stories in achieving a patient-centered approach to value-based healthcare from both Canada and internationally. It will examine many essential dimensions of value-based healthcare, including:

- the role of leadership – at all levels – as a critical enabler of patient and family-centered value-based care;
- the importance of research as a key driver of a patient and family approach to value-based care;
- the essential role of technology, including information technology, electronic health records, and new methods of delivery, including virtual healthcare and mobile health;
- the strategic role of industry;
- the organization of new payment and compensation models and accountability around patients’ needs;
- the use of value-based healthcare models that focus on accountability for patient outcomes;
- the use of value-based procurement to boost innovation and improve system performance;
- improved integration of healthcare services across the continuum of care as patients transition through the system; and
- the central role of information systems and measuring outcomes to better understand how effectively the health system is achieving its goals, and support better decision-making.

We are pleased to offer the Great Canadian Healthcare Debate for the third year. This Debate will offer health leaders and trustees attending NHLC a unique opportunity to debate and pass policy resolutions aimed at assisting policy-makers at all levels to raise the bar in designing solutions to the key healthcare policy challenges facing Canada.

The conference will build on the 2016 theme *Pathways to innovation and change*, and will address the extent to which a patient and family-centered approach to value-based healthcare can drive improvement and innovation.

We encourage you to foster new ideas and partnerships by sharing experiences, guiding new initiatives and discovering creative solutions to ensure a healthy future for Canada. **Enjoy the conference!**

Ray J. Racette, MHA, CHE  
President and CEO  
Canadian College of Health Leaders

Bill Tholl, M.A., ICD.D  
President and CEO  
HealthCareCAN
CONFERENCE HOSTS

It is our pleasure to welcome you to the 2017 National Health Leadership Conference – Value-based healthcare: Embracing a patient and family-centered approach.

We have an outstanding plenary program planned for you. Dan Collard will share lessons learned and transferable best-practices that have created and sustained success in balancing quality, service and financial performance. Renowned CBC reporter, Duncan McCue will moderate a panel with Dr. Nadine Caron, Joe Gallagher and Ted Quewezance to discuss how to achieve better value, higher quality care and better outcomes for Canada’s Indigenous populations. Jeffrey Simpson, the former Globe & Mail’s national affairs columnist, will moderate the third Great Canadian Healthcare Debate offering a unique opportunity to debate and pass policy resolutions aimed at raising the bar to address the key healthcare policy challenges facing Canada. Arlene Dickinson will close the conference by sharing her personal stories and leadership journey.

Our concurrent sessions include panels, workshops, rapid fire presentations, and oral abstracts; they are the perfect opportunity to learn from and engage in dialogue with leaders from across the country.

This two-day conference is a wonderful way to learn from and network with the best leaders in health.

A modern city on the edge of a spectacular natural playground, Vancouver offers the winning combination of a modern, diverse and a stunning natural setting. Experience urban activities such as shopping, dining and cultural attractions, and then explore mountaintops and pristine waterways in the next breath. Vancouver has a deserved reputation as one of Canada’s best dining destinations, it is also known as an eco-friendly city with a walkable downtown.

We hope you will enjoy this unique destination and all it has to offer. We look forward to meeting you!
DIANNE DOYLE, FCCHL

Dianne Doyle, FCCHL has held the role of President and CEO of Providence Health Care since 2006. Dianne began her healthcare career as a staff nurse and in her multiple roles of clinician, educator and administrator she has always maintained her focus on patient-centered care, quality and safety. With more than 25 years of senior executive experience in healthcare, Dianne is respected for her commitment to creating a values-driven organizational culture that is people-focused and fosters excellence in care, research and teaching. Dianne is inspired by how the mission, vision and values are lived at all levels at Providence Health Care, and how this has resulted in innovative approaches to improve patient and resident outcomes. Under her leadership, Providence has been recognized with numerous provincial and national awards, including “Canada’s 10 Most Admired Corporate Cultures” and “Top Employer for New Canadians.”

Dianne is recognized as a champion of faith-based healthcare provincially and nationally, providing leadership on multiple boards including the Catholic Health Alliance of Canada. She is a fellow of the Canadian College of Health Leaders; a sought-after mentor, a frequent presenter at quality and leadership forums and a member of many provincial and national boards.

Dianne is also active in her community, supporting many non-profit groups with her time and expertise. In 2005 she climbed Mt. Kilimanjaro in support of the Alzheimer Society of BC. In 2007 and 2008, the Women’s Executive Network named Dianne as one of Canada’s Top 100 Most Powerful Women in the Public Sector.

DR. BRENDAN CARR, CHE

Dr. Brendan Carr, CHE was named President and CEO for Island Health on August 6, 2013.

Dr. Carr joined Island Health in March 2012 as the Executive Vice President and Chief Medical Officer. Prior to joining the health authority, he served as Vice President of Medicine with the Capital District Health Authority in Halifax and as an Assistant Professor with Dalhousie University.

Dr. Carr holds a Doctor of Medicine (MD) and is an Emergency Department physician. He also holds a Master of Business Administration (MBA). Dr. Carr is a Certified Physician Executive (CCPE), a Certified Health Executive (CHE) and an EXTRA Fellow with the Canadian Foundation for Healthcare Improvement.

Active in education and health services research, Dr. Carr is an advocate for transformation in healthcare.
PLENARY SPEAKERS

MONDAY, JUNE 12 | 08:30 – 09:10
Opening ceremonies and welcome address
The Honourable Jane Philpott – Minister of Health

MONDAY, JUNE 12 | 09:10 – 10:30
Value-based leadership
Dan Collard – Senior Leader and International Speaker

MONDAY, JUNE 12 | 15:55 – 17:15
Advancing the Truth and Reconciliation Commission’s Health-Related Calls to Action: How do we achieve better value, higher quality care, and better outcomes for Canada’s Indigenous populations?
Dr. Nadine Caron – Associate Professor, Northern Medical Program, University of Northern British Columbia and Co-Director – UBC Centre for Excellence in Indigenous Health
Joe Gallagher – Chief Executive Officer, First Nations Health Authority
Ted Quewezance – Chair, Senate of Federation of Sovereign Indigenous Nations of Saskatchewan
Duncan McCue – Reporter and Host of CBC Cross Country Checkup

TUESDAY, JUNE 13 | 08:45 – 10:30
The Great Canadian Healthcare Debate
Tony Dagnone, FCCHL, FACHE – Chair, NHLC Policy Resolution Committee
Jeffrey Simpson – Former Globe and Mail National Affairs Columnist

TUESDAY, JUNE 13 | 15:45 – 16:55
A leadership journey
Arlene Dickinson – Dragons’ Den Personality, Entrepreneur, Marketing Communications Expert
This year there will be eight streams of concurrent sessions:

1. Value-driven outcomes
2. Reporting and measurement
3. Creating value for citizens and the public
4. Delivering quality improvement
5. Accountability and governance
6. Integration and collaboration
7. Inspiring innovation and research
8. Francophone stream

The types of presentations are colour coded:
- Oral abstract
- Panel
- Workshop
- Rapid fire

LEADS domains:
- LS - Lead Self
- DC - Develop Coalitions
- EO - Engage Others
- ST - Systems Transformation
- AR - Achieve Results

Target audience:
- Emerging leaders
- Middle managers
- Senior leaders
- Applicable to all

Level of knowledge:
- (Introductory/Intermediate/Advanced): Reflective of the level of previous knowledge or experience about the topic the learner is expected to have before coming.

SATURDAY, JUNE 10, 2017
11:30 – 12:30 HealthCareCAN – Annual general meeting

SUNDAY, JUNE 11, 2017
07:15 – 09:15 Study tour – InSite, Vancouver Coastal Health (Pre-registration is mandatory)
10:30 – 12:30 HealthCareCAN – Board meeting
12:00 – 17:30 Registration
12:45 – 15:30 Study tour – BC Cancer Agency – Vancouver Centre (Pre-registration is mandatory)
13:30 – 15:00 CCHL – Annual general meeting and ceremonies
13:30 – 15:30 H10 Forum
15:00 – 16:00 CCHL/HealthCareCAN reception
17:45 – 23:00 CCHL – Honouring Health Leadership event (Pre-registration is mandatory)

MONDAY, JUNE 12, 2017
07:00 – 17:30 Registration
07:15 – 08:15 BREAKFAST SESSIONS (Pre-registration is mandatory)

- Adding value by professionalizing the practice of leadership
  Presented by: Canadian College of Health Leaders
  Sponsored by: Roche

- Critical infrastructure and cyber security: Risks and potential responses for the health sector
  Presented by: HealthCareCAN

- Improving medication management and safety through PrescribeIT™, a multi-jurisdiction e-prescribing service
  Sponsored by: Canada Health Infoway

- Using patient-reported data to improve patient-centered, value-based care
  Sponsored by: Canadian Institute for Health Information
07:15 – 08:15  Continental breakfast – Exhibit viewing
Sponsored by: HealthPRO  Bayshore Foyer

08:30 – 09:10  PLENARY  Opening ceremonies and welcome address by
The Honourable Jane Philpott, Minister of Health  Bayshore Ballroom

09:10 – 10:30  PLENARY  Value-based leadership  Bayshore Ballroom

10:30 – 11:00  Networking break – Exhibit viewing  Bayshore Foyer

11:00 – 12:00  CONCURRENT SESSIONS

6  EO/LS/ST  In a world of exponential change, what can we do in healthcare
  to prepare?  (Introductory)  Salon 1

2  AR  Reporting and measurements  (Intermediate)  Cypress Room

6  EO  Integration and collaboration  (Intermediate)  Salon 3

4  EO  Designing the patient experience – Part 1  (Intermediate)  Salon 2

5  EO  Inspiring innovation and research  (Introductory)  Seymour Room

6  ST/AR  Best practices dedicated to francophone patients  (Intermediate)
  Mackenzie Room

7  AR/ST/EO  Rapid fire session – Digital health  Oak Room

8  LS  Coaches’ corner  |  Sponsored by: Roche  Marine Room

12:00 – 13:30  Luncheon
Presentation of the Robert Wood Johnson Awards
Sponsored by: Johnson & Johnson Medical Devices Companies  Bayshore Ballroom

13:45 – 15:15  CONCURRENT SESSIONS

1  ST  Home is where the health is: Spreading value-based, patient and
  family-centered care at home and the community  (Intermediate)  Salon 1

10  ST  Finding and framing the value of food in healthcare  (Introductory)
  Seymour Room

11  EO  Designing the patient experience – Part 2  (Intermediate)  Salon 2

12  AR  Using simulation to teach family-centered care in an
  interprofessional environment  (Introductory)  Salon 3

13  AR  Eliminating wait lists – There’s a hack for that!  (Introductory)
  Cypress Room

14  AR  Come hell or high water: Building resilience, managing risk and
  gaining returns from climate change  (Intermediate)  Oak Room

15  ST  Paradoxes, myths, good practices and limitations in addressing the needs
  and expectations of patients and families  (Intermediate)  Mackenzie Room

16  LS  Coaches’ corner  |  Sponsored by: Roche  Marine Room

15:15 – 15:45  Networking break – Exhibit viewing  Bayshore Foyer

15:45 – 15:55  PLENARY  Presentation of the Patient Safety Champion Award
  Presented by: Canadian Patient Safety Institute
  and HealthCareCAN  Bayshore Ballroom

15:55 – 17:15  PLENARY  Advancing the Truth and Reconciliation Commission’s
  Health-Related Calls to Action: How do we achieve better value,
  higher quality care, and better outcomes for Canada’s
  Indigenous populations?  Bayshore Ballroom

17:15 – 17:30  PLENARY  Great Canadian Healthcare Debate voting
  Sponsored by: Aramark  Bayshore Ballroom

17:30 – 18:30  Chairs’ reception  Bayshore Foyer
### TUESDAY, JUNE 13, 2017

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
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<tbody>
<tr>
<td>07:00 – 17:00</td>
<td>Registration</td>
<td>Bayshore Foyer</td>
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<tr>
<td>07:15 – 08:15</td>
<td><strong>BREAKFAST SESSIONS</strong> (Pre-registration mandatory)</td>
<td>Cypress Room</td>
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<td>What are the key ingredients in a secret sauce for leadership development? <strong>Sponsored by:</strong> Canadian Health Leadership Network</td>
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<td>07:15 – 08:15</td>
<td>The By Health, for Health Collaborative – Taking action toward creating psychologically healthy and safe Canadian healthcare settings <strong>Sponsored by:</strong> HealthCareCAN and Mental Health Commission of Canada</td>
<td>Salon 1</td>
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<td>HSO and Accreditation Canada – On the move and building a movement! <strong>Sponsored by:</strong> Accreditation Canada</td>
<td>Salon 2</td>
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<td>07:15 – 08:15</td>
<td>Continental breakfast – Exhibit viewing</td>
<td>Bayshore Foyer</td>
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<td>08:30 – 08:45</td>
<td><strong>PLENARY</strong> Welcome remarks and presentation of the Legacy of Leadership Award <strong>Presented by:</strong> HealthCareCAN</td>
<td>Bayshore Ballroom</td>
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<td>08:45 – 10:30</td>
<td><strong>PLENARY</strong> The Great Canadian Healthcare Debate <strong>Sponsored by:</strong> Aramark</td>
<td>Bayshore Ballroom</td>
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<td>10:30 – 11:00</td>
<td>Networking break – Exhibit viewing</td>
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<td>11:00 – 12:00</td>
<td><strong>CONCURRENT SESSIONS</strong></td>
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<td>ST 4 17 Establishing First Nations population health and wellness indicators for the next ten years <strong>(Intermediate)</strong></td>
<td>Cypress Room</td>
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<td>DC 6 18 Obstetrical services in Canada – Advancing quality and strengthening safety: Collaborative analysis <strong>(Intermediate)</strong></td>
<td>Marine Room</td>
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<td>EO/ST 1 19 Value-driven outcomes <strong>(Intermediate)</strong></td>
<td>Oak Room</td>
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<td>ST 3 20 E-mental health, a game-changing approach? <strong>(Introductory)</strong></td>
<td>Salon 1</td>
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<td>AR/DC 6 21 Integration and collaboration <strong>(Intermediate)</strong></td>
<td>Seymour Room</td>
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<td>AR/EO 5 22 Accountability and governance <strong>(Intermediate)</strong></td>
<td>Mackenzie Room</td>
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<td>EO 4 23 Delivering quality improvements <strong>(Intermediate)</strong></td>
<td>Salon 2</td>
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<td>ST 1 24 National and international experience with outcomes-based measures in payment and delivery systems <strong>(Introductory)</strong></td>
<td>Salon 3</td>
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<tr>
<td>12:00 – 13:30</td>
<td>Luncheon Presentation of 3M Health Care Quality Team Awards <strong>Sponsored by:</strong> 3M Health Care</td>
<td>Bayshore Ballroom</td>
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## PROGRAM-AT-A-GLANCE

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<tr>
<th>13:45 – 15:15</th>
<th>CONCURRENT SESSIONS</th>
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| ✅ ST/EO 3 25  | Creating value for citizens and the public  
(Intermediate)  | Oak Room |
| ✅ AR 4 26    | How to make tough choices and more effectively manage resources in today’s challenging healthcare economy  
(Intermediate)  | Salon 1 |
| ✅ EO 3 27    | The connect2care consumer health portal: Delivering value through leadership and engagement  
(Intermediate)  | Seymour Room |
| ✅ DC 3 28    | Using patient stories for learning and improvement  
(Introductory)  | Salon 2 |
| ✅ EO 4 29    | Strategies for scaling quality improvement in long term care: Achieving patient-centered care approaches through leadership, engagement and real time data  
(Advanced)  | Mackenzie Room |
| ✅ AR 4 30    | Creating a culture of safety for BC home support workers  
(Introductory)  | Marine Room |
| ✅ ST 1 31    | Patient-reported outcome and experience measures to support value-based care  
(Intermediate)  | Salon 3 |
| ✅ EO 1 32    | 6 Dimensions of value-based leadership – Lessons from mental health  
(Introductory)  | Cypress Room |

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<tr>
<th>15:15 – 15:45</th>
<th>Networking break – Exhibit viewing</th>
<th>Bayshore Foyer</th>
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<tr>
<td>15:45 – 16:55</td>
<td>PLENARY  A leadership journey</td>
<td>Bayshore Ballroom</td>
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<tr>
<td>16:55 – 17:00</td>
<td>PLENARY  Closing remarks</td>
<td>Bayshore Ballroom</td>
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**Recovery first. After breakfast.**

Have you ever wondered why hospital food consistently ranks lowest in patient satisfaction surveys? At Kitch, we believe that food is a foundation of wellness. Our dietician approved menus feature healthy balanced meal options from an exclusive collection of local restaurants. We deliver, with care to the hospital bedside.

Order online at hospitalkitchen.ca
United in our pursuit of patient safety in Canada.

The National Consortium represents over 50 organizations and patient groups working in collaboration to drive action to transform patient safety.

We are 51% complete in our initiatives to bring safer healthcare to all Canadians.

Successful Actions to Date

- Never Events for Hospital Care in Canada
- 5 Questions to Ask about Your Medications
- Surgical Safety in Canada, a 10-year Review
- Patient Engagement Guide (coming soon)
- Am I Safe Report

Healthier Canadians through digital health

Together with our partners we help to improve access to care, create health system efficiencies and, most importantly, improve outcomes for patients. We are focused on supporting effective medication management through a multi-jurisdiction e-prescribing solution and streamlining care through patient online services and telehomecare.

Learn more by visiting our website at www.patientsafetyinstitute.ca

Learn more about our priorities in our Corporate Summary Plan, available at www.infoway-inforoute.ca
CONFERENCE OVERVIEW

The conference will use interactive sessions to engage participants in discussion and knowledge sharing. The program will offer varied concurrent sessions allowing participants to pursue their particular areas of interest and expertise. To this end, the conference will offer the following types of sessions:

• Plenary presentations will focus on the various aspects of leadership, system transformation and improved patient experience and will engage participants in discussion; and

• Concurrent sessions will feature panel presentations, workshops, rapid fire presentations, and oral abstract presentations, grouped by stream. Adequate time will be allotted for audience participation through questions and answers.

GENERAL INFORMATION

WIFI ACCESS INFORMATION

Please connect to the “Westin Conference” wireless network and open your Internet browser. On the portal page, please input access code NHLC2017 and click the “Login” button. You will then be redirected to the Westin Bayshore homepage, at which point, you may go to any website.

NHLC MOBILE APP

The NHLC mobile app is complimentary and features conference and personalized scheduling, person-to-person messaging, live alerts and updates, and much more. Be sure to create your profile and make the most of networking opportunities. You simply have to visit http://eventmobi.com/nhlc2017 from your smartphone browser or download it through your app store by searching NHLC2017 and all the event information is automatically saved to your device.
Simultaneous interpretation
Simultaneous interpretation will be provided for plenary sessions and the francophone sessions. Sessions with interpretation are identified with a headset 🎧. Headsets will be available at the Interpretation Services Desk situated in the Bayshore Ballroom. Delegates will be required to leave a credit card number as a deposit until the headset is returned. Concurrent sessions will be presented in the language of submission.

Abstracts
Abstracts are available on the conference website (if the author(s) has given authorization to publish) at www.nhlc-cnls.ca and on the conference app, http://eventmobi.com/nhlc2017.

Maintenance of certification (MOC)
Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 11.5 MOC Category I credits for the NHLC conference, 1 MOC Category I credit for the June 12th breakfast session and 1 MOC Category I credit for the June 13th breakfast session towards their maintenance of certification requirement.

Conference etiquette
We are pleased to offer a smoke-free environment. We ask for your cooperation in refraining from wearing scented products in consideration of those who may have severe allergies. All wireless devices should be set to silent or vibrate during sessions.

Badge identification
Badges are colour-coded based on registration category and allow admission to all program sessions, refreshment breaks, Monday and Tuesday luncheons and the Chairs’ reception. Delegates must wear their name badge to gain admission to these events. Colour code designations are as follows:

- Full conference
- Monday only
- Tuesday only
- Speakers
- Exhibitors
- Media
- Volunteers
- Staff

Board members of the Canadian College of Health Leaders (College) and HealthCareCAN, past chairs, sponsors, award winners, College chapter chairs, and chapter host executives are identified with a ribbon.

Hotel information
**The Westin Bayshore**
1601 Bayshore Drive
Vancouver, BC  V6G 2V4
Tel: 604-682-3377

**The Blue Horizon Hotel**
1225 Robson Street
Vancouver, BC  V6E 1C3
Tel: 604-688-1411

**Coast Plaza Hotel**
1300 Robson Street
Vancouver, BC  V6E 1C5
Tel: 604-684-8461

**The Listel Hotel**
1763 Comox Street
Vancouver, BC  V6G 1P6
Tel: 604-688-7711

Breakfast sessions
Attendance at the breakfast sessions is by pre-registration only. For those not registered for a breakfast session, continental breakfast is available in the Bayshore Foyer on Monday and Tuesday.

Refreshment breaks / exhibit viewing
Continental breakfast will be offered at 07:15 on Monday and Tuesday in the exhibit area situated in Bayshore Foyer. Coffee, tea, juice and snacks will be offered during the morning and afternoon networking breaks.

Disclaimer – Media consent
For those who attend NHLC, please note that parts of the conference are video recorded, photographed and portions will be made available on the NHLC, HealthCareCAN and CCHL websites and other social media. Your attendance at NHLC constitutes consent to potential inclusion in these various media.
PRE-CONFERENCE TOURS

We are pleased to offer two pre-conference tours this year.

SUNDAY, JUNE 11 | 07:15 – 09:15

Study tour – InSite, Vancouver Coastal Health

In light of the prominent opioid crisis affecting the country, NHLC is happy to provide a tour of Vancouver’s supervised injection site.

You will visit Vancouver’s supervised injection site. Established September 21, 2003, it is the first of such facilities in North America and since has gained much attention from parties seeking to establish similar facilities locally and globally. InSite’s practice is to provide a safe environment for users and connect them to immediate addiction, healthcare and community services. It is part of a ‘continuum of care’ for people with addiction, mental illness and HIV/AIDS benefiting both participants and the community by: connecting participants to programs, limiting spread of disease, reducing harm, preventing overdoses, increasing public order and cost effectiveness through preventative measures . During your tour, you will see that InSite is comprised of a 12-seat injection room and post injection room, all supervised by nurses and trained staff. Staff do not only supervise, but connect and refer participants to other services, such as Onsite, a detox and treatment program. In the injection rooms, you will notice that users also have access to clean injection equipment at this facility.

Meet in the main lobby of the Westin Bayshore at 07:15 for departure at 07:25.

SUNDAY, JUNE 11 | 12:45 – 15:30

Study tour – Vancouver Centre, BC Cancer Agency

You will visit the BC Cancer Agency’s Vancouver Centre which has provincial responsibility for cancer care for the province. The BC Cancer Agency (BCCA) includes six cancer centres that deliver chemotherapy and radiation therapy and 33 Community Oncology Network clinics that provide chemotherapy and follow-up closer to home in each of the BC Health Authorities. As part of this tour, you will visit Radiation Therapy, PET CT Scan, ambulatory care and the cyclotron. BC Cancer Agency is committed to ensuring that patients and families receive the best experience and care despite the circumstances of having cancer. You will see how innovative BCCA is with ensuring that patients receive safe, quality physical care as well as significant emotional support. All of our staff are specifically trained to assist patients with emotional support and offer services that patients/families are able to access to improve their emotional well-being.

Meet in the main lobby of the Westin Bayshore at 12:45 for departure at 13:00.
The end of Personality Stereotypes

The Pearman Personality Integrator® is a scientifically validated assessment that generates over one million profiles of personality type, taking a deep look into personality in one’s natural state and how one behaves in their profession, at home, or socially. The Pearman FlexIndex™ then measures how one leverages psychological resources to be adaptable and flexible to everyday situations leading to coaching and development opportunities. Learn more and find out how to become certified at MHS.com/Pearman.
SATURDAY, JUNE 10, 2017
11:30 – 12:30 HealthCareCAN – Annual general meeting
Cypress Room

SUNDAY, JUNE 11, 2017
07:15 – 09:15 Study tour – InSite, Vancouver Coastal Health
(Meet in main lobby at 07:15 for 07:25 departure.) (Pre-registration is mandatory)
Main Lobby
10:30 – 12:30 HealthCareCAN – Board meeting
Cypress Room
12:00 – 17:30 Registration
Bayshore Foyer
12:45 – 15:30 Study tour – Vancouver Centre, BC Cancer Agency
(Meet in main lobby at 12:45 for 13:00 departure.) (Pre-registration is mandatory)
Main Lobby
13:30 – 15:00 CCHL – Annual general meeting and ceremonies
Salon A
13:30 – 15:30 H10 Forum
Cypress Room
15:00 – 16:00 CCHL/HealthCareCAN joint reception
Salon D
17:45 – 23:00 CCHL – Honouring Health Leadership Event (Pre-registration is mandatory)
Stanley Park Ballroom

MONDAY, JUNE 12, 2017
07:00 – 17:30 Registration
Bayshore Foyer
07:15 – 08:15 BREAKFAST SESSIONS (Pre-registration is mandatory)

Adding value by professionalizing the practice of leadership
Cypress Room
Established in 1970, the Canadian College of Health Leaders’ role is evolving and the College is putting its vision of Advancing Leadership: Shaping Health Systems into practice. Join us to learn how the College is contributing to health system transformation and professionalizing of leadership through its work as we answer the questions: What value does the use of the LEADS in a Caring Environment framework as a common language bring to leadership in Canada? How is the use of LEADS changing leadership practice in Canada? Can a LEADS lens be used to advance improvements in challenging agendas? Can patient safety be enhanced by reframing the role of senior leadership and governance and their importance for enabling cultures that focus on safety and improvement?

Panelists
Brenda Lammi – Director, LEADS Operations, Canadian College of Health Leaders
Sylvie Deliencourt – Director, Certification, Leadership Development and Chapter Support, Canadian College of Health Leaders
Ray Racette, CHE – President and CEO, Canadian College of Health Leaders

Sponsored by: Roche
Critical infrastructure and cyber security: Risks and potential responses for the health sector  

Hospitals and other healthcare facilities provide essential services to Canadians. The healthcare system is increasingly vulnerable to critical infrastructure risks that could compromise the ability of the system to do its job of caring for patients in times of need. These risks run the gamut from natural disasters, power failures and disease outbreaks to degrading physical plant infrastructure, cyber attacks and acts of terror. Any of these events can cripple Canada's healthcare system and threaten the health and safety of Canadians. Canada's hospitals and healthcare facilities are taking important steps to respond to these challenges. The system needs to be prepared to respond to these threats when they arise.

Join HealthCareCAN, representatives from Public Safety Canada and experts from the field at this breakfast panel on critical infrastructure and cyber security. Learn about the federal mandate around critical infrastructure and cyber security and how this translates to the health sector. Hear what key informants had to say about the risks and vulnerabilities facing the healthcare sector and our state of readiness for addressing threats. Learn also what HealthCareCAN members had to say about the importance of cyber security and the incidence of cyberattacks in their facilities. Hear what hospital leaders and boards need to be considering with respect to cybersecurity and critical infrastructure. And join our discussion on where Canada's healthcare organizations can move forward on modernizing critical infrastructure assets and systems to ensure a more secure healthcare system for all.

Speakers
- Colleen Merchant – Director General, National Cyber Security Directorate, Public Safety Canada
- Dr. Jennifer Zelmer – President, Asimuth Health Group
- Kevin Magee – Board of Directors, Brant Community Healthcare System; Global Security Strategist, Gigamon; Cybersecurity governance advisor

Improving medication management and safety through PrescribeIT™, a multi-jurisdiction e-prescribing service  

Medication management is an area of increasing concern for Canada's healthcare leaders. Prescription drug abuse – now a leading public health and safety concern for all jurisdictions – results in lost productivity, crime and adverse health outcomes. Between 2000 and 2010, Canadians' use of prescription opioids increased by 203% and today Canada is the world's second largest per capita consumer of narcotics and prescription opioids. In response, Minister of Health Dr. Jane Philpott has launched Canada's Action on Opioid Misuse, and as part of that, has called for the creation of Infoway's e-prescribing service to help reduce opioid misuse. Start your day by learning about the significant progress made on PrescribeIT™, Infoway's multi-jurisdiction e-prescribing service that will enable prescribers to electronically transmit a prescription to a patient's pharmacy of choice while safeguarding personal health information. The session will also highlight Infoway's contribution to Health Canada's Joint Action Plan to Address the Opioid Crisis.

Speakers
- Michael Green – President and CEO, Canada Health Infoway
- Lynn Zucker – VP Clinical Systems Integration, Canada Health Infoway
Using patient-reported data to improve patient-centered, value-based care

This session will showcase results from international and national patient-reported experience surveys and feature examples of:
- How this data is being used in healthcare systems; and
- How patient-reported experience measures (PREMs) can inform patient-centered, value-based care delivery and inform clinical and policy decision-making.

CIHI’s leadership in the areas of standards development, uptake and use will also be highlighted. As well, participants will be treated to a look at results of the first pan-Canadian PREMs survey for approximately five jurisdictions and at how patient care experiences compare internationally and nationally.

Speakers

Georgina MacDonald – Vice President, Western Canada and Developmental Initiatives, Canadian Institute for Health Information
Kira Leeb – Director, Health System Performance, Canadian Institute for Health Information
Dr. Rick Sawatzky – Associate Professor, Trinity Western University

07:15 – 08:15
Continental breakfast – Exhibit viewing
Sponsored by: HealthPRO

Bayshore Foyer

08:30 – 09:10
PLENARY
Opening ceremonies and address by
The Honourable Jane Philpott, Minister of Health

Bayshore Ballroom

Speaker
The Honourable Jane Philpott – Minister of Health

The Honourable Jane Philpott was elected as MP for Markham-Stouffville on October 19, 2015 and appointed as Minister of Health November 4, 2015.

Prior to entering politics, Dr. Philpott led an extensive career in family medicine, public health, medical education and global advocacy for HIV/AIDS.

Dr. Philpott studied medicine at the University of Western Ontario, completed a Family Medicine residency at the University of Ottawa, and a Tropical Medicine fellowship in Toronto. In 2012, she completed a Master of Public Health degree at the University of Toronto.

Between 1989 and 1998, Dr. Philpott lived in Niger Republic, West Africa where she practiced general medicine and helped to develop a training program for village health workers.

In 1998, she and her husband, Pep, moved to Stouffville, Ontario where she practiced as a family physician at Markham-Stouffville Hospital for more than 15 years and served as Chief of Family Medicine from 2008 to 2014. She also led the opening of the Health for All Family Health Team – a new primary care home for 10,000 patients in Markham-Stouffville, and the Markham Family Medicine Teaching Unit that has trained 45 new family physicians in the community since 2010. Additionally, she is an Associate Professor in the University of Toronto’s Department of Family and Community Medicine.

Some of her global advocacy work includes founding Give a Day to World AIDS in 2004, which has raised over $4 million to help those affected by HIV/AIDS in Africa. Dr. Philpott was the first Family Medicine lead for the Toronto Addis Ababa Academic Collaboration, where she was instrumental in helping Addis Ababa University develop Ethiopia’s first training program for Family Medicine.

Locally, Dr. Philpott is a founder of TEDxStouffville, and is a member of the Community Mennonite Church in Stouffville.

Dr. Philpott is married, has four children, and lives in Stouffville, Ontario.

09:10 – 10:30
PLENARY
Value-based leadership

Bayshore Ballroom

As we move toward a value-based environment of healthcare delivery and economics, leaders are called upon to develop and demonstrate a “value-based leadership” style in order to ensure a patient and family-centric focus. Dan Collard will share lessons learned and transferable best-practices from both small and large organizations that have created and sustained success in balancing quality, service and financial performance.

Speaker
Dan Collard – Senior Leader and International Speaker
Dan Collard has been an international speaker and senior leader with Studer Group for 16 years. Prior to this, Dan was a successful hospital chief operating officer in the US for most of his healthcare career.

Dan has been there...he knows health systems internationally...he has delivered results personally and for many years he has been serving health system leaders to achieve world class performance results, including quality, safety, employee and patient experience and financial results. Whether it’s the US, Canada or Australia, Dan’s messages resonate with health leaders.

Value-based healthcare is critical to sustaining our healthcare system: delivering high quality care, while meeting financial targets is paramount. Dan brings many years of experience in value-based healthcare delivery. He has led major change in healthcare, including health system culture transformation as well as cost efficiency management, which support healthcare leaders’ transitions to a new paradigm of high performance healthcare systems, delivering the best care and outcomes for the patients, clients and residents we serve.

10:30 – 11:00   Networking break – Exhibit viewing

Bayshore Foyer

11:00 – 12:00   CONCURRENT SESSIONS  (Session descriptions available in the NHLC app.)

 Session 1

In a world of exponential change, what can we do in healthcare to prepare?  (Introductory)

Moderator
Dionne Ng – Emerging Health Leaders

Panelists
Dianne Doyle, FCCHL – Providence Health
Barb Lawrie – Vancouver Coastal Health
Brooke Ballantyne Scott – Patient Representative

Session 2

Reporting and measurements  (Intermediate)

Cypress Room

Abstracts

Primary care in Ontario: Driving data 2 decisions
Paul Faguy – Oakmed Family Health Team

Meeting new accountability requirements for primary care in Alberta. The experience of the Calgary Foothills Primary Care Network
Kara Patterson, CHE – Calgary Foothills Primary Care Network

Session 3

Integration and collaboration  (Intermediate)

Salon 3

Abstracts

Strategic directions for assisted living in Fraser Health
Dr. Cheryl Beach – Fraser Health

Shared care: Our mental health and patients, our primary healthcare practitioners, and addiction programs
Stephanie Paquette, CHE – Health Sciences North

Session 4

Designing the patient experience – Part 1  (Intermediate)

Salon 2

Facilitators
Juliet Batke, CHE – Providence Health Care
Emily Ellis – Emily Carr University of Art and Design
Michael Lee – Emily Carr University of Art and Design
Pauline Yee – Providence Health Care

Session 5

Inspiring innovation and research  (Introductory)

Seymour Room

Abstracts

Answering health policy questions with open innovation data challenges
Justin Noble – Canada Health Infoway

What happens after they’re gone? Using ethnography after a hospital stay to improve in-hospital patient and family–centered care
Heather Russek – St. Joseph’s Health Centre, Toronto
Best practices dedicated to francophone patients
(Mackenzie Room)

Abstracts

Innovative approach: Coaching by a transition coach
Sara Leblond – Hôpital Montfort
Thérèse Antoun – Hôpital Montfort

Framework for the recruitment and retention of bilingual healthcare human resources
Lise Richard – Société Santé en français
Julie Lantaigne – Réseau franco-santé du Sud de l’Ontario

Rapid fire session – Digital health
Oak Room

Abstracts

Patient driven care: Digitized hospital to the digitized home
Rheta Fanizza – Saint Elizabeth

Physician and pharmacist views on the use of digital health and the impact of a national e-Prescribing service
Bobby Gheorghiu – Canada Health Infoway

Using digital media to engage patients and families in safety
Dr. Jenni Glad-Timmons – St. Joseph’s Health Centre, Toronto

Modernizing CIHI’s data supply to support value-based care
Greg Webster – Canadian Institute for Health Information

Empowering patients, improving outcomes
Cassie Frazer – Canada Health Infoway

New technology and the chain of safety
Robert Martell – Respiratory Therapist

The patient voice: A guiding light in the development of innovative services
Nico Miraftab – Providence Health Care

Moderator
Shelagh Maloney – Canada Health Infoway

Delegates must pre-register to participate in the coaching session. Please check with the registration desk for possible openings.

Coaches
Debbie Goulard – Senior Operating Officer, Alberta Health Services
Cathy Heccimovich, CHE – Chief Executive Officer, Central West Community Care Access Centre
Kim Kerrone – Vice President, Corporate Services and Chief Financial Officer, Island Health
Jennifer McCue, CHE – President and Chief Operating Officer, Bethany Care Society
Scott McIntaggart, CHE – Senior Vice President, University Health Network, Executive Lead, Toronto General Hospital
Ron Noble, FCCHL, FACHE – President and CEO, Catholic Health Association of Ontario
Harry Parslow, CHE – Managing Partner, Caldwell Partners International
Michael Redenbach, CHE – Vice President Integrated Health Services, Regina Qu’Appelle Health Region
Cathy Szabo, CHE – President and CEO, Providence Care Centre
Howard Waldner, CHE – Dean, School of Health and Public Safety, Southern Alberta Institute of Alberta
François Drolet – Director, Public Affairs, Roche Diagnostics Canada

Sponsored by: Roche
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<tr>
<th>Time</th>
<th>Session</th>
<th>Description</th>
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<td>12:00 – 13:30</td>
<td>Luncheon</td>
<td>Presentation of the Robert Wood Johnson Awards</td>
<td>Bayshore Ballroom</td>
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<td>Beth Hunter – J.W. McConnell Family Foundation</td>
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<td>Hayley Lapalme – J.W. McConnell Family Foundation</td>
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<td>Shelley Crack – Haida Gwai Hospital and Health Centre</td>
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<td>Amir Karmali – Holland Bloorview Kids Rehabilitation Hospital</td>
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<td>Susan Cosgrove – Holland Bloorview Kids Rehabilitation Hospital</td>
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<td>Neha Singh – PACE</td>
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<td>Derek Polano – PACE</td>
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<td><strong>Bill Tholl</strong> – HealthCareCAN</td>
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<td>Neil Ritchie – Canadian Coalition for Green Health Care</td>
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<td>Deanna Fourt – Vancouver Island Health Authority</td>
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<td><strong>Gilles Lanteigne, CHE</strong> – Vitalité Health Network, New Brunswick and Member of HealthCareCAN's Board</td>
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<td>Dr. Luc Boileau – Institut national d'excellence en santé et en services sociaux du Québec</td>
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<td>Dr. Brian Conway – RésoSanté Colombie-Britannique</td>
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<td>Dr. Martin Beaumont, FCCHL – Integrated Health and Social Services University Centre for Mauricie and Central Quebec</td>
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Coaches’ corner (Pre-registration is mandatory)

Delegates must pre-register to participate in the coaching session. Please check with the registration desk for possible openings.

**Coaches**

- **Kelly Campbell** – Vice President, Corporate Services and Capital Development, Hamilton Health Sciences
- **Linda Davis, CHE** – President and CEO, Northumberland Hills Hospital
- **Gillian Kernaghan** – President and CEO, St. Joseph’s Health Care, London, Ontario
- **Feisal Keshavjee, CHE** – CEO, KWC Consulting
- **Kathryn (Kathy) MacNeil, CHE** – Executive Vice-President of Quality, Safety and Experience, Island Health
- **Ed Mantler, CHE** – Vice President, Programs and Priorities, Mental Health Commission of Canada
- **Andrew Neuner, CHE** – Chief Executive Officer, Health Quality Council of Alberta
- **Chris Power, CHE** – CEO, Canadian Patient Safety Institute
- **Brenda Rebman, CHE** – President and CEO, Futures RPI
- **David Thompson, CHE** – Vice President, Seniors Care and Chief Quality, Safety and Performance Improvement Officer, Providence Health Care
- **Francois Drolet** – Director, Public Affairs, Roche Diagnostics Canada

**Roche**

15:15 – 15:45 **Networking break – Exhibit viewing**

Bayshore Foyer

15:45 – 15:55 **PLENARY**

Presentation of the Patient Safety Champion Award

Presented by: Canadian Patient Safety Institute and HealthCareCAN

Bayshore Ballroom

15:55 – 17:15 **PLENARY**

Advancing the Truth and Reconciliation Commission’s Health-Related Calls to Action: How do we achieve better value, higher quality care, and better outcomes for Canada’s Indigenous populations?

Bayshore Ballroom

The status quo with respect to Indigenous health in Canada is not acceptable. We can and must do better. From coast to coast to coast, Indigenous health issues – and the health disparities between Indigenous and non-Indigenous Canadians – are receiving enormous attention.

The overall vision that we are working toward is to level the playing field for Indigenous health by providing the right care, at the right place, in the right way, by the right people – we need patient-centered, high quality, safe healthcare.

This plenary session will take a deep dive into the conference theme of value-based healthcare, and a patient and family-centered approach with respect to Indigenous health. Some of the key questions that will be explored include:

- How do we achieve better outcomes and improve the health system for Canada’s Indigenous peoples?
- How do we ensure that Indigenous communities, and their health needs and priorities, are central to how we define value?
- How can health leaders, working in alignment and collaboration with Indigenous leaders and communities, make a meaningful difference in advancing the health-related TRC recommendations with the overarching goals of high quality, safe and patient-centered care?

Moderated by CBC’s Duncan McCue, panelists Dr. Nadine Caron, Joe Gallagher and Ted Quewezance will explore the TRC health related calls to action.

**Panelists**

- **Dr. Nadine Caron** – Associate Professor, Northern Medical Program, University of Northern British Columbia and Co-Director – UBC Centre for Excellence in Indigenous Health
- **Joe Gallagher** – Chief Executive Officer, First Nations Health Authority
- **Ted Quewezance** – Chair, Senate of Federation of Sovereign Indigenous Nations of Saskatchewan

**Moderator**

**Duncan McCue** – Reporter and Host of CBC Cross Country Checkup
**Dr. Nadine Caron** is Sagamok Anishnawbek and currently resides and practices in Northern BC. Nadine is a general and endocrine surgeon and an associate professor at the University of British Columbia (UBC), Northern Medical Program. As the first female First Nations student to graduate from the University of British Columbia’s medical school, she won the Hamber Gold Medal as the top graduating student and was named one of *Maclean’s* “One Hundred Canadians to Watch.” During her surgical residency she completed her Master’s degree in public health from Harvard University and was awarded UBC’s Top Student Award. Passionate about Aboriginal health and Canadian health policy, she has served on numerous committees/boards including the Governing Council of the Canadian Institutes of Health Research, Board of Directors for the Michael Smith Foundation for Health Research, the BC Medical Association’s Committee on Aboriginal Health, the BC Advisory Committee to the Ministry of Health on provincial health goals, the Canadian Medical Association’s Working Group on Aboriginal Health. She is currently Co-Director of UBC’s Centre for Excellence in Indigenous Health and Associate Faculty at Johns Hopkins University Bloomberg School of Public Health’s Centre for American Indian Health.

**Joe Gallagher**, ancestral name Kwunuhmen is Coast Salish of Tla‘Amin First Nation ancestry and serves as the chief executive officer for the First Nations Health Authority. Over the past decade, Joe was a lead in the formation of a new health governance partnership between BC First Nations, the province of BC, and the government of Canada which included the negotiation of the successful transfer of federal health services to BC First Nations control. This work, a first for Canada, led to the formation of the First Nations Health Authority, a wellness organization driven by the First Nations holistic and traditional perspective of health and wellness. A senior leader in health for the past 10 years, Joe brings over 25 years’ experience in community development, intergovernmental affairs and negotiations. Throughout his career, Joe has worked with all levels of government, First Nations communities and organizations in both rural and urban settings.

**Ted Quewezance**, Chair of the Senate of the Federation of Sovereign Indigenous Nations of Saskatchewan, is a past First Nations Chief of Keeseekoose First Nation, businessman, policy-advisor and advocate for Reconciliation. In recognition of his four decades of work on residential schools, Senator Quewezance was appointed by the Assembly of First Nations to ensure action on the Truth and Reconciliation Calls to Action on Health. Through the appointment he has brought together academics, administrators, health professionals and governments to find actionable ways to implement community priorities to close the gap in Indigenous health disparities. Senator Quewezance is the Assembly of First Nations representative in the Indigenous Health Alliance, a collaboration of more than 150 First Nations working towards Indigenous health transformation. He is a current board member of several non-profits and continues to volunteer with his home community.

**Award-winning journalist Duncan McCue** is the host of CBC Radio One *Cross Country Checkup*. Duncan was a reporter for CBC News in Vancouver for over 15 years. Now based in Toronto, his news and current affairs pieces continue to be featured on CBC’s flagship news show, *The National*.

Duncan’s work has garnered several Radio Television Digital News Association and Jack Webster Awards. He was part of a CBC Aboriginal investigation into missing and murdered Indigenous women that won numerous honours including the Hillman Award for Investigative Journalism. Duncan has spent years teaching journalism at the UBC Graduate School of Journalism and was recognized by the Canadian Ethnic Media Association with an Innovation Award for developing curriculum on Indigenous issues. He’s also an author, his book *The Shoe Boy: A Trapline Memoir* recounts a season he spent in a hunting camp with a Cree family in northern Quebec as a teenager.

He was awarded a Knight Fellowship at Stanford University in 2011, where he created an online guide for journalists called *Reporting in Indigenous Communities* (riic.ca). Before becoming a journalist, McCue studied English at the University of King’s College, then Law at UBC. He was called to the bar in British Columbia in 1998. Duncan is Anishinaabe, a member of the Chippewas of Georgina Island First Nation in southern Ontario, and a proud father of two children.
17:15 – 17:30  Great Canadian Healthcare Debate – Resolution voting
Bayshore Ballroom

During this session, conference delegates will be asked to vote on their priorities from a list of the “top five” motions to be debated on day two of the conference. Hosted by Tony Dagone, FCCHL, FACHE and Chair of the Great Canadian Healthcare Debate’s Policy Resolution Committee, delegates will cast their votes using hand-held technology. Please familiarize yourself with the issues that have been identified as key challenges for the Canadian healthcare system and be prepared to let us know which ones you want to see debated!

If you pre-registered for NHLC, you will have received full Issue Briefs for each of the motions via email prior to the conference. Summary briefs for each motion can be found in your delegate package and at the registration desk. You can also access full Issue Briefs on the NHLC website www.nhlc.cnls.ca.

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17:30 – 18:30  Chairs’ reception
Bayshore Foyer

Sue Owen, CHE. Board Chair of the Canadian College of Health Leaders and David Diamond, Board Chair of HealthCareCAN are pleased to invite all participants to a reception, providing an excellent opportunity to meet board members, renew old acquaintances and make new ones.

1 in 5 People in Canada will experience a mental health problem or illness in any given year.

Healthcare workers are 1.5 times more likely to miss work due to illness or disability than people in other sector

Over 40% of physicians say they are in an advanced stage of burnout

Meet the Mental Health Commission of Canada experts at the Conference and learn about the tools and resources that exist to improve the mental wellness of healthcare providers.

- Learn about the National Standard for Psychological Health and Safety in the Workplace
  Breakfast session presented with HealthCareCAN – June 13, 7:15 am

- Join the panel discussion on E-Mental Health, A game-changing approach – June 13, 11 am, Session 20

- Discover the 6 Dimensions of Value-Based Leadership – Lessons from Mental Health, Workshop – June 13, Session 32

@MHCC_ /theMHCC /1MHCC @theMHCC /Mental Health Commission of Canada
Tuesday, June 13, 2017

07:00 – 17:00  Registration  Bayshore Foyer
07:15 – 08:15  BREAKFAST SESSIONS  (Pre-registration is mandatory)

What are the key ingredients in a secret sauce for leadership development?
Cypress Room

The Canadian Health Leadership Network (CHLNet), a value network of 40 organizations from across the country, believes health leadership is a key enabler of health system performance and transformation. Canadian healthcare is often cited as being innovation rich and spread poor. Leadership is seen to be an essential ingredient in creating an environment for change but how to do we do this? Join us to hear from several of CHLNet’s partners where leadership development is thriving and is a key strategy for transformation. Engage in a conversation with us about the key ingredients in the secret sauce for maximum impact of leadership development: so that we can begin to develop an evidence-based approach that best builds value for the system (and stops doing the things that don’t work!).

Speakers
Gillian Kernaghan – CEO, St. Joseph’s Health Care, London
Dr. Graham Sher – CEO, Canadian Blood Services
Valerie St. John – Lead, BC Health Leadership Development and Engagement Collaborative
Kelly Grimes – Executive Director, CHLNet
Stevie Colvin – Alberta Health Services

The By Health, for Health Collaborative – Taking action toward creating psychologically healthy and safe Canadian healthcare settings
Salon 1

In June 2016 the By Health, for Health Collaborative was formed to advance workplace psychological health and safety in Canadian healthcare settings. In partnership with HealthCareCAN and the Mental Health Commission of Canada, membership in the Collaborative encompasses over 20 hospitals and healthcare organizations from across Canada. This accounts for nearly 270,000 health sector employees (including physicians and nurses) across 10 provinces and one territory.

The Collaborative wants to share its experience, its vision, and its plans with you. Hear about the concrete actions and commitment of the Collaborative to lead the advancement of mental health in Canadian healthcare settings. Learn from champion organizations and dedicated emerging champions that are blazing the trail. Connect with other health leaders who have the same priorities and interests as you. Return to your organization with a better understanding of what’s at stake for your organization, your employees and ultimately your patients. Learn how you can begin to move the markers and learn about the tools and resources that will help. Join us and declare your commitment to making Canadian healthcare settings psychologically healthy and safe places for our employees!

Speakers
Bill Tholl – President and CEO, HealthCareCAN
Ed Mantler, CHE – Vice President, Programs and Priorities, Mental Health Commission of Canada
Sandy Coughlin – Providence Health Care, Member Co-Chair, By Health, for Health Collaborative
Matt Snyder, CHE – Peterborough Regional Health Centre, Member Co-Chair, By Health, for Health Collaborative
**HSO and Accreditation Canada – On the move and building a movement!**

**Salon 2**

Sharing breakfast and learnings!

Health Standards Organization (HSO) and Accreditation Canada (AC) are working side by side to change the way healthcare standards are created, and the way accreditation services are provided.

United under single leadership, HSO & AC are working on a global scale to empower people in their local jurisdictions to save and improve lives.

HSO specializes in the development of best-in-class standards, innovative assessment methodologies, and practical activation services and tools. AC plans and provides accreditation services to Canadian and international clients, helping people focus on what matters to them in their local context.

CEO Leslee J. Thompson will detail HSO’s new standards development process, the future of AC’s assessment programs, and how People Powered Health™ can help you and your organization achieve quality health services for all.

**Speaker**

**Leslee J. Thompson, CHE** – CEO, Accreditation Canada

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<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tr>
<td>07:15 – 08:15</td>
<td>Continental breakfast – Exhibit viewing (No pre-registration required)</td>
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<td><strong>Bayshore Foyer</strong></td>
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<tr>
<td>08:30 – 08:45</td>
<td>Welcome remarks and presentation of the Legacy of Leadership Award</td>
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<td>Present by: HealthCareCAN</td>
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<td><strong>Bayshore Ballroom</strong></td>
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<tr>
<td>08:45 – 10:30</td>
<td>The Great Canadian Healthcare Debate</td>
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<td><strong>Bayshore Ballroom</strong></td>
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HealthCareCAN and the Canadian College of Health Leaders are delighted to host the 3rd Great Canadian Healthcare Debate. Last June, we heard loud and clear from NHLC 2016 delegates that our new debate format resulted in a much stronger event. Building on this success the 2017 debate is sure to be equally engaging.

**Jeffrey Simpson**, the former Globe and Mail’s national affairs columnist and author of *Chronic Condition: Why Canada’s Health Care System Needs to be Dragged into the 21st Century*, will be moderating the 2017 Debate.

After the debate of the top 3 motions, Mr. Simpson will be asking delegates to debate the following question:

**If you could prioritize just one resolution, which one would it be?** – a challenging question, no doubt, given the many competing priorities in today’s health system.

**Tony Dagnone, FCCHL, FACHE** has once again led a distinguished Policy Resolution Committee* through a careful assessment of the motions and identified those with the greatest potential to transform service delivery, impact the population or system performance, generate public interest and be actionable by health leaders. We called on Canadian health leaders, from emerging to seasoned, to let us know – **What compelling and potentially controversial policy resolutions will make an important impact on the health system?**

The National Health Leadership Conference partners are committed to ensuring that priority motions adopted at the Great Canadian Healthcare Debate move forward.

Join us at the Great Canadian Healthcare Debate where you can participate in this unique opportunity to debate and advance priority policy resolutions!

**Host**

**Tony Dagnone, FCCHL, FACHE** – Chair, NHLC Policy Resolution Committee

**Moderator**

**Jeffrey Simpson** – The Globe and Mail’s former National Affairs Columnist

**Policy resolution committee members**

Mr. Tony Dagnone, FCCHL, FACHE (Chair), Dr. Brendan Carr, CHE, Mr. Patrick Dumelie, Ms. Tracy Kitch, Mr. Greg Lawrie, CHE, Dr. Bernard Leduc, Ms. Sharon Nettleton, Ms. Wendy Nicklin, CHE, FACHE, Ms. Jennifer Pougnet, CHE, Ms. Chris Power, CHE, Mr. Michael Redenbach and Ms. Jennifer Verma.

NHLC: Mr. Ray Racette, CHE; Mr. Bill Tholl

**Debate exclusive sponsor**: Aramark
Tony Dagnone is a Fellow of both the Canadian College of Health Leaders and the American College of Healthcare Executives. He has served in the capacity of president/CEO of Saskatoon’s Royal University Hospital and London Health Sciences Centre for over 30 years. Over his career, he has held a number of roles in numerous provincial and national organizations including chair of Canadian College of Health Leaders, chair of Ontario Hospital Association, chair of Change Foundation, and Board member of Cancer Care Ontario.

In 2008, he was appointed Commissioner of Saskatchewan’s Patient First Review by the provincial government.

Currently, Tony serves as Independent Director of Medbuy Corporation, on the Board of London Health Sciences Centre Foundation and is a board member of Pacific & Western Bank. He advises several national corporations involved in the healthcare enterprise.

His past community work includes: Chairman of Saskatoon’s 100th Anniversary Celebrations in 1982, Chairman of 1989 Canada Games and he regularly presides over the Citizenship Court Ceremony in south west Ontario.

In recognition of his volunteer work in both sports and healthcare, he was granted the Order of Canada in 1991. He was also the recipient of the Queen’s Jubilee Medal in 2003.

Jeffrey Simpson, the former Globe and Mail national affairs columnist (a position he held for 32 years), has analysed many of the major political, social and economic issues of our time. The author of eight books, including Chronic Condition: Why Canada’s Health Care System Needs to be Dragged into the 21st Century, which won the $50,000 Donner Prize for the best book on public policy, Simpson is a sought-after speaker at major conferences nationally and abroad.

Simpson is currently a senior fellow at the School of Public and International Affairs at the University of Ottawa. He has also been an adjunct professor at the Institute of Policy Studies at Queen’s University. He was a John S. Knight fellow at Stanford University, a Skelton-Clark fellow and Brockington Visitor at Queen’s University, and a John V. Clyne fellow at the University of British Columbia, among other postings.

Simpson has won all three of Canada’s major writing prizes: the Governor-General’s award for nonfiction writing; the National Magazine Award for political writing; and the National Newspaper Award for column-writing. He has also won the Hyman Solomon Award for excellence in public policy journalism, and the Arthur Kroeger prize for public discourse.

Simpson was made an Officer of the Order of Canada in 2000 for his contribution to journalism, and has received seven honorary degrees from Canadian universities. His views have been published in Saturday Night, The Report on Business Magazine, The Journal of Canadian Studies and The Queen’s Quarterly.
## Concurrent Sessions

**CONCURRENT SESSIONS**

**Tuesday, June 13 | 11:00 – 12:00**

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<tr>
<th>Time</th>
<th>Session</th>
<th>Title</th>
<th>Location</th>
<th>Facilitators/Panelists</th>
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</table>
| 11:00 – 12:00 | 4 | Session 17 | Establishing First Nations population health and wellness indicators for the next ten years | Cypress Room | Dr. Evan Adam – First Nations Health Authority  
Shannon McDonald – First Nations Health Authority  
Lindsay Beck – First Nations Health Authority  
Kathryn Berry – First Nations Health Authority |
| 11:00 – 12:00 | 6 | Session 18 | Obstetrical services in Canada - Advancing quality and strengthening safety: Collaborative analysis | Marine Room | Janice McVeety – Health Standards Organization |
| 11:00 – 12:00 | 1 | Session 19 | Value-driven outcomes | Oak Room | |
| 11:00 – 12:00 | 3 | Session 20 | E-mental health, a game-changing approach? | Salon 1 | Fraser Ratchford, CHE – Canada Health Infoway |
| 11:00 – 12:00 | 6 | Session 21 | Integration and collaboration | Seymour Room | |
| 11:00 – 12:00 | 5 | Session 22 | Accountability and governance | Mackenzie Room | |

### Abstracts

1. **“Nothing about me without me”: Using a patient and family-centered approach to transform Bedside Shift Report (BSR) in critical care.**
   - Kate McNamee – Providence Health Care  
   - Marianne Lesage – Providence Health Care

2. **From crisis to confidence: Balancing public expectations with system demands in Canada’s evolving blood system**
   - Dr. Graham Sher – Canadian Blood Services

3. **E-mental health, a game-changing approach?**
   - Edward Mantler, CHE – Mental Health Commission of Canada  
   - Barbara Mildon, CHE – Ontario Shores Centre for Mental Health Sciences  
   - Aidan Scott – Speakbox

4. **Integration and collaboration**
   - Gail Blackmore, CHE – Nova Scotia Health Authority  
   - Laura Cross – Island Health  
   - Ana Maria Gidofalvi – Island Health

5. **Accountability and governance**
   - Dr. Anurag Saxena, CHE – Saskatoon Health Region / University of Saskatchewan

6. **Talking with patients and families: An innovative approach to achieving high reliability**
   - Kimberly Storey – Southlake Regional Health Centre

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<th>Delivering quality improvements</th>
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<tr>
<td><strong>Abstracts</strong></td>
<td>An innovative, integrated approach to patient and family-centered care</td>
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<tr>
<td>Michele James, CHE – Rouge Valley Health System</td>
<td>Kristy Macdonell – Rouge Valley Health System</td>
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<td><strong>Session 24</strong></td>
<td>National and international experience with outcomes-based measures in payment and delivery systems</td>
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<tr>
<td><strong>Moderator</strong></td>
<td>Dr. Gabriela Prada, CHE – Medtronic Canada</td>
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<tr>
<td><strong>Panelists</strong></td>
<td>Fredrika Scarth – Ontario Ministry of Health and Long-Term Care</td>
<td>Medtronic</td>
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<td>Jonas Wohlin – IVBAR</td>
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<td><strong>Schedule</strong></td>
<td>Luncheon</td>
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<td>12:00 – 13:30</td>
<td>Presentation of 3M Health Care Quality Team Awards</td>
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<td><strong>Session 25</strong></td>
<td>Creating value for citizens and the public</td>
<td>Oak Room</td>
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<tr>
<td><strong>Abstracts</strong></td>
<td>Patient, family and public engagement framework in the BC Provincial Health Services Authority</td>
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<tr>
<td>Suzanne Fuller Blamey – PHSA, BC Cancer Agency</td>
<td>Suzanne Steenburgh – PHSA, BC Cancer Agency</td>
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<td><strong>Session 26</strong></td>
<td>How to make tough choices and more effectively manage resources in today’s challenging healthcare economy</td>
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<td><strong>Facilitators</strong></td>
<td>Dr. Craig Mitton – University of British Columbia</td>
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<td>Dr. François Dionne – Prioritize Consulting</td>
<td>Duncan Campbell – Craigavon Enterprises</td>
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<td>Howard Waldner, CHE – Southern Alberta Institute of Technology</td>
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<td><strong>Session 27</strong></td>
<td>The connect2care consumer health portal: Delivering value through leadership and engagement</td>
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<tr>
<td><strong>Moderator</strong></td>
<td>Amir Karmali – Holland Bloorview Kids Rehabilitation Hospital</td>
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<tr>
<td><strong>Panelists</strong></td>
<td>Joanne Maxwell – Holland Bloorview Kids Rehabilitation Hospital</td>
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<td>Cathy Petta – Holland Bloorview Kids Rehabilitation Hospital</td>
<td>Susan Cosgrove – Holland Bloorview Kids Rehabilitation Hospital</td>
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**CONCURRENT SESSIONS** | Tuesday, June 13 | 13:45 - 15:15

### Session 28
**Using patient stories for learning and improvement**  
*Salon 2*

**Facilitators**
- Carol Fancott – Canadian Foundation for Healthcare Improvement
- Lisa Hawthornthwaite – London Health Sciences Centre
- Mim O’Dowda – Patient Advisor

### Session 29
**Strategies for scaling quality improvement in long-term care: Achieving patient-centered care approaches through leadership, engagement and real time data**  
*Mackenzie Room*

**Moderator**
- Kaye Phillips – Canadian Foundation for Healthcare Improvement

**Panelists**
- Jennifer C. Major – Canadian Foundation for Healthcare Improvement
- Selma Didic – Canadian Foundation for Healthcare Improvement
- Linda Shannon – Drew Nursing Home
- Julie Weir – New Brunswick Association of Nursing Homes
- Cynthia Sinclair – Interlake-Eastern Regional Health Authority (East Gate Lodge)
- Kim Arsenault – Mount Saint Joseph Nursing Home

### Session 30
**Creating a culture of safety for BC home support workers**  
*Marine Room*

**Panelists**
- Daniel Fontaine – BC Care Providers Association
- Jennifer Lyle – SafeCare BC

### Session 31
**Patient-reported outcome and experience measures to support value-based care**  
*Salon 3*

**Moderator**
- Brent Diverty – Canadian Institute for Health Information

**Panelists**
- Greg Webster – Canadian Institute for Health Information
- Arto Ohinmaa – Alberta PROMs and EQ-5D Research and Support Unit
- Adeera Levin – BC Provincial Renal Agency
- Cam Melvin – BC Provincial Renal Agency

### Session 32
**6 Dimensions of value-based leadership – Lessons from mental health**  
*Cypress Room*

**Facilitators**
- Edward Mantler, CHE – Mental Health Commission of Canada
- Mike Pietrus – Mental Health Commission of Canada
- Stephanie Knaak – Mental Health Commission of Canada

15:15 – 15:45 **Networking break – Exhibit viewing**  
*Bayshore Foyer*
Join us as Arlene Dickinson shares her personal stories and leadership journey to success. Arlene encourages a leadership approach that blends business and life skills, and most importantly, relies on genuine face-to-face or voice-to-voice communication. She will inspire you to foster innovation and strengthen communication and collaboration with patients and their families to lead to better health outcomes and patient experience.

**Speaker**

**Arlene Dickinson** – *Dragons’ Den* Personality, Entrepreneur, Marketing Communications Expert

Arlene Dickinson is one of Canada’s most renowned independent marketing communications entrepreneurs. As CEO of Venture Communications, her creative and strategic approach has turned the company into a powerhouse with a blue chip client list. She is also the CEO of YouInc.com, a company she founded in 2012 that is dedicated to serving and investing in entrepreneurs and the entrepreneurial lifestyle.

Ms. Dickinson is best known to Canadians as one of the venture capitalists on the award-winning CBC series *Dragons’ Den, The Big Decision* and marketing expert on *Recipe to Riches*. She is the author of two books, the number one bestselling book, *Persuasion* and her most recent best-selling release, *All In*.

Her success and leadership has been recognized with multiple honours and awards including: Canada’s Most Powerful Women Top 100, the Pinnacle Award for Entrepreneurial Excellence, RBC Top 25 Canadian Immigrant Award Winner, as well as *PROFIT* and *Chatelaine*’s TOP 100 Women Business Owners.

A generous philanthropist, supporter of many important causes and mother of four and grandmother of five, Ms. Dickinson is proud to be the national spokesperson for The Breakfast Clubs of Canada since 2010. She is an Honorary Captain of the Royal Canadian Navy and is the recipient of honorary degrees from Mount Saint Vincent University, Saint Mary’s University and the Northern Alberta Institute of Technology. She sits on the Leadership Council of the Perimeter Institute for Theoretical Physics and is the proud recipient of The Queen Elizabeth II Diamond Jubilee Medal.
EXHIBITORS BY BOOTH NUMBER

1. Canadian College of Health Leaders
2. CHA Learning/HealthCareCAN
3. Canadian Patient Safety Institute
4. Canadian Agency for Drugs & Technologies in Health
5. Canadian Foundation for Health Care Improvement
6. Canada Health Infoway
7. Honeywell
8. Logibec
9. Athabasca University
10. HIROC
11. Mental Health Commission of Canada
12. Wolters Kluwer
13. MHS Assessments

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Strong leadership skills are fundamental to the success of you and your team. The Ontario Hospital Association (OHA) and the Governance Centre of Excellence (GCE) are pleased to provide a range of programs to help build your expertise in health care leadership and governance. Some upcoming programs include:

- **Health Care Leadership Summit and Governance Forum** - September 6 - 8, 2017
- **Health Care Financial Management** - September 14 - 15, 2017
- **Essentials Certificate in Hospital Governance for New Directors** - September 15, 2017

Visit us at Booth #14 to learn how we help Canadian healthcare providers improve patient care and clinical effectiveness.

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Central Regional Cancer Program
J. Ross Graham, CHE
Island Health
Kris Gustavson
Provincial Health Services Authority
Jacquie Hakes
Northern Health
Sandra J. Hanmer, CHE
Capacity Canada
Anwar Haq
University of Alberta
Sonia Jacobs
National Research Corporation Canada
Keltie Jamieson, CHE
NS Health
Krista Jangaard
IWK Health Centre

Maria Judd
Canadian Foundation for Healthcare Improvement
Kirsten Krull, CHE
Hamilton Health Sciences
Sumeet Kumar
KFI Management Consulting
Bernadette Lake
Health Association Nova Scotia
Mimi Lowi-Young, FCCHL
Alzheimer Society of Canada
Lyne Mansell, CHE
Alberta Health Services - Edmonton
Joanne Maxwell, CHE
Holland Bloorview Kids Rehabilitation Hospital
Sean Molloy, CHE
St. Joseph’s Health Centre
Anne Neufeld, CHE
Saskatchewan Polytechnic
Kara Patterson, CHE
Calgary Foothills Primary Care Network
Norm Peters, CHE
Island Health
Emily Powell, CHE
Grey Bruce Health Unit
Ron Sept
Axiom Consulting Inc.
Jacqueline Singer
Canadian Institute for Health Information
Amir Soheili
Mackenzie Health
Heather Straight
Provincial Health Services Authority
Cori Thompson
University of Victoria
Roula Tzianetas, CHE
Consultant
Jennifer Verma
Canadian Foundation for Healthcare Improvement
2018–19 HARKNESS FELLOWSHIPS in HEALTH CARE POLICY and PRACTICE

Call for Applications

THE COMMONWEALTH FUND AND CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT (CFHI) invite promising mid-career professionals—government policymakers, academic researchers, clinical leaders, hospital and insurance managers, and journalists—from Canada to apply for a unique opportunity to spend up to 12 months in the United States as a Harkness/CFHI Fellow in Health Care Policy and Practice. Established by The Commonwealth Fund in 1925, the Harkness Fellowships were modeled after the Rhodes Scholarships and aim to produce the next generation of health policy leaders in participating countries.

Fellows are placed with mentors who are leading U.S. experts at organizations such as Harvard University, Stanford University, Kaiser Permanente, and the Institute for Healthcare Improvement to study issues relevant to The Commonwealth Fund’s mission to support a high performing health care system—insurance coverage, access, and affordability; health care delivery system reforms (e.g., bundled payments, accountable care organizations, innovative approaches to care for high-need/high-cost patients); cost containment; and other critical issues on the health policy agenda in both the U.S. and their home countries. A peer-reviewed journal article or policy report for Health Ministers and other high-level policy audiences is the anticipated product of the fellowship. Harkness Fellows have published their findings in top-tier journals, including: BMJ, Health Affairs, and New England Journal of Medicine.

The Commonwealth Fund brings together the full class of fellows—from Australia, Canada, France, Germany, the Netherlands, New Zealand, Norway, and the United Kingdom—throughout the year to participate in a series of high-level policy briefings and leadership seminars with U.S. health care leaders.

Building on their fellowship experiences, Harkness Fellows have moved into senior positions within academia, government, and health care delivery organizations, making valuable contributions to health policy and practice at home and in the United States.

EACH FELLOWSHIP WILL PROVIDE UP TO U.S. $130,000 IN SUPPORT, which covers roundtrip airfare to the U.S., living allowance, project-related travel, travel to fellowship seminars, health insurance, and U.S. federal and state taxes. A family supplement (i.e., approximately $60,000 for a partner and two children up to age 18) is also provided to cover airfare, living allowance, and health insurance.

Harkness Fellows as well as U.S. and international health policy experts have opened my eyes to the opportunities for us to learn from each other and to apply our knowledge to improve our own healthcare systems. My fellowship, based in Washington D.C. at the Office of the Assistant Secretary for Planning and Evaluation, provided me with an extraordinary opportunity to work with senior Administration officials and study bundled payments, one of the many innovative reform strategies being piloted in the United States. The experience gave me crucial insights into how the U.S. government implements and evaluates health policies, enriching my own research and thinking about knowledge translation of health system funding reforms.

Jason Sutherland
(2012-13 Harkness/CFHI Fellow)
Associate Professor
Centre for Health Services and Policy Research
University of British Columbia

The Commonwealth Fund

CANADIAN APPLICATION DEADLINE
November 13, 2017

VISIT
www.commonwealthfund.org/fellowships for more details and to apply.

CONTACT
Robin Osborn, vice president and director, International Program in Health Policy and Practice Innovations, at ro@cmwf.org to inquire about the program, eligibility, and proposed projects.

The Commonwealth Fund is a private foundation, established in 1918 and based in New York, which aims to promote a high performing health care system that achieves better access, improved quality, and greater efficiency, particularly for society’s most vulnerable.
The Call for Abstracts will be available in September 2017.

For further information, visit www.nhlc-cnls.ca this summer.
Canadian College of Health Leaders
The Canadian College of Health Leaders is a national, member-driven, not-for-profit association dedicated to ensuring that the country's health system benefits from capable, competent and effective leadership. As defined by the LEADS in a Caring Environment framework, a leader is anyone with the capacity to influence others to work together constructively. Through credentialing, training, networking and mentoring, we support health leaders in every sector and region, from every professional background and at any stage of their career. Guided by a code of ethics, we help individuals acquire the skills they need to create change in their own organizations and, ultimately, the health system. The College achieves all of this within an environment of collaboration, cooperation and member engagement – through partnerships and chapters – promoting lifelong learning and professional development while recognizing leadership excellence.

Situated in Ottawa, with 21 chapters across the country and representing more than 3,200 members and 85 corporate members, the College offers a range of programs and services, including capabilities based credentialing, professional development for Canadian health leaders, and a nationwide career network.

Visit www.cchl-ccls.ca for more details. Follow us on Twitter @CCHL_CCLS.

HealthCareCAN
HealthCareCAN is the national voice of healthcare organizations and hospitals across Canada. We foster informed and continuous, results-oriented discovery and innovation across the continuum of healthcare. We act with others to enhance the health of the people of Canada; to build the capability for high quality care; and to help ensure value for money in publicly financed, healthcare programs.

Learn more about our solutions to health system challenges by visiting our website www.healthcarecan.ca. Follow us on Twitter @HealthCareCAN and on Facebook at www.facebook.com/healthcarecan.soinssantecan/