PATHWAYS TO INNOVATION AND CHANGE
HOW DO YOU ACHIEVE PATIENT-CENTRED CARE THROUGH QUALITY OF LIFE?

**PHYSICAL ENVIRONMENT**
By contributing to the comfort of patients, visitors and staff to make them feel safe.

**HEALTH & WELL-BEING**
By promoting a healthy lifestyle through a well-balanced diet and exercise.

**RECOGNITION**
By contributing to patients, visitors and staff feeling truly valued.

**PERSONAL GROWTH**
By allowing patients, visitors and staff to learn and make progress.

**EASE & EFFICIENCY**
By impacting the ability to carry out activities with ease, efficiency and minimal interruptions.

**SOCIAL INTERACTION**
By strengthening bonds among patients, visitors, and staff to facilitate access to culture and entertainment.

Sodexo is proud to be the title sponsor for the National Health Leadership Conference.

For more information about Sodexo contact: CanadianSales.CA@sodexo.com
The National Health Leadership Conference gratefully acknowledges the generous support of its sponsors.

TITLE SPONSOR
2014 – 2018
sodexo
QUALITY OF LIFE SERVICES

PLATINUM

GOLD

B R O N Z E

DIRECTED
OBJECTIVES

- Provide a forum to enrich health leadership practices and innovation;
- Showcase leading practices and their success;
- Share 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 in changing health service delivery;
- Discuss types of innovation and new technologies that can transform 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 reference models; and
- Be better equipped to address system transformation challenges.

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>Welcome from the Conference Partners

We are pleased to co-host the 2016 National Health Leadership Conference (NHLC) and 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 **Pathways to innovation and change**.

The need for fundamental, transformational change in the Canadian healthcare system is widely recognized. Canada faces many healthcare system challenges that are driving the need for change, including the complexity of an aging population, slow economic growth, and retiring “baby boomer” health leaders. Opportunities provided by greater connectivity and new technologies, and the recognition of the importance of putting patients and families first, are also driving change and transformation.

Achieving and sustaining change is notoriously difficult. Change in the health system is unique and complex. Most transformation efforts fail to deliver and sustain change because of a failure to acknowledge the complexity of healthcare systems. In Canada, our track record for creating sustained and effective health system improvement, and adopting change and innovation, has been slow relative to that of our peers.

The conference will build on the 2015 theme, Driving a culture of engagement, innovation and improvement, and will galvanize the community around the importance of stimulating transformation and improvement through innovation and leadership excellence.

How do we create a “change culture,” harnessing organizational energy for transformational change? What are the necessary cultural and organizational factors that can lead to profound change and re-orient an organization in a new direction, taking it to an entirely different level of effectiveness? What must be done to fully engage, excite and enthuse staff, patients, families and others to embrace change and adopt a culture of continuous improvement? How do we ensure that patients and families play a catalytic role as partners for change?

Leadership — at all levels — plays an essential role in effective healthcare transformation and change. How do we create the conditions for leaders to thrive in changing and challenging times? How do we nurture and groom existing talent to replace retiring leaders? Change leaders play a pivotal role in building a commitment to transformation and creating a sense of shared purpose, an essential component in change programs. The most effective change leaders are often those who can build and use networks to create relationships and partnerships. What role do leaders play in the various stages of change, including preparing for change, implementing change, spreading change, and sustaining change?

NHLC 2016 calls upon health system leaders to work together like never before to put Canada’s healthcare system performance back at the top while putting the interests of patients and families first.

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 all Canadians.

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 2016 National Health Leadership Conference – Pathways to innovation and change.

We have an outstanding plenary program planned for you. Dr. Helen Bevan will share her knowledge on transformational change. Award-winning journalist, Susan Delacourt will moderate a panel with Dr. Danielle Martin, Sharon Nettleton and Chris Power to explore the winning conditions needed for innovation and change in challenging times. Jeffrey Simpson, the Globe & Mail’s national affairs columnist, will moderate the second 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. Jeremy Gutsche will close the conference leaving you energized and motivated to implement change and innovation in your organizations.

Our concurrent sessions include panels, workshops and oral abstracts; they are the perfect opportunity to learn from and engage in dialogue with leaders from across the country. Poster presentations highlight innovative collaborations, best practices, successful transformation processes, and much more. This two day conference is a wonderful way to learn from and network with the best leaders in health.

Ottawa, Canada’s capital is a cosmopolitan city unique in its history, geography and lifestyle. Bask in the city’s wealth of historic landmarks — from the iconic Parliament Buildings to the Rideau Canal — all located within its downtown core; marvel at the architectural wonders that house national museums and galleries, before taking in their world-class exhibitions. Experience the culinary scene and shops of the Byward Market. Described as one of the most beautiful capitals in the world, Ottawa has the atmosphere and charm of a smaller city.

We look forward to meeting you!

Wendy Nicklin, CHE, FACHE, FISQua
President-elect, International Society for Quality in Health Care

Alex Munter, CHE
President and CEO, Children’s Hospital of Eastern Ontario
Wendy Nicklin, CHE, FACHE, FISQua

Wendy Nicklin is a valued active partner in discussions about improving the quality of healthcare. Wendy is a recognized healthcare leader across Canada and internationally. Obtaining her academic degrees at McGill University, Wendy has extensive experience as a critical care nurse and in progressive leadership positions. She has participated in many provincial and national initiatives, such as the National Steering Committee for Patient Safety, and as a founding Board member on the Canadian Patient Safety Institute Board for eight years, working to contribute to its establishment and success.

After over 11 years at the helm, Wendy recently stepped down from the position of President and Chief Executive Officer of Accreditation Canada. She led a significant renewal of the approach to and value of accreditation. Her global leadership about accreditation is well regarded.

She serves on several boards including the Healthcare Insurance Reciprocal of Canada (HIROC) and is a member of the Institute of Corporate Directors.

Within the International Society for Quality in Health Care (ISQua), and after six years on the ISQua Board, Wendy is now President-elect. She is Past-Chair of the ISQua Accreditation Council for the International Accreditation Program, member of the Innovation and Systems Change working Group, member of the Board Accreditation Committee, an Expert, a Fellow and an ISQua surveyor.

Wendy received the Woman of Distinction Award – Health Services in 1999, the Canadian Nurses Association Centennial Award in 2008 and the CCHL Eastern Ontario Chapter Award for Distinguished Service in 2012.

An Emeritus member of CHLNet, she is a former Network Partner Liaison and continues to Chair the CHLNet Knowledge Mobilization Working Group.

With a strong commitment to effective governance and focusing on quality, safety and leadership, Wendy has numerous publications to her name and has given many presentations nationally and internationally. She has academic appointments to Queen’s University and the University of Ottawa.

A deep personal commitment to improving the quality of healthcare continues to be the driving force in Wendy’s career.

Alex Munter, CHE

Alex Munter is President and CEO of the Children’s Hospital of Eastern Ontario (CHEO) in Ottawa, a world-class centre that provides outstanding family-centered patient care, pioneering research, and training for the healthcare professionals of the future. Since joining CHEO in 2011, he has helped CHEO earn recognition as one of Canada’s most admired corporate cultures and a leader in research, health technology and patient-centered care.

Previously, Alex was Chief Executive Officer of the Champlain Local Health Integration Network (LHIN) – the crown agency responsible for planning, integrating and funding health services in the region. Before joining the LHIN, he led Ottawa’s Youth Services Bureau, one of Ontario’s leading child and youth mental health agencies. Alex also taught in French and English at the University of Ottawa as a Visiting Professor in its Faculty of Social Sciences. From 1991 to 2003, he was an elected Councillor in Ottawa, where he also had lead responsibility for public health, long-term care, housing and social services.

Alex has won awards from a wide range of organizations for his contributions to the community, including the Centre for Addiction and Mental Health, the Canadian Institute for Child Health, United Way/Centraide Ottawa, the Federal Business Development Bank, l’Association canadienne-française de l’Ontario d’Ottawa, and Leadership Ottawa, among others.
PLENARY SPEAKERS

MONDAY, JUNE 6, 2016
The Honourable Jane Philpott, MP – Minister of Health

MONDAY, JUNE 6, 2016  |  09:10 – 10:30
Dr. Helen Bevan – Chief Transformation Officer for the National Health Service, UK

MONDAY, JUNE 6, 2016  |  15:45 – 17:00
Dr. Danielle Martin – Vice-President Medical Affairs & Health System Solutions and Senior Fellow, WCH Institute for Health System Solutions and Virtual Care

Sharon Nettleton – Co-chair, Patients for Patients Safety Canada

Chris Power, CHE – CEO, Canadian Patient Safety Institute

Susan Delacourt – Journalist and Senior Writer, Toronto Star

TUESDAY, JUNE 7, 2016  |  8:40 - 10:30
Tony Dagnone, FCCHL, FACHE – Chair, NHLC Policy Resolution Committee

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

TUESDAY, JUNE 7, 2016  |  15:45 – 17:00
Jeremy Gutsche – Chief Trend Hunter & CEO, Trend Hunter Inc. and Award-Winning Author
SUNDAY, JUNE 5, 2016
10:00 – 10:30  HealthCareCAN – Annual general meeting  
Maple - W
12:00 – 17:30  Registration  
Grand Foyer - W
13:30 – 15:00  CCHL – Annual general meeting and ceremonies  
Provinces - W
13:30 – 16:00  Continuum of care tour (Meet in Main Lobby at 13:20 for 13:30 bus departure.)  
Main Lobby - W
13:30 – 16:00  Complex continuum care tour (Meet in Main Lobby at 13:20 for 13:30 bus departure.)  
Main Lobby - W
15:00 – 16:00  CCHL/HealthCareCAN Reception  
Daly’s - W
17:30 – 23:00  CCHL – Honouring Health Leadership Event  
Governor General / Confederation - W
(Pre-registration mandatory)

MONDAY, JUNE 6, 2016
07:00 – 17:30  Registration  
Grand Foyer - W
07:15 – 08:15  BREAKFAST SESSIONS  
Governor General I - W
(Pre-registration required, see details on page 16.)
LEADS research release: Exploring the uptake of LEADS  
Presented by: Canadian College of Health Leaders  
Sponsored by: Roche
A first look at emerging evidence: Mentally healthy workplaces benefit patients and healthcare workers alike  
Presented by: HealthCareCAN and Mental Health Commission of Canada
Meeting the needs of healthcare’s high users: Tools to support innovative management  
Sponsored by: Canadian Institute for Health Information
The new Healthcare Facilities Management certification improves patient safety  
Sponsored by: Canadian Healthcare Engineering Society
07:15 – 08:15  Continental breakfast – Exhibits and poster viewing  
Grand Foyer - W
08:30 – 09:10  PLENARY Opening ceremonies and address by the Minister of Health  
Confederation - W
09:10 – 10:30  PLENARY Harnessing organizational energy for transformational change  
Confederation - W
10:30 – 11:00  Networking break – Exhibits and poster viewing  
Grand Foyer - W

Location of event:  
W - Westin  |  SC - Shaw Centre
Types of presentations:  
□ Oral abstract presentations  |  □ Panel  |  □ Workshop
LEADS domains:  
LS - Lead Self  |  EO - Engage Others  |  AR - Achieve Results  |  DC - Develop Coalitions  |  ST - Systems Transformation
Target audience:  
☐ - Emerging leaders  |  ☐ - Middle managers  |  ☐ - Senior leaders  |  ☐ - Applicable to all  |  ☐ - Francophone stream
Introductory/Intermediate/Advanced: Reflective of the level of previous knowledge or experience about the topic the learner is expected to have before coming.
# Program-at-a-Glance

## 11:00 – 12:00  Concurrent Sessions

| LS/EO | 1. Panel discussion of innovative mentorship  
        |    | (Introductory/Intermediate)  
        | Governor General I - W |
| ST   | 2. Five ways to improve mental healthcare in your organization – Part 1  
        |    | (Intermediate)  
        | Governor General II - W |
| AR/ST | 3. Cost management  
        |    | (Advanced)  
        | Ontario - W |
| ST/EO | 4. Physician engagement  
        |    | (Advanced)  
        | Governor General III - W |
| EO   | 5. Patient safety and engagement  
        |    | (Intermediate)  
        | Provinces I - W |
| EO/ST | 6. Workplace health and safety  
        |    | (Intermediate)  
        | Provinces II - W |
| LS   | 7. Systems transformation for chronic and long-term care  
        |    | (Introductory)  
        | Room 206 - SC |
| LS   | 8. Strategies for transforming a surgical program and the importance of language standards for good communication in health: Two models for quality and patient safety  
        |    | Room 208 - SC |
| LS   | Health leaders coaches’ corner  
        |    | Sponsored by: Roche  
        | Les Saisons - W |

## 12:00 – 13:30  Luncheon

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

## 13:45 – 15:15  Concurrent Sessions

| EO | 10. Embedding cultural safety and humility within First Nations and Aboriginal Health Services  
     |    | (Introductory)  
     | Ontario - W |
| ST | 11. Five ways to improve mental healthcare in your organization – Part 2  
     |    | (Intermediate)  
     | Governor General II - W |
| ST | 12. The power of leadership development to transform organizational culture: Considering best practices  
     |    | (Advanced)  
     | Governor General I - W |
| ST | 13. Want to change healthcare? Listen to the innovation that patients want. A panel discussion  
     |    | (Intermediate)  
     | Governor General III - W |
| ST | 14. Change: Wrong approach = Wrong results  
     |    | (Introductory)  
     | Provinces I - W |
| ST | 15. Scaling up innovation together by building health leadership capacity  
     |    | (Introductory)  
     | Provinces II - W |
     |    | (Intermediate)  
     | HIROC  
     | Room 206 - SC |
| ST | 17. Three provinces. Three models. The challenges and successes of delivering care to seniors in a francophone minority setting  
     |    | Room 208 - SC |
| LS | 18. Health leaders coaches’ corner  
     |    | Sponsored by: Roche  
     | Les Saisons - W |

## 15:15 – 15:45  Networking break – Exhibits and poster viewing  
Grand Foyer - W

## 15:45 – 17:00  Plenary

15:45 – 17:00  Pathways to innovation and change: Creating the winning conditions  
Confederation - W

## 17:00 – 17:15  Plenary

17:00 – 17:15  Great Canadian Healthcare Debate – Resolution voting  
Debate exclusive sponsor: Aramark  
Confederation - W

## 17:15 – 18:30  Chairs’ reception  
Sponsored by: Johnson Controls  
Grand Foyer - W

## 18:30 – 22:30  Dinner cruise on the Ottawa River  
(Pre-registration mandatory – Meet in the Westin lobby at 18:20)  
Main Lobby - W
**TUESDAY, JUNE 7, 2016**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>07:00 – 17:00</td>
<td>Registration</td>
</tr>
<tr>
<td>07:15 – 08:15</td>
<td><strong>BREAKFAST SESSIONS</strong></td>
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<tr>
<td>07:15 – 08:15</td>
<td>Leading change – Bridging the leadership gap</td>
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<td>Sponsored by: CHA Learning and Canada Health Infoway</td>
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<td>07:15 – 08:15</td>
<td>Spreading healthcare innovation: CFHI’s pan-Canadian Anti-psychotic</td>
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<td>Reduction in Long Term Care and INSPIRED COPD spread collaboratives</td>
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<td>07:15 – 08:15</td>
<td>Quality health services and risks associated to linguistic barriers</td>
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<td>Sponsored by: Société Santé en français and Accreditation Canada</td>
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<tr>
<td>07:15 – 08:15</td>
<td>Value-based healthcare: The new imperative for Canada and lessons</td>
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<td>from Southlake Regional Health Centre</td>
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<td>Sponsored by: Johnson &amp; Johnson Medical Devices Companies</td>
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<td>07:15 – 08:15</td>
<td>Reducing the impact of influenza amongst older Canadians: Implications</td>
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<td>for healthy aging and the healthcare system</td>
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<td>07:15 – 08:15</td>
<td>Continental breakfast – Exhibits and poster viewing</td>
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<td>08:30 – 08:40</td>
<td><strong>PLENARY</strong> Presentation of HealthCareCAN’s Legacy of Leadership Award</td>
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<td>08:40 – 10:30</td>
<td><strong>PLENARY</strong> The Great Canadian Healthcare Debate</td>
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<td>Debate exclusive sponsor: Aramark</td>
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<td>10:30 – 11:00</td>
<td>Networking break – Exhibits and poster viewing</td>
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<td>11:00 – 12:00</td>
<td><strong>CONCURRENT SESSIONS</strong></td>
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<tr>
<td></td>
<td>◆ST/AR 19 Transformation and change (Intermediate)</td>
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<td>◆ST/AR 20 Patient safety (Intermediate)</td>
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<td></td>
<td>◆EO/ST 21 Physician engagement (Introductory/Intermediate)</td>
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<td></td>
<td>◆DC/LS 22 Leadership development (Introductory/Intermediate)</td>
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<td></td>
<td>◆EO 23 Change management and efficiency (Introductory/Intermediate)</td>
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<td>◆EO/ST 24 Culture of engagement (Introductory/Intermediate)</td>
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<td>❖ST 25 Transforming youth mental health services through accelerating the adoption of integrated service hubs to achieve value for youth experiencing mental health challenges – Part 1 (Intermediate)</td>
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<td></td>
<td>❖EO/LS/AR 26 Invigorating the leadership culture at Bruyère</td>
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</tbody>
</table>

**Location of event:**
- W - Westin
- SC - Shaw Centre

**Types of presentations:**
- □ Oral abstract presentations
- □ Panel
- □ Workshop
- □ Lead Sell
- □ Engage Others
- □ Achieve Results
- □ Develop Coalitions
- □ Systems Transformation

**Target audience:**
- ◆ - Emerging leaders
- ○ - Middle managers
- ❖ - Senior leaders
- ☧ - Applicable to all
- ❖ - Francophone stream

**Introductory/Intermediate/Advanced:** Reflective of the level of previous knowledge or experience about the topic the learner is expected to have before coming.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>12:00 – 13:30</td>
<td>Luncheon Presentation of the 3M Health Care Quality Team Awards</td>
<td>Confederation - W</td>
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<td>Sponsored by: 3M Health Care</td>
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<tr>
<td>13:45 – 15:15</td>
<td><strong>CONCURRENT SESSIONS</strong> Session 34 will be presented in French with simultaneous interpretation to English.</td>
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<td>Effective knowledge translation with SPARK and the i2i: Innovation to implementation in seven steps</td>
<td>Governor General I - W</td>
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<tr>
<td></td>
<td>(Introductory)</td>
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<td>Lean approaches for system transformation in endoscopy</td>
<td>Les Saisons - W</td>
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<td>(Intermediate)</td>
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<td>Transforming youth mental health services through accelerating the adoption of integrated service hubs to achieve value for youth experiencing mental health challenges – Part 2</td>
<td>Ontario - W</td>
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<td>(Intermediate)</td>
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<td>Collaborating to pro-actively delay frailty and C.A.R.E: Lived experiences from an inter-provincial innovation team</td>
<td>Governor General II - W</td>
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<td>(Introductory)</td>
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<td></td>
<td>A tale of two systems: From research capacity to transformation</td>
<td>Governor General III - W</td>
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<td>(Intermediate)</td>
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<td>Leading population-based systems of care: Applying a patient-centered approach</td>
<td>Provinces I - W</td>
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<tr>
<td></td>
<td>(Introductory)</td>
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<td></td>
<td>Patient safety improved by coalition</td>
<td>Room 206 - SC</td>
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<td></td>
<td>(Advanced)</td>
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<td>The restructuring of Quebec’s health and social services network:</td>
<td>Room 208 - SC</td>
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<td>How far along are we?</td>
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<tr>
<td>15:15 – 15:45</td>
<td>Networking break – Exhibits and poster viewing</td>
<td>Grand Foyer - W</td>
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<tr>
<td>15:45 – 16:55</td>
<td><strong>PLENARY</strong> Better and faster: The proven path to unstoppable ideas</td>
<td>Confederation - W</td>
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<tr>
<td>16:55 – 17:00</td>
<td><strong>PLENARY</strong> Closing remarks</td>
<td>Confederation - W</td>
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</tbody>
</table>

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Visit us at Booth #13 to learn how we help Canadian healthcare providers improve patient care and clinical effectiveness.

**UpToDate®**
Empower clinicians with evidence-based knowledge and recommendations at the point of care.
www.uptodate.com

**Lexicomp® | Medi-Span®**
Make safe medication decisions with Clinical Drug Information references and screening tools.
www.wolterskluwercdi.com
GENERAL INFORMATION

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 engage participants in discussion;
- Concurrent sessions will feature panel presentations, workshops and oral abstract presentations, grouped by theme. Adequate time will be allotted for audience participation through questions and answers; and
- Posters will be displayed all day Monday and Tuesday with authors available to respond to questions during networking breaks.

EXCELLENCE IN HEALTH LEADERSHIP AWARDS
We are pleased to profile the 2016 recipients from the Canadian College of Health Leaders’ National Awards Program. Please be sure to visit our Excellence in health leadership area located in the Grand Foyer. Award winners will be pleased to discuss their achievements during the networking breaks on Monday and Tuesday.

MAINTENANCE OF CERTIFICATION (MOC)
Attendance at this conference entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 1 Category I credit for each breakfast session and 11 Category I credits for the Conference toward their maintenance of certification requirement.
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 Confederation 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/nhlc2016. Presenting authors are identified in bold in the program.

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/nhlc2016 from your smartphone browser and all the event information is automatically saved to your device.

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

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

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 Grand Foyer on Monday and Tuesday.

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

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.

Messages
There will be no paging of participants. Individuals wishing to contact conference participants should leave a message at their hotel. A message board will also be available by the Registration and Information Desk.

REGISTRATION AND INFORMATION DESK HOURS
The Westin, Ottawa
Sunday, June 5
12:00 – 17:30
Monday, June 6
07:00 – 17:30
Tuesday, June 7
07:00 – 17:00

Hotel information
The Westin Ottawa
11 Colonel By Drive
Ottawa, ON   K1N 9H4
Tel: 613-560-7000

Fairmont Château Laurier
1 Rideau Street
Ottawa, ON   K1N 8S7
Tel: 613-241-1414

Disclaimer – Media consent
For those who attend NHLC, please note that parts of the meeting 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.
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 58% 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)

Want to improve healthcare for Canadians?

We can help.

The Canadian Foundation for Healthcare Improvement identifies proven innovations and accelerates their spread across Canada. We’re supporting healthcare organizations to adapt, implement and measure improvements in patient care, population health and value-for-money.

cfhi-fcass.ca

Learn more by visiting our website at www.patientsafetyinstitute.ca
PRE-CONFERENCE TOURS

We are pleased to offer two pre-conference tours to this year’s NHLC program.

SUNDAY, JUNE 5, 2016 • 13:30 – 16:00

Continuum of care tour

Enjoy an opportunity to tour the Bruyère Village and Saint-Louis Residence, a seniors’ community and long-term care home located on the beautiful waterfront of the Ottawa River. These guided tours will allow you a closer look into this innovative response to the needs of our aging population through an economically sustainable Village model. The tours will feature innovative cluster units, different levels of care, a variety of spaces for people to connect and much more.


Complex continuum of care tour

Bruyère is the sole provider of complex continuing care in Ottawa with 331 beds. Complex Continuing Care is a specialized program of care for medically complex patients who require a hospital stay, regular on-site physician/nursing care and assessment and active care management by specialized staff. This program aims to improve and maintain function for patients with complex care needs by providing them with required services, support and a possibility of transition back to the community.

Complex Continuing Care at Saint-Vincent Hospital has three major care streams: specialized complex care, restorative care, supportive care. The common admission requirement for all three streams is that patients are dependent on others to complete their activities of daily living, specifically bed mobility, transfers, toileting and feeding. Each stream also has specific admission requirements. Patients will be moved from stream to stream as their care requirement improves or changes. Once a patient no longer needs Complex Continuing Care, the interprofessional team will ensure efficient and appropriate discharge into the community.

On this site visit, we will present on Bruyère and its role in providing sub-acute care and rehab, do a tour of two of our floors and learn about two of Accreditation Canada’s leading practices developed in partnership with patients and families.

### SUNDAY, JUNE 5, 2016

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>10:00 – 10:30</td>
<td>HealthCareCAN – Annual meeting</td>
<td>Maple - W</td>
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<tr>
<td>12:00 – 17:30</td>
<td>Registration</td>
<td>Grand Foyer - W</td>
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<tr>
<td>13:30 – 15:00</td>
<td>CCHL – Annual general meeting and ceremonies</td>
<td>Provinces - W</td>
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<tr>
<td>13:30 – 16:00</td>
<td>Continuum of care tour (Meet in Main Lobby at 13:20 for 13:30 bus departure.)</td>
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<td>13:30 – 16:00</td>
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<td>15:00 – 16:00</td>
<td>CCHL/HealthCareCAN joint reception</td>
<td>Daly’s - W</td>
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<td>17:30 – 23:00</td>
<td>CCHL – Honouring Health Leadership Event (Pre-registration mandatory)</td>
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### MONDAY, JUNE 6, 2016

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<td>07:15 – 08:15</td>
<td>BREAKFAST SESSIONS (Pre-registration mandatory)</td>
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#### LEADS research release: Exploring the uptake of LEADS

The Canadian College of Health Leaders is proud to release the results of the recently completed two-year study *Exploring the Uptake and Impact of the LEADS in a Caring Environment Framework to Enhance Leadership Capacity in Health Systems*. The research was commissioned to study the adoption and implementation of LEADS in five healthcare organizations across Canada, ranging from 184 to 100,000+ employees. We will review lessons learned, the impact of using LEADS and ideas for future practice and research.

An overview of health organizations across Canada using LEADS and LEADS-based leadership development initiatives offered through the College will also be presented.

Discussion will include ideas for working together to develop, adopt and sustain LEADS-based leadership strategies within organizations.

**Speakers**

- **Ray Racette, CHE** – President and CEO, Canadian College of Health Leaders
- **Brenda Lammi** – Director, LEADS Operations, LEADS Business Unit, Canadian College of Health Leaders
- **Shauna Fenwick** – Co-sponsor, LEADS Impact Study, Fenwick Leadership Explorations
- **Silvia Vilches** – Principal Investigator, LEADS Impact Study, Mitacs Elevate Postdoctoral Fellow

**Sponsored by:** Roche
A first look at emerging evidence: Mentally healthy workplaces benefit patients and healthcare workers alike

It’s time to start thinking about mental health the same way we think about physical health. With more than 500,000 Canadians away from work each week because of a mental illness, costing the economy more than $51 billion a year, this issue simply cannot be ignored. Healthcare workers are 1.5 times more likely to miss work due to illness or disability than people in all other sectors, and more than 40 percent of physicians say they are in advanced stages of burnout. Stress, anxiety, depression, burnout and substance misuse are common workplace-related conditions. The importance of this issue was highlighted at NHLC 2015, where mental health was prioritized by health leaders at the inaugural Great Canadian Healthcare Debate.

Join this session to learn about breakthrough research, and innovative evidence-based approaches to cultivating psychologically healthy and safe healthcare settings. You will hear from Louise Bradley and Bill Tholl - the leaders at the Mental Health Commission of Canada and HealthCare CAN – and others about emerging research in this area and some of the first steps an organization can take. You will also hear from a case study healthcare organization about the impact they are experiencing from taking action to create a psychologically healthy and safe workplace.

Speakers
Bill Tholl – President and CEO, HealthCare CAN
Louise Bradley – President and CEO, Mental Health Commission of Canada
Ed Mantler – VP, Programs and Priorities, Mental Health Commission of Canada
Barbara Mildon, CHE – VP, Practice, Human Resources, Research, Centre for Education and Organization Development and Chief Nurse Executive, Ontario Shores Centre for Mental Health Sciences

Meeting the needs of healthcare’s high users: Tools to support innovative management

Strong interest has emerged in high-users of healthcare — a minority of the overall population, yet they account for a large proportion of total health spending. By doing a better job of meeting the needs of this relatively small group, significant benefits to the health systems can be realized.

This breakfast session will start your day with an opportunity to learn about CIHI tools and population health analyses that can support innovative approaches to managing the care of healthcare’s high users.

Join CIHI experts for dynamic discussions about:
• Tools to identify and predict high use: the Population Grouper and Hospital Admission Risk Predictor;
• The implications of different definitions of high users of acute care and the characteristics of persistent high users compared with episodic high users;
• The utilization patterns and demographic and socioeconomic characteristics of a specific group of high users: patients with chronic obstructive pulmonary disease.

Speakers
Katerina Gapanenko – Manager, Health System Research, Canadian Institute for Health Information
Geoff Hynes – Manager, Canadian Population Health Initiative, Canadian Institute for Health Information
The new Healthcare Facilities Management certification improves Patient Safety

The Canadian Certified Healthcare Facility Manager (CCHFM) is the first certification program developed by Canadian Healthcare Engineering Society (CHES) and is intended to ensure that Canadian healthcare facilities are managed by competent individuals. The certification examination is designed to test a well-defined body of knowledge, representative of professional practice in the discipline of healthcare facilities management. Successful completion of a certification examination is an indicator of broad-based knowledge and experience in this field.

Speaker
Gordon Burrill – President, Teegor Consulting Inc.

07:15 – 08:15
Continental breakfast – Exhibits and poster viewing (no pre-registration required)

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

09:10 – 10:30
PLENARY Harnessing organizational energy for transformational change

Energy is a critical issue in delivering change. History shows us that the reality of many leadership change efforts is that they effectively “run out of energy” and simply fade away. So how can we create change efforts that surge with energy, that are an unstoppable force for positive change? Energy, more than any other factor, makes the difference between improvement activities that are sustained for the long-term and those that just fizzle out and die. In this innovative and lively session we will explore the topic of energy for change from a perspective of both top down and bottom up change. We will identify ideas and methods for unleashing energy for change to deliver our transformational goals on a grand scale.

Participants will:
1. Understand why igniting energy is a critical capability for leaders who are serious about improvement.
2. Discuss how to liberate the natural energy and vitality of our healthcare workforce, patients and families for the cause of high quality care.
3. Identify models and frameworks for understanding, analyzing and unleashing energy for change in a publicly funded healthcare system.

Speaker
Helen Bevan – Chief Transformation Officer for the National Health Service, UK

DR. HELEN BEVAN has been a leader of large scale change in England’s National Health Service (NHS) for more than 20 years. She led the groundbreaking “Business Process Reengineering” transformation program at The Leicester Royal Infirmary in the 1990s. As a result, she was asked to become a national leader of initiatives to improve patient access to NHS care for which she was made an Officer of the Order of the British Empire in 2001. Helen has been at the forefront of NHS improvement initiatives that have made a difference for thousands of patients ever since. She introduced the first nationwide collaborative programs to improve the delivery of cancer care across England in 2000. She designed the highly influential “Ten High Impact Changes for Service Improvement and Delivery” in 2004 and conceived the impactful “Productive Series”, starting with “The Productive Ward” in 2007. In 2010, Helen’s team launched a call to action, utilizing social movement leadership principles, which contributed to a 51% reduction in prescribing of antipsychotic drugs to people with dementia across the country. Helen initiated NHS Change Day, in partnership with a group of young clinical and managerial leaders in 2012. NHS Change Day 2014 was the largest ever voluntary collective action for improvement in the history of the NHS with more than 700,000 pledges made to take action to improve experience and outcomes for patients. NHS Change Day also won the global “Leaders Everywhere” challenge run by Harvard Business Review and McKinsey. NHS Change Day and another initiative Helen conceived, The School for Health and Care Radicals, are currently included in “Britain’s 50 new radicals” list sponsored by The Observer.

Helen Bevan is acknowledged globally for her expertise in large scale change and ability to translate it into practical action and deliver outcomes. She provides advice, guidance and training on transformational change to leaders of health and care systems across the world. In 2008, the 60th anniversary of the National Health Service, Helen was recognized as one of the 60 most influential people in the history of the NHS.
In searching for levers to drive transformational change in health, Emerging Health Leaders (EHL) identified mentorship as a stimulant with opportunity for innovation and leadership excellence in health. Given Canada’s aging population and limited resources, future leaders must equip themselves with key skills for developing creative solutions to pressing health challenges. Establishing authentic connections is essential for building mutually beneficial mentoring relationships, but supporting research on how to accomplish this is limited. EHL will provide insight into innovation pathways in mentorship by providing an overview of current mentorship activities adopted at EHL and other organizations. This will include identifying strengths and weaknesses in mentorship programs, assessing the perceived effectiveness of EHL mentorship initiatives, and providing recommendations for nurturing existing talent and engaging future leaders. Information was gathered through consultations with lead facilitators, networks, an environmental scan, and an evaluation of EHL initiatives. Results showed EHL initiatives varied to meet local needs and the environmental scan provided innovative platforms, including virtual options, self-matching, and peer-to-peer mentorship. Further innovation is possible through continued sharing of ideas, leveraging of successful programs, and consultation with other organizations and sectors to reach an advanced level of mentoring where leaders, whether emerging or emerged, can thrive.

**Moderators**
Lindsay Burke – Emerging Health Leaders National
Georgia Carstensen – Emerging Health Leaders Calgary

**Panelists**
Nadia Batara – Emerging Health Leaders Toronto
Tony Woolgar – Legacy Executive Search Partners
Ian Wombwell – Hoffman La-Roche Limited

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Stigmatization towards persons with mental illnesses is a major quality of care problem with negative consequences for patients at all points along the spectrum -- from access, to care and treatment, to outcomes. It also remains a key concern for workplace mental health and a barrier to maintaining positive and healthy workplace cultures.

The primary objective of this workshop is to familiarize audience members with a number of evidence-based programs and strategies that have been shown to increase confidence and comfort in treating patients with a mental illness, improve patient care, improve employee mental health measures, and reduce stigma.

**Facilitators**
Stephanie Knaak, Liz Wigfull – Mental Health Commission of Canada
Scott Patten, Andrew Szeto – University of Calgary
CONCURRENT SESSIONS | Monday, June 6, 2016 • 11:00 – 12:00

◆ AR/ST | Session 3 | Cost management (Advanced) | Ontario - W

This session will feature a study that looks at health technology assessment as a tool to inform decisions on the adoption, appropriate use, disinvestment and displacement of pharmaceutical products and medical devices as well as a methodology that provides visual summaries of cost variances for a multi-million dollar surgical supplies and salaries budget.

Abstracts
Aligning, foreseeing, and optimizing: Health technology assessment in Canada
Gabriela Prada, CHE – The Conference Board of Canada
Kelly Grimes – Consultant

Bending the surgical cost curve: Using analytics to engage surgeons in managing costs
Jason Goto – AnalysisWorks
Mary Lou Mackenzie – Alberta Health Services

◆ ST/EO | Session 4 | Physician engagement (Advanced) | Governor General III - W

This session will promote dialogue among conference attendees about physician leaders; their role in system transformation and an organization’s role in supporting their development as well as why developing greater physician engagement is an effective strategy for improving financial performance, enhancing patient outcomes and increasing organizational success.

Abstracts
System change needs physicians that can lead
Colleen Grady – Centre for Studies in Primary Care, Queen’s University
Peter Dickens – The Iris Group

Improving physician-manager collaboration at the frontline
Renate Ilse, CHE – The Ottawa Hospital
Cheryl Anderson, Ronald Dowd, Haley Cash – Capella University

◆ E0 | Session 5 | Patient safety and engagement (Intermediate) | Provinces I - W

This session will focus on a global approach to patient safety using existing administrative data to provide a comprehensive and repeatable measure of patient harm as well as creative engagement strategies used to build three new knowledge tools “by the people for the people” with 90 pan-Canadian partners including patients, families, researchers, health providers and educators.

Abstracts
Measuring patient safety in Canadian hospitals
Jennifer D'Silva, Tracy Johnson – Canadian Institute for Health Information
Jennifer Rodgers – Canadian Patient Safety Institute

A blueprint for pan-Canadian engagement of vulnerable and disenfranchised patients and families
Shelly Cory, JoAnn Lapointe McKenzie – Canadian Virtual Hospice
Wendy Rowland – Wendy Rowland Productions Inc.

◆ E0/ST | Session 6 | Workplace health and safety (Intermediate) | Provinces II - W

This session will feature Vancouver Coastal Health’s Respectful Workplace policy and education campaign to foster a psychologically healthy and respectful work environment as well as the leading practices for health leaders in promoting workplace safety based on the results of Accreditation Canada’s assessment of 383 organizations.

Abstracts
Vancouver Coastal Health “Respect Starts Here” Campaign
Esther Eidse, Wayne Balshin – Vancouver Coastal Health

Workplace safety: System trends and opportunities identified from national data
Viktoria Roman, Jonathan Mitchell, CHE, Qendresa Hasanaj, Hélène Sabourin – Accreditation Canada
Monday, June 6, 2016 • 11:00 – 12:00 | CONCURRENT SESSIONS

**Session 7**

**Systems transformation for chronic and long-term care (Introductory)**

Room 206 - SC

This session will feature a review of Quality Based Practices (QBP) and the Health System Funding Reform in the continuum of care for patients with chronic illnesses as well as the results from the Toronto Central LHIN Long-Term Ventilation (LTV) Strategy implemented in response to the opportunity to place ventilator-assisted individuals in the most appropriate care setting.

**Abstracts**

**Quality-based procedures in the continuum of care for patients with chronic illness in Ontario**

Michelle Hamilton, Nathalie Boudreau – Hôpital Montfort

**Transforming the health system for the care of long-term ventilated individuals**

Anne-Marie Malek, CHE, Donna Renzetti, Jan Walker – Westpark Health Centre

**Session 8**

**Strategies for transforming a surgical program and the importance of language standards for good communication in health: Two models for quality and patient safety**

Room 208 - SC

(Intermediate)

This session will discuss how Hôpital Montfort transformed its surgery program. Using the so called Hoshin method, advocated by Stratège Lean, the management team set the program’s goals across five years. They established the strategies for achieving them, divided up the responsibility for them and the measures of success. A roll up and a structured plan were produced, based on a cross-functional blueprint allocation and planning effort by the directors and clinical and medical heads. An annual results assessment led to improvements in the second year of deployment. Second, Société Santé en français will deal with language accessibility and how it is a determinant of the quality and safety of health services. The detrimental effects caused by language barriers in health are resulting in a risk to users’ health, reduced quality of care and dissatisfaction on the part of service users and providers. The presentation will cover proposed solutions for encouraging the health system to undergo a transformation in order to increase access to language-appropriate services.

**Abstracts**

**The strategic method for fully satisfying our surgery patients**

Bernard Leduc, Lise Vaillancourt – Hôpital Montfort

**Accreditation Canada’s language policies**

Michel Tremblay – Société Santé en français

**Session 9**

**Health leaders coaches’ corner**

Les Saisons - W

Take your leadership to the next level. Come and speak with leaders from across Canada in an intimate setting. Hear their stories, ask questions and gain valuable advice. Leaders of health regions, hospitals, private sector and community organizations, from coast to coast, will be available to provide armchair coaching in relaxed surroundings.

Delegates must pre-register to participate in one of the two coaching sessions. Please check with the registration desk for possible openings.

**Coaches**

Linda Davis, CHE – President and CEO, Northumberland Hills Hospital

Sarah Downey, CHE – President and CEO, Michael Garron (Toronto East General) Hospital

François Drolet – Director, Business Development, Roche Diagnostics

Chris Eagle – Past President and CEO, Alberta Health Services

Sherry Kennedy – Chief Operating Officer, Southeast LHIN

Feisal Keshavjee, CHE – CEO, KWC Consulting

Andrew Neuner, CHE – Chief Executive Officer, Health Quality Council of Alberta

Chris Power, CHE – CEO, Canadian Patient Safety Institute

Bruce Swan, FCCHL – Professional Certified Coach

David Thompson, CHE – Vice President, Seniors Care & Chief Quality, Safety and Performance Improvement Officer, Providence Health Care

Sponsored by: Roche
Session 10
Embedding cultural safety and humility within First Nations and Aboriginal Health Services (Introductory)

This presentation will:
1. Outline the need for culturally safe healthcare for Indigenous Canadians;
2. Share the vision of the BC First Nations Health Authority (FNHA); and
3. Discuss early lessons learned to spread across Canada.

Stereotyping, racism, and lack of trust have prohibited progress toward cultural safety and humility in healthcare for First Nations. The BC First Nations Authority, a partnership between the province of BC, the government of Canada, and BC First Nations created a new health governance structure for health services. All partners are committed to Cultural Safety and Humility for First Nations and Aboriginal Health Services in BC. The Canadian Foundation for Healthcare Improvement is supporting the measurement of the FNHA’s progress, milestones and lessons learned.

This panel will share the actions taken by the FNHA and partners to realize the vision for culturally safe and humble care in BC.

Healthcare in Canada must improve the health of First Nations and provide culturally safe care. The FNHA seeks to embed cultural humility and cultural safety within BC’s health system with lessons learned for the rest of Canada.

Moderator
Stephen Samis – Canadian Foundation for Healthcare Improvement

Panelists
Rose LeMay – Canadian Foundation for Healthcare Improvement
Joe Gallagher – First Nations Health Authority

Session 11
Five ways to improve mental healthcare in your organization – Part 2 (Intermediate)

Stigmatization towards persons with mental illnesses is a major quality of care problem with negative consequences for patients at all points along the spectrum – from access, to care and treatment, to outcomes. It also remains a key concern for workplace mental health and a barrier to maintaining positive and healthy workplace cultures.

The primary objective of this workshop is to familiarize audience members with a number of evidence-based programs and strategies that have been shown to increase confidence and comfort in treating patients with a mental illness, improve patient care, improve employee mental health measures, and reduce stigma.

Workshop components include:
• Identification of the problem. What does mental illness-related stigmatization in healthcare look like? How does stigma impact healthcare providers? How does it affect patient care?
• Understanding strategies and solutions. This includes a summary of research on key strategies for effective stigma reduction in healthcare. As well, three specific evidence-based programs will be introduced.
• A call to action. We will engage audience members to develop a strategy for how such programs and tools can be used in their own organizations and practices to improve the quality of mental healthcare and promote culture change.

Facilitators
Stephanie Knaak, Liz Wigfull – Mental Health Commission of Canada
Scott Patten, Andrew Szeto – University of Calgary
Session 12

The power of leadership development to transform organizational culture: Considering best practices

Governor General I - W

Intermediate

Organizations around the world are investing time, effort and money to develop their leaders. They know that there is a high cost associated with inconsistent leadership practices both to the bottom line and to organizational credibility. As a result, most leaders have participated in many hours of leadership development programs. What are the components of those programs that, if shared, would result in a program that is guaranteed to transform organizational culture through leadership excellence?

Throughout this workshop participants will have the opportunity to share their personal experiences from leadership programs that they have attended with the intention of capturing best practices from both individual experiences and the experiences of the workshop facilitators. Lessons from a community health and social services centre and a hospital will be shared regarding their experiences of removing 25 formal and informal leaders, at a time, from the same workplace for 20 days over the course of a year to invest in the leaders’ taking time to reflect on, improve and standardize leadership behaviour and practices.

Using collective wisdom and the learnings from presentations and discussions, participants will generate a list of best practices to use when embarking upon leadership development that leads to cultures of engagement, innovation and improvement.

Facilitators

Kathrina Loeffler – Facilitated Improvement for Corporate Success, Inc.
Jeanie Joaquin, CHE – Scarborough Centre for Healthy Communities

Session 13

Want to change healthcare? Listen to the innovation that patients want. A panel discussion

Governor General III - W

Intermediate

The future lies in innovative digital health solutions for consumers. This panel will inform and engage health leaders in a dialogue about how consumer digital health solutions can improve access, quality and performance of the health system.

Healthcare, like other industries, must embrace consumer involvement and harness it as a way to improve quality, efficiency and sustainability. In this panel session, three innovative leaders from across Canada will share their experiences, successes and lessons learned implementing and using consumer health solutions. Defining the business case is key to the transformation. Drivers for change, patient/provider adoption and utilization strategies, change management, privacy and evaluation results will be discussed. The session will also provide an overview of findings from recent research about Canadians’ expectations and current experience with consumer health solutions, as well as a discussion on how to accelerate its effective use.

Canadians have a strong interest to participate in their healthcare and a growing desire to use consumer digital health tools. Studies show that an engaged patient can lead to better health outcomes. Implementing consumer digital health tools are a way to meet these needs while also being a catalyst to change and sustain the way healthcare is delivered.

Moderator

Fraser Ratchford, CHE – Canada Health Infoway

Panelists

Susan Antosh – eHealth Saskatchewan
Jim King – Children’s Hospital of Eastern Ontario
Angie Hamson – Family Advisor
## Session 14: Change: Wrong approach = Wrong results (Introductory)

What is transformational change? Clarify the misconception and misnomer around ‘Transformation’. How do the characteristics of transformational change differ from other change types? When should one change type be considered over another and why? How do you manage different types of change to ensure sustained results? What are the different types of organization culture and their characteristics? How do you assess current and desired organization culture? How do you align the leaders in the organization to the common vision and bridge the gap between the current and desired culture? What are the constituents of the management model that enables the culture of continuous improvement? Where does the customer and patient fit in the larger context of organizational change?

These questions and many more will be explored and addressed during the workshop by making audience participate in group exercises. Lessons learned while implementing transformative change in a hospital will be shared.

CEOs, senior leaders, physicians, department/unit heads, change leaders, quality leaders, project leaders, and other professionals aspiring to understand elements of a truly transformative change to create organization-wide impact will be benefitted by attending this workshop.

**Facilitators**

- Sumeet Kumar – Kumar Friends Inc.
- Marc Gauthier, CHE – Conseil scolaire public du Grand Nord de l’Ontario (CSPGNO)
- Micheline Demers – Kumar Friends Inc.
- Natalie Lepine – Kumar Friends Inc.

## Session 15: Scaling up innovation together by building health leadership capacity (Introductory)

Evidence is showing that we still have far to go to improving health system performance. Strong leadership is being identified by most major policy reports as a critical success factor in improving performance. The Health Council of Canada called health leadership as foundational for the other key enablers of health system transformation. Yet as reform initiatives unfold, leaders and the needed capabilities to make these changes has been given minimal thought especially through a collective effort. Given this, the Canadian Health Leadership Network (CHLNet) established a working group to develop an action plan for change to build health leadership capacity. The working group has consulted widely across Canada and results are now in.

Come join the conversation on how to build the health leaders for tomorrow in Canada, together. CHLNet will share its findings on the common reform elements being undertaken by provinces and territories and what a desired vision should be to build health leadership capacity to better achieve reform agendas. During the panel, feedback will be sought on this vision with the intent of widespread adoption within their own jurisdictions to drive change and to scale up innovation. Barriers and facilitators to garner support by policy-makers and health leaders will be discussed. This will be followed by a conversation on possible solutions and what the desired metrics for success should be.

**Moderator**

- Chris Eagle – Canadian Health Leadership Network

**Panelists**

- Graham Dickson – Canadian Health Leadership Network
- Gillian Kernaghan – St. Joseph’s Health Care London, Ontario
- Kelly Grimes – Canadian Health Leadership Network


Leaders who participate in this session will further advance their insights on developing coalitions and driving system transformation by:

1. Establishing a shared purpose for large scale change among diverse groups.
2. Meaningfully partnering with patients and families for transformation.
3. Collaborating to transform the Canadian healthcare system and improve patient safety.

In January 2014, the Canadian Patient Safety Institute (CPSI) brought together key health sector partners to form a National Patient Safety Consortium. The Consortium is a national call to action for patient safety – a large-scale change initiative based on the collective impact of 45 healthcare organizations with patients and families as full partners at all levels.
Panel members will discuss successes and lessons learned and provide advice on fostering a culture of engagement, collaboration and improvement for large-scale change. This will be an interactive session, tapping into the wisdom and experience of participants.

Progress of the Integrated Patient Safety Action Plan is assessed quarterly and results will be presented. An evaluation plan is being implemented and the evaluation framework will be shared.

This session will highlight real-time examples of harnessing the energy of many to drive transformational change in patient safety across Canada.

**Moderator**

*Sandi Kossey* – Canadian Patient Safety Institute

**Panelists**

*Chris Power, CHE* – Canadian Patient Safety Institute

*Sharon Nettleton* – Patients for Patient Safety Canada

*Angus Steele* – Health Quality Ontario

**Sponsored by:** HIROC

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**Session 17**

Population ageing is resulting in serious challenges for healthcare institutions all across Canada, especially those that serve the minority francophone population. A reorganization of care is necessary. Look at how the Vitalité Health Network in New Brunswick and the Winnipeg Health Region have adjusted their practices and established specific strategies for meeting the distinct needs of their French-speaking clients. They had to overcome major challenges, but also derived some benefit from the challenge. The Bruyère Research Institute will round out this picture by presenting a study on how Francophones in general and senior Francophones in particular access care services in Ontario. The study deals with two of the province’s regions, i.e. the northeast and east, where there is the greatest concentration of Francophones, and attempts to determine whether there are accessibility differences that can be attributed to language spoken at home and care delivery.

**Moderator**

*Carole Workman* – Board of Directors, Ottawa Hospital

**Panelists**

*Réal Cloutier* – Winnipeg Health Authority

*Gilles Lanteigne, CHE* – Vitalité Health Network

*Peter Walker* – Bruyère Research Institute

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**Session 18**

Take your leadership to the next level. Come and speak with leaders from across Canada in an intimate setting. Hear their stories, ask questions and gain valuable advice. Leaders of health regions, hospitals, private sector and community organizations, from coast to coast, will be available to provide armchair coaching in relaxed surroundings.

Delegates must pre-register to participate in one of the two coaching sessions. Please check with the registration desk for possible openings.

**Coaches**

*Joanne Bezzubetz, CHE* – Vice President Patient Care Services, Royal Ottawa Mental Health Centre

*Bernie Blais, CHE* – Past CEO, Bruyere Continuing Care

*Deb Gordon, CHE* – Vice President and Chief Operations Office, Northern Alberta, Alberta Health Services

*Jim Hornell* – President and CEO, Brant Community Healthcare System

*Brenda Huband, CHE* – Vice President and Chief Operations Office, Central and Southern Alberta, Alberta Health Services

*Kathryn (Kathy) MacNeil, CHE* – Executive Vice-President of Quality, Safety and Experience, Island Health

*Gabriela Prada, CHE* – Director of Health Innovation, Policy and Evaluation, The Conference Board of Canada

*Leslee Thompson, CHE* – President and Chief Executive Officer, Accreditation Canada

*Gavin Webb* — Vice President Finance and Information Management, Guelph General Hospital

*Ian Womble* – Director of Strategic Account Management, Hoffmann-La Roche Limited

**Sponsored by:** Roche
PLENARY SESSION | Monday, June 6, 2016 • 15:45 – 17:00

15:15 – 15:45 Networking break – Exhibits and poster viewing

15:45– 17:00 PLENARY Pathways to innovation and change: Creating the winning conditions

Change in the healthcare system is unique and complex. Achieving and sustaining change is notoriously difficult. Yet the need for fundamental, transformational change in the Canadian healthcare system is widely recognized. Canada faces many healthcare system challenges that are driving the need for change, including the complexity of an aging population, slow economic growth, and retiring “baby boomer” health leaders. Opportunities provided by greater connectivity and new technologies, and the recognition of the importance of putting patients and families first, are also driving change and transformation.

This panel session of healthcare leaders will explore the winning conditions needed for innovation and change in challenging times.

What are the conditions that need to be put in place to put Canada’s healthcare system performance back at the top? How do we create a “change culture,” harnessing organizational energy for transformational change? How do we best incorporate new approaches and innovations that improve service delivery and patient pathways? How do we ensure that patients and families play a catalytic role as partners for change?

Panelists

Danielle Martin – Vice-President, Medical Affairs and Health System Solutions and Senior Fellow, Women’s College Hospital, Institute for Health System Solutions and Virtual Care
Sharon Nettleton – Co-chair, Patients for Patients Safety Canada
Chris Power, CHE – CEO, Canadian Patient Safety Institute

Moderator

Susan Delacourt – Journalist and Senior Writer, Toronto Star

DR. DANIELLE MARTIN is Vice-President, Medical Affairs and Health System Solutions at Women’s College Hospital (WCH). She is a family physician in the Family Practice Health Centre at WCH and an Assistant Professor in the Departments of Family and Community Medicine and Health Policy, Management and Evaluation at the University of Toronto.

Danielle’s focus is on improving health at the system level as well as the individual level. Her clinical work has involved remote northern medicine as well as a current focus on maternity care, and she is an active medical educator.

Danielle’s policy expertise and passion for equity have made her an emerging leader in the debate over the future of Canada’s healthcare system. She holds a Masters of Public Policy from the School of Public Policy and Governance at the University of Toronto. In 2006, her first year in practice, she helped launch Canadian Doctors for Medicare (CDM), the voice for Canadian physicians who believe in “a high quality, equitable, sustainable health system built on the best available evidence as the highest expression of Canadians caring for one another”. She chaired the board of CDM until May 2013. She appears regularly as a medical contributor on CBC’s The National and is a columnist for Châtelaine Magazine as well as an in-demand speaker on the future of Canada’s healthcare system.

In September, 2015 the Medical Post named her Canada’s 8th most powerful doctor and previously she appeared on the Toronto Star’s “13 People to Watch in 2013” list. A recipient of the Canadian Medical Association Award for Young Leaders, Danielle sat two terms on the Health Council of Canada from 2005-2011. In 2006 the Ontario College of Family Physicians recognized her as one of three New Family Doctors of the Year.

SHARON NETTLETON is one of the founding members of Patients for Patient Safety Canada, a program of the Canadian Patient Safety Institute, and currently serves as one of its Co-chairs. She is involved in many other volunteer initiatives, including Alberta’s Imagine Citizens Collaborating for Health. Her knowledge of patient safety and patient engagement is grounded in many personal and professional experiences including forming one of Canada’s first Patient/Family Safety Councils. Sharon has been a part of “the engagement era” where patients and families are starting to play a significant role in improving the safety and quality of care. She strongly believes in collaboration and has been involved herself with many healthcare providers and leaders to help understand and build solutions from the patient/family perspective. She often states, “We only get it half right if the patient and family are not at the table” – emphasizing the need for engagement with two essential stakeholders – the patient and family.
What began as a desire to help those in need 30 years ago has evolved into a mission to improve the quality of healthcare for all Canadians. **CHRIS POWER**’s journey in healthcare began at the bedside as a frontline nurse. Since then, she has grown into one of the preeminent healthcare executives in Canada. Her experiences, her success, and her values have led her to the position of CEO of the Canadian Patient Safety Institute.

Previously, Chris served for eight years as president and CEO of Capital Health, Nova Scotia, with an annual operating budget of approximately $900 million, and 12,000 staff. Under Chris’s leadership Capital Health achieved Accreditation with Exemplary Status in 2014 with recognition for 10 Leading Practices.

Chris holds significant governance roles including Chair of the Canadian Partnership Against Cancer, member of the Canadian Institutes of Health Research Governing Council, and Board Member of the Canadian Association for Health Services and Policy Research. She is past Board Co-chair of HealthCareCAN.

Most recently Chris participated as a member of the federal advisory panel on healthcare innovation and through this role has gained even greater insight into the many pan-Canadian organizations that will be beneficial in forming partnerships, leveraging expertise and advancing the goals of CPSI.

**SUSAN DELACOURT** is a senior writer at the *Toronto Star*. Previously, she was the senior political writer at the *National Post*, a columnist and feature writer at the *Ottawa Citizen* and, for sixteen years, a parliamentary correspondent and editorial board member of the *Globe and Mail*. She is a graduate the University of the Western Ontario and a Masters student in the School of Political Studies at Carleton University. In 2011, Delacourt was selected as the recipient of the Charles Lynch Award, for lifetime achievement in political writing. In 2012, Delacourt was named by Canadian political newspaper *Hill Times* as one of “The Top 100 Most Influential People in Government and Politics”. Delacourt is the author of four books on Canadian politics.

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 Dagnone, 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](http://www.nhlc.cnls.ca).

*Debate exclusive sponsor: Aramark*
SOCIAL EVENTS | Monday, June 6, 2016 • 17:15 – 22:00

17:15 – 18:30 Chairs’ reception Grand Foyer - W

Susan Owen, CHE, Board Chair of the Canadian College of Health Leaders and Michael Marchbank, 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.

Sponsored by: Johnson Controls

18:30 – 22:00 Dinner cruise on the Ottawa River (Pre-registration mandatory) Main Lobby - W

Enjoy a relaxing evening cruise on the Ottawa River aboard the Empress Ottawa. See Ottawa from a different perspective! View the Parliament Buildings, the Prime Minister’s residence, the Museum of History, the American Ambassador’s residence, and much more while you cruise the historic Ottawa River.

A limited number of tickets may be available at the registration desk at the cost of $92 + HST. Price includes a delicious buffet-style dinner, two drink tickets, entertainment by a professional disc jockey and shuttle transportation to and from the dock.

Meet in the lobby of the Westin Ottawa at 18:20 for 18:30 bus departure.

June 12-13, 2017 Vancouver, BC

The Call for Abstracts will be available in September 2016.

For further information, visit www.nhlc-cnls.ca this summer.
VISIT THE POSTER AREA AND get inspired BY OUR 2016 NATIONAL AWARDS PROGRAM RECIPIENTS

CANADIAN COLLEGE OF HEALTH LEADERS
COLLÈGE CANADIEN DES LEADERS EN SANTÉ

#cchleaders
We are the voice in Ottawa for Canada’s healthcare facilities and research hospitals.

We speak for better health and healthcare for all.
TUESDAY, JUNE 7, 2016

07:00 – 17:00  Registration  Grand Foyer - W

07:15 – 08:15  BREAKFAST SESSIONS  (Pre–registration mandatory)

Leading change – Bridging the leadership gap  Governor General II - W

Most change initiatives fail outright or fail to achieve their full promise. It has been identified that a key reason why change initiatives in healthcare fail is because of a lack of change leadership capacity.

Attend this breakfast session to learn how you can equip your organization to effectively lead change initiatives including those related to digital health, clinical, and/or organizational development.

During this session you will see how CHA Learning, the professional development division of HealthCareCAN, and Canada Health Infoway are responding to the gap in change leadership capacity. Be the first to hear about our jointly developed national online Change Leadership Certificate course. Designed by health, for health, this practical program will bridge the leadership gap critical to transformative change and innovation.

We look forward to seeing you at this session and hearing your perspectives on change leadership capacity in healthcare.

Speakers
Graham Dickson – Professor Emeritus, Royal Roads University
Maureen M. Charlebois, CHE – Clinical Adoption, Chief Nursing Executive and Group Director, Canada Health Infoway
Dale Schierbeck – Vice-President, Learning and Development, HealthCareCAN

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Spreading healthcare innovation: CFHI’s pan-Canadian Anti-psychotic Reduction in Long Term Care and INSPIRED COPD spread collaboratives  Governor General I - W

The Canadian Foundation for Healthcare Improvement identifies proven innovations and accelerates their spread across Canada by supporting healthcare organizations to adapt, implement and measure improvements in patient care, population health and value-for-money. In 2014, CFHI launched two fourteen-month spread collaboratives: INSPIRED (Implementing a Novel and Supportive Program of Individualized Care for Patients and Families Living with Respiratory Disease) and the Inappropriate Prescribing of Anti-psychotics in Long Term Care collaborative. INSPIRED has demonstrated 60% reductions in inappropriate ER visits and hospitalizations among its target population, while improving care coordination and care experience. The antipsychotic medication collaborative has achieved a 52% discontinuation and reduction rate without an increase in falls or aggressive behaviours.

A scale ROI analysis that is underway, will further highlight the impact of these collaboratives. Participants will learn about CFHI’s spread collaborative approach and techniques for undertaking return on investment evaluations for system-wide scale.

Speakers
Stephen Samis – Vice President, Canadian Foundation for Healthcare Improvement
Kaye Phillips – Senior Director, Canadian Foundation for Healthcare Improvement
Claudia Amar – Senior Improvement Lead, Canadian Foundation for Healthcare Improvement
Quality health services and risks associated to linguistic barriers

Ontario - W

Over the last 20 years, numerous studies have provided documented evidence that communication hurdles in a healthcare situation can pose a serious risk to patient safety. In fact, communication barriers can result in increased hospitalizations, use of non-essential costly diagnostic examinations and specialized services in cases where primary care would have been more appropriate, more effective and certainly more direct and timely.

Société Santé en français has approached Accreditation Canada, the Canadian leader in quality standards, to work towards linguistic standards by developing assessment tools on linguistic accessibility in the areas of governance, leadership and services. We expect completion of this work later on in 2016. The session will talk about the development process, the state of the project and the next steps.

Speakers
Michel Tremblay – Executive Director, Société Santé en français
Geneviève Martin – Director, Client Services, Accreditation Canada

Value-based healthcare: The new imperative for Canada and lessons from Southlake Regional Health Centre

Governor General III - W

There is a global trend towards value-based healthcare, which demands a shift to value-based procurement. This shift requires consideration for factors beyond price (including health outcomes, broader societal benefits, as well as benefits for clinicians) to make decisions on the products and services that bring the best value for money for healthcare systems. Governments in Canada are understanding that this shift is necessary to support healthcare sustainability efforts and achieve better health outcomes and are setting expectations for change. This presentation will explore value-based healthcare in Canada and beyond and will discuss value-based procurement and how this is being implemented at Southlake Regional Health Centre. Value-based procurement experience from Sweden and Norway will also be presented.

Speakers
Gabriela Prada, CHE – Director of Health Innovation, Policy and Evaluation, The Conference Board of Canada
Gary Ryan – Chief Innovation Officer and Vice President of Partnerships, Business Development and Clinical Support Services, Southlake Regional Health Centre

Reducing the impact of influenza amongst older Canadians:

Les Saisons - W

Implications for healthy aging and the healthcare system

Influenza can have a devastating impact and contribute to long-term morbidity and disability — especially among adults over 65 years of age. This complex virus not only impacts the cost to the healthcare system, but also employers of caregivers and employees at hospitals and long-term care facilities. Reducing the rates of influenza and its complications is a public health priority in Canada and around the world.

On behalf of the Canadian Association of Retired Persons (CARP), gerontologist Elise Kayfetz will share CARP’s vital mission to advocate for issues for our aging population and how public health, businesses and society can better serve to bring equitable access to healthcare. Dr. Shelly McNeil, Clinician Scientist at the Canadian Center for Vaccinology, will examine the impact and burden of influenza on our ageing population and the role of immunization as a tool to promote healthy aging. The session will conclude with a discussion on the national immunization strategy for Canadians 65+.

Speakers
Shelly McNeil – Clinician Scientist, Canadian Center for Vaccinology, Dalhousie University.
Elise Kayfetz – CARP Manager, Campaigns & Community Engagement – Masters in Gerontology
Tuesday, June 7, 2016 • 08:30 – 10:30 | PLENARY SESSION

07:15 – 08:15
Continental breakfast – Exhibits and poster viewing
(No pre-registration required)

08:30 – 08:40
PLENARY
Presentation of HealthCareCAN’s Legacy of Leadership Award
Confederation - W

08:40 – 10:30
PLENARY
The Great Canadian Healthcare Debate
Confederation - W

The NHLC conference co-hosts — the Canadian College of Health Leaders (CCHL) and HealthCareCAN — are delighted to host the 2nd Annual Great Canadian Healthcare Debate. Building on the success of the first Great Canadian Healthcare Debate in 2015, we have taken steps to make the Debate even better!

This year, we will host a debate of the top 3 motions — this will provide the opportunity to debate top policy issues in depth.

Jeffrey Simpson, the 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 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 policies will make an important impact on the health system and create lasting pathways to innovation and change?*

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

Help us build an annual tradition by joining 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 National Affairs Columnist

Policy resolution committee members
Tony Dagnone (Chair), FCCHL, FACHE, Dr. Brendan Carr, CHE, Dr. Bernard Leduc, Keith Dewar, Greg Lawrie, CHE, Chris Power, CHE, Patrick Dumelie, Sharon Nettleton, Dr. Richard Wedge, Owen Adams (Advisory)

NHLC: Ray Racette, CHE; 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 and 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 the Canadian College of Health Leaders, Chair of the Ontario Hospital Association, Chair of the 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, and on the Board of the London Health Sciences Centre Foundation. 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 the 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 has his finger on the pulse of Canada — and the world. The Globe and Mail’s national affairs columnist since 1984, Simpson is one of the few outstanding political writers who can express his opinions as well spoken, as he can in writing. The author of seven books, including Chronic Condition: Why Canada’s Health Care System Needs to be Dragged into the 21st Century, Simpson is a sought-after speaker at major conferences 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.

| 10:30 – 11:00 | Networking break – Exhibits and poster viewing | Grand Foyer - W |
| 11:00 – 12:00 | CONCURRENT SESSIONS | Session 26 will be presented in French with simultaneous interpretation to English. |

**Session 19**

Transformation and change (Intermediate)

**Governor General I - W**

This session will include a presentation providing insights into system transformations achieved in Alberta Health Services (AHS) CancerControl with the addition of Advanced Practice Nurses (APN) professional practice leadership (PPL) as well as a presentation on The Ottawa Hospital’s journey to realize its vision: to provide each patient with world-class care, exceptional service and compassion we would want for our loved ones.

**Abstracts**

Transformational leadership: Supporting system change in CancerControl

**Krista Rawson** – Alberta Health Services

Strategic focus on patient experience, value for money and healthier populations: How to focus an organization on achieving results

**Cameron Love** – The Ottawa Hospital

**Alan Forster** – The Ottawa Hospital/Ottawa Hospital Research Institute

**Session 20**

Patient safety (Intermediate)

**Room 206 - SC**

Presentations in this session will focus on the benefits of the fully integrated, centralized Pharmaceutical Supply Chain Solution (PSCS) in New Brunswick to provide a greater understanding of efficiencies that can be found in every hospital, through innovation within the pharmacy supply chain; and on a pilot project integrating pharmacists into the e-Medication Reconciliation (Med Rec) process by granting access to technology for admission/discharge Med Rec functionality and empowering them to plan the Med Rec.

**Abstracts**

Pharmaceutical Supply Chain Solution (PSCS): A new centralized model to optimize quality and efficiency

**Moira Wilson** – Horizon Health Network

**Paul Geukers, CHE** – McKesson Canada

Pharmacists + technology = Improved quality and quantity of admission medication reconciliation with positive impacts on patients, pharmacists and care providers

**Christopher Judd, Zan Saleemi, Amanda Thibeault** – St. Joseph’s Health Care London

**Anna Kras-Dupuis** – St. Joseph’s Health Care London, Parkwood Institute Main
## Concurrent Sessions

### Session 21: Physician engagement (Introductory / Intermediate)

**Les Saisons - W**

Attend this session to learn about The Ottawa Hospital’s implementation of a formative physician performance assessment process including: the assessment framework that was adopted, evaluation outcomes, and lessons learned. You will also hear about a study that examines the costs associated with implementing three large-scale policy changes at the federal level. The findings of this study are relevant for policy-makers considering policy changes to address the challenges of an aging population.

**Abstracts**

**Implementing formative physician performance reviews in a large academic center**  
*Dennis Garvin, Virginia Roth, James Worthington* — The Ottawa Hospital

**Federal policy action to support the healthcare needs of Canada’s aging population**  
*Gabriela Prada, CHE* — The Conference Board of Canada

### Session 22: Leadership development (Introductory / Intermediate)

**Governor General II - W**

Find out about lessons learned from the development of organizational leadership capabilities in preparation for the modernization of an academic health centre. You will also learn about the findings from an action research intervention conducted in a Canadian healthcare setting and how leaders respond to a leadership development intervention founded in principles of leading with self.

**Abstracts**

**Developing organizational leadership capacities in preparation for a major transition in healthcare**  
*Susan Drouin, CHE* — McGill University Health Centre

**Insider experimentation with leadership development**  
*Jacqueline Hakes* — Northern Health

### Session 23: Change management and efficiency (Introductory / Intermediate)

**Provinces I - W**

In this session, the findings from a study on Creating and Sustaining a Generative Mode in a Boardroom will be shared and highlight how rethinking governance leads to sustainable change and innovation. Mechanisms to improve health system efficiency identified by health system leaders in two Canadian provinces will also be explored.

**Abstracts**

**Rethinking governance – A pathway to innovative change**  
*Gwen Dubois-Wing, CHE* — Fielding Graduate University  
*Sandra Hanmer, CHE* — Capacity Canada

**Catalysing change: Perspectives of health system leaders on improving health system efficiency**  
*Kelly Hogan, Sara Allin, Alexey Dudevich, Ezra Hart, Dana Riley, Yu Janice Zhang* — Canadian Institute for Health Information  
*Sara Guilcher* — Leslie Dan School of Pharmacy, University of Toronto

### Session 24: Culture of engagement (Introductory / Intermediate)

**Provinces II - W**

Attend this session to learn about a novel interprofessional approach toward a preferred future for a learning culture and gain insight into staff engagement, program redesign and system transformation. You will also learn about how Vancouver Coastal Health has increased staff engagement; nurtured frontline staff’s capacity in business thinking, data analysis, and presentation skills; and facilitated the formation of cross-department collaboration.

**Abstracts**

**Our voice matters: A novel interprofessional approach for navigation toward a preferred future**  
*Caroline Mavrak, Romaine Sheriff, Michelle Barnard, Mary Milo, Dianne Norman, John Parker* — Hamilton Health Sciences

**Connecting intrapreneurs: How Vancouver Coastal Health is building a culture of innovation and engagement**  
*Conrad Cone, Kevin Macduff* — Vancouver Coastal Health

CANCELLED
Transforming youth mental health services through accelerating the adoption of integrated service hubs to achieve value for youth experiencing mental health challenges – Part 1 (Intermediate)

Limitations in our systems of mental healthcare are becoming increasingly evident for leaders in policy, research and practice across Canada. A glaring example of this is how services are offered and delivered to youth especially during the transitional years (16-24). The purposes of this workshop are to 1) provide participants with an opportunity to hear from leaders in youth mental health and addictions (MH/A) about a series of co-ordinated MH/A initiatives occurring across Canada, and 2) to dissect, examine and problem solve issues that continue to create challenges for the successful and sustained implementation of such initiatives.

The model being showcased is an integrated services hub model, one that offers one-stop-access to youth living with MH/A challenges. This model and its iterations across Canada will be presented. Participants will participate in guided conversations around four key themes affecting implementation and sustainability of this model: youth engagement, leadership and governance, defining and measuring success, and scoping and designing a new integrated services hub. The focus will be on participants co-creating solutions to these challenges, solutions that they can take back to their own communities to share with, initiate and/or accelerate local youth MH/A strategies or apply to other related issues.

Facilitators
Amy Cheung – University of Toronto
Elizabeth Osuch – London Health Sciences Centre
Steve Mathias – Providence Health Care
Srividya Iyer – McGill University
Ian Manion – University of Ottawa

Invigorating the leadership culture at Bruyère

Faced like many other healthcare organizations with the impending retirement of a number of its leaders, Bruyère decided to give itself a strategy that would not only help “grow its own” and increase bench strength, but also invigorate the organization’s overall leadership culture.

To achieve this, Bruyère adopted a multi-pronged approach to enhance its resilience and performance. The strategies selected aimed to generate new leadership; empower staff, patients, and families; and innovate through research and evaluation. All these initiatives have contributed to addressing complex leadership and performance challenges in an efficient and effective way while enhancing skill sets from bench to bedside and ultimately improving the patient experience.

During this workshop, we will provide a recap of our journey and share the structure, processes, and tools that have been developed along the way. Using concrete examples, we will demonstrate the power of such an approach to engage staff at all levels in the organization and bring about unprecedented success and renewed commitment.

Workshop participants should come ready to share their realities and engage in discussion around leadership models; drivers for learning, research and innovation; and patient/family involvement in healthcare improvements.

Facilitators
Bernard Blais, CHE – Former President and CEO of Bruyère Continuing Care
Isabelle Bossé – Bruyère Continuing Care

Presentation of 3M Health Care Quality Team Awards
Sponsored by: 3M Health Care
Tuesday, June 7, 2016 • 13:45 – 15:15 | CONCURRENT SESSIONS

**Session 27**

**Effective knowledge translation with SPARK and the I2I:**

**Governor General I - W**

**Innovation to implementation in seven steps** *(Introductory)*

The field of knowledge translation (KT) has emerged as a response to the substantial gap from the time new knowledge is created to when it is put into practice. The Innovation to Implementation (I2I) is a how-to guide to driving positive change in organizations using knowledge translation activities. It is built around the concept of innovation: products, actions, services and relationships that have the potential to enhance health outcomes. The guide illustrates how to move from innovation to implementation in a thoughtful and efficient manner to achieve the desired outcomes of any project or initiative. A practical, step-by-step guide, the I2I helps leaders create positive change in policy or practice. The I2I is the cornerstone of the MHCC’s SPARK Training Program which trains people from across Canada who work or volunteer in the mental health or addictions sectors. This workshop will be participatory in approach, allowing participants to explore the I2I’s steps and consider how it can be used practically to bring about positive change and increased efficiencies in their own organizational contexts. Each participant will receive a hard copy of the I2I Guide as well as KT planning template.

**Facilitators**

*Liz Wigfull, Nicholas Watters* – Mental Health Commission of Canada

**Session 28**

**Lean approaches for system transformation in endoscopy** *(Intermediate)*

Les Saisons - W

Using Lean Six Sigma methodologies a detailed System Transformation Template was developed that can be applied in various environments to lead process change in a way that includes and engages key stakeholders. The System Transformation Template will be demonstrated using the Southern Health-Santé Sud Endoscopy Central Referral Project; a region-wide system change that dramatically reduced wait time for colonoscopy by 64% and met targets set by the Cancer Patient Journey Initiative achieving 12 days for urgent and 28 days for semi-urgent referrals.

Participants will be mentored in small groups to teach application of the System Transformation Template using a case study on a pressing healthcare problem. A System Transformation Template booklet will be provided to guide participants through defining and understanding the problem; identifying sources for baseline data and measurement; understanding their process and identifying variation; developing approaches to engage key stakeholders in the improvement; implementing the change; addressing resistance; tracking and reporting, and planning for ongoing sustainment.

The workshop will close with an interactive discussion of lessons learned that can structure long-term sustainment, change management, and engagement strategies that can be successful in our constantly changing environments.

**Moderator**

*Denis Fortier* – Southern Health-Santé Sud Regional Health Authority

**Presenters**

*Denis Fortier, Jane Curtis, Eileen Vodden* – Southern Health-Santé Sud Regional Health Authority

*Dawn Ridd* – Manitoba Health, Healthy Living & Seniors; Cancer Patient Journey Initiative

*Jonathon Drabik* – Cancer Patient Journey Initiative
Session 29

Transforming youth mental health services through accelerating the adoption of integrated service hubs to achieve value for youth experiencing mental health challenges – Part 2 (Intermediate)

Limitations in our systems of mental healthcare are becoming increasingly evident for leaders in policy, research and practice across Canada. A glaring example of this is how services are offered and delivered to youth especially during the transitional years (16-24). The purposes of this workshop are to 1) provide participants with an opportunity to hear from leaders in youth mental health and addictions (MH/A) about a series of co-ordinated MH/A initiatives occurring across Canada, and 2) to dissect, examine and problem solve issues that continue to create challenges for the successful and sustained implementation of such initiatives.

The model being showcased is an integrated services hub model, one that offers one-stop-access to youth living with MH/A challenges. This model and its iterations across Canada will be presented. Participants will participate in guided conversations around four key themes affecting implementation and sustainability of this model: youth engagement, leadership and governance, defining and measuring success, and scoping and designing a new integrated services hub. The focus will be on participants co-creating solutions to these challenges, solutions that they can take back to their own communities to share with, initiate and/or accelerate local youth MH/A strategies or apply to other related issues.

Facilitators
Amy Cheung – University of Toronto
Elizabeth Osuch – London Health Sciences Centre
Steve Mathias – Providence Health Care
Srividya Iyer – McGill University
Ian Manion – University of Ottawa

Session 30

Collaborating to pro-actively delay frailty and C.A.R.E. Lived experiences from an inter-provincial innovation team (Introductory)

The learning objectives of this session are:
1. Learn strategies that enable proactive and coordinated upstream care for seniors.
2. Identify the facilitators and barriers to working inter-provincially.
3. Consider opportunities to spread this collaborative approach.

Working collaboratively with different jurisdictions can be a great way to find innovative, cost effective and sustainable solutions to common issues. Fraser Health Authority (FHA), BC, Nova Scotia Health Authority (NSHA), Halifax NS, and the Canadian Foundation for Healthcare Improvement (CFHI), engaged in a collaborative to proactively work with seniors to delay or reverse frailty.

Stephen Samis, VP Program CFHI, will provide an overview of the structure, motivations and leadership commitment required in the formation of an inter-provincial and inter-sector collaborative.

Grace Park and Catherine MacPherson will discuss the localized innovation strategies used to implement the C.A.R.E.S. (Community Actions and Resources Empowering Seniors) model in FHA and NSHA, and outline approaches and results to resident/family, caregiver and cross-sector engagement, pre-post clinical assessments, wellness planning and coaching, and practice and policy implications for sustainability and spread.

This session demonstrates how a C.A.R.E.S. collaborative can be formed, what is required to make cross jurisdiction to cross country collaborative effective and challenges and opportunities that are critical for the future sustainability of healthcare in Canada.

Moderator
Kaye Phillips – Canadian Foundation for Healthcare Improvement

Panelists
Stephen Samis – Canadian Foundation for Healthcare Improvement
Grace Park – Fraser Health Authority (BC)
Catherine MacPherson, CHE – Nova Scotia Health Authority
A tale of two systems: From research capacity to transformation (Intermediate)

Health research plays an essential role in the core business of healthcare organizations. By generating the evidence and knowledge that is required to promote, maintain and restore human health, research is indeed the engine driving healthcare innovation and change. Within Canada, this principle is reflected in the increasing integration of research into healthcare and the growing recognition that research is a central component of healthcare, not a separate discipline. In addition to positively impacting all aspects of the Triple Aim, research has numerous other benefits to healthcare organizations, such as establishing a culture of knowledge, learning and inquiry.

Within Canada, many organizations have undertaken ‘research capacity building initiatives’ to create the necessary infrastructure to support the generation and utilization of research evidence. Each of these initiatives is unique, driven by the strategic goals and practical considerations within the particular organization.

The purpose of this session is to profile two organizations with active research capacity building initiatives underway, Nova Scotia’s IWK Health Centre and the Vancouver Island Health Authority. Speakers will describe the key challenges and enablers they encountered and what has changed for clinicians, researchers, decision-makers, and patients as a result of their investment in research.

Moderator
Cindy Trytten – Vancouver Island Health Authority

Panelists
Martin Wale – Vancouver Island Health Authority
Jill Hatchette, Kathleen Leadon – IWK Health Centre

Leading population-based systems of care: Applying a patient-centered approach (Introductory)

The Provincial Health Services Authority (PHSA) is responsible to ensure that BC residents have access to a coordinated provincial network of high-quality specialized healthcare services. The first organization of its kind in the country, PHSA works in partnership with the five regional health authorities and the Ministry of Health to meet local and provincial health needs. Strategic directions for the health system are outlined by the Ministry of Health in the document Setting Priorities for the BC Health System. Patient-centered care is a key priority and described as moving towards a health system that is built around patients, not providers and administration. This vision includes the patients’ voice driving activities such as program development, planning, and evaluation of healthcare services supported by a culture of patient-centeredness.

Acknowledging that patient experience is impacted through staff, PHSA created a Patient and Employee Experience portfolio of corporate support services to enable this throughout the organization. This panel will review the evolution of the portfolio to position the organization for continued success in developing provincial services with an emphasis on patient inclusion. The practical application of this approach in creating the Trans Care BC program will be shared and include key lessons learned to inform ongoing and future methods of system transformation.

Moderator
Vanessa Barron – Provincial Health Services Authority

Panelists
Shannon Griffin, Arden Krystal, CHE – Provincial Health Services Authority
Session 33
Patient safety improved by coalition (Advanced)
Room 206 - SC

Improving the safety of care for patients is best done across the continuum of care, and through a coalition of like institutions. Building on those learnings is critical for the healthcare system. For ten hospitals, a large transformation project focused on improving the safety of medication ordering and administration is the “learning lab” for a group of hospitals in Southern Ontario. Key learning objectives include:

1. Provide the challenges in a multi-site implementation.
2. Assess the impacts of CPOE/Meds Admin on Patient Safety.
3. Share how the project influences ongoing provider engagement.
4. Demonstrate the key steps to further build coalitions.

A coalition with a clear outcome objective can drive unprecedented improvement in patient safety metrics. The recent Accreditation Canada awards, Ontario College of Pharmacists audit, and the Ontario Hospital Association EMRAM assessments are all indicators of success of this coalition. Through several years of planning, there is now an opportunity to bring five other community hospitals (over 1000 beds) through the same transformation journey. This will be a further expansion of the coalition “laboratory” and act as a foundation for future clinical collaboration to enhance the patient experience.

Moderator
Robin Walker – London Health Sciences Centre and St. Joseph’s Health Care London

Panelists
Glen Kearns, CHE – London Health Sciences Centre
Tom Janzen, Andrew Mes, Sharon Tambeau – London Health Sciences Centre and St. Joseph’s Health Care London

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Session 34
The restructuring of Quebec’s health and social network: How far along are we?
Room 208 - SC

The Act to Modify the Organization and Governance of the Health and Social Services Network, in Particular by Abolishing the Regional Agencies has struck the Quebec health network very hard. Since the 1960s, when hospitalization insurance was created, the legislative authority and the various health policies have, every ten years, been involving all stakeholders in major restructures. From the perspective of a number of players, these major restructures can leave a bad taste and result in a certain amount of demobilization. As one partner responsible for this restructuring, the President and CEO of one of the new merged institutions agreed to talk about the central underpinnings of this restructure and how he expects to make it a success.

Moderator
Ruth Vander Stelt – CLSC Quyon du Réseau local de services du Pontiac

Presenter
Martin Beaumont, FCCHL – Integrated Health and Social Services University Centre for Mauricie and Central Quebec

Networking break – Exhibits and poster viewing
Grand Foyer - W
Tuesday, June 7, 2016 • 15:45 – 16:55 | PLENARY SESSION

15:45 – 16:55 PLENARY Better & Faster: The Proven Path to Unstoppable Ideas

In this talk, Jeremy Gutsche will teach you a proven path to unstoppable ideas. With tactics he’s developed by studying tens of thousands of trends, and frameworks he’s tested while helping to solve some of the world’s toughest innovation problems with his 300+ clients—ranging from Coca-Cola to Sony to Wells Fargo—he’ll teach you to look for the patterns of opportunity right in front of you. How do we overcome psychological traps that block our success? Based on his book Better and Faster: The Proven Path to Unstoppable Ideas, Gutsche connects human evolution with our ability to adapt to rapid change, showing you why smart people sometimes miss great ideas, and what you can do about it. Gutsche’s highly engaging, humorous, and educational lessons are drawn from the untold tales of reclusive billionaires, and ordinary people who achieved the unthinkable by simply seeing the opportunities that others overlooked. He’ll teach you to see patterns and clues that will lead you to be a better investor, better innovator, better creator, and better at adapting—after his talk, you will be better and faster.

JEREMY GUTSCHE is “an intellectual can of Red Bull” (Association Week), award-winning author and management consultant to brands, billionaires and CEOs. Gutsche is the brains behind TrendHunter.com: the #1 trend-spotting site in the world. With contagious enthusiasm, Gutsche shows audiences how to use methodical innovation to generate ideas and kick—start creativity during times of change.

In the past few years, Jeremy Gutsche has inspired 300,000 people at 400 events for top-tier brands, billionaires, and associations. With an MBA and CFA, as well as two bestselling business books and an influential website, Gutsche is a creative globe-roamer with a broad appeal. TrendHunter.com is the largest, most influential, most updated collection of cutting edge ideas available anywhere. Imagine the insight you’d get from a 100,000,000 person focus group. That’s TrendHunter.com—its custom innovation advisory is changing the way the world’s most powerful brands innovate. As its founder, Gutsche relentlessly tracks and finds The Next Big Thing—that valuable but elusive commodity—for a global audience that generates millions of views a month.

With phenomenal speed, Gutsche has grown TrendHunter.com into a trusted showcase for “what’s next” in marketing, design, technology, and other categories. (It attracts roughly fifteen times more page views than its competitors and has been viewed over two billion times). The site’s been featured or cited in over 40,000 articles, and Gutsche has appeared everywhere from Entertainment Tonight to the BBC. He’s also sought out for his management consulting expertise by leading brands, billionaires, and CEOs who need to reinvent their management, strategy, and culture of innovation to better adapt to time periods of rapid change. He is the author of New York Times bestseller Better and Faster: The Proven Path to Unstoppable Ideas, published by Crown Business.

Jeremy Gutsche is the winner of The Cisco Innovation Excellence Award and the BDC’s Young Entrepreneur of the Year Award. In bold, interactive keynotes, he delivers a blend of viral new trends, strategic frameworks, and a contagious enthusiasm for innovation. He possesses a unique perspective on innovation in the business context, and draws on his background in both corporate strategy and Web 2.0 to provide you with inspiration and tools to generate ideas, stimulate creativity and unlock potential.

At 28, as one of Capital One’s youngest Business Directors, Gutsche led his team to grow a billion dollar portfolio of market leading products. And as a Management Consultant for the Monitor Group, he advised Fortune 50 clients on top level strategy. His first business book, Exploiting Chaos, won an Axiom Business Book Award, was named an Inc. Best Book for Business Owners, and was a #1 bestseller on the 800 CEO Read list. His second book, Better and Faster, was a New York Times bestseller, #1 on Amazon and a CEO Read “Select” book for CEOs, entrepreneurs, and managers. He holds an MBA from Queen’s, is a CFA, and studied innovation at Stanford’s Graduate School of Business.

16:55 – 17:00 PLENARY Closing remarks

National Health Leadership Conference | June 6-7, 2016 | www.nhlc-cnls.ca | 41 |
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POSTER PRESENTATIONS

Posters will be displayed in the Grand Foyer from 07:15 – 18:30 on Monday and from 07:15 – 15:45 on Tuesday. Presenting authors are identified in bold and will be available during networking breaks to answer questions. Posters are presented in the language of submission.

EXCELLENCE IN HEALTH LEADERSHIP AWARDS

We are pleased to profile the 2016 recipients from the Canadian College of Health Leaders’ National Awards Program. Award winners will be pleased to discuss their achievements during networking breaks on Monday and Tuesday.

ACHIEVE RESULTS

Achieving results through transparent performance measurement and stakeholder engagement
Ashley Liu, Trixie Williams, Danielle Powell, Deborah MacInnes – Rouge Valley Health System

Applying the Primary Care Performance Management Framework to McMaster Family Health Team: Learnings and practical implications
Alix Stosic, David Price, Laila Nasser – McMaster University

Evaluation of novel hand hygiene improvement strategies through real-time, continuous data collection
Mendel Janowski, Abel Cheng, Tiziana Rivera, Madeline Logan-John-Baptiste, Nancy Coulis – Mackenzie Health

Pharmacy transformation achieving results in a community hospital
Susan Simao, Renu Pathak, Jennifer Prosa, Monique Zamin, William Oud, Carole Redstone, Heather Riddell, Amir Sohelli, Richard Tam – Mackenzie Health

Piloting an evening social work shift in the emergency department
Frances Hoy, CHE, Jan Lackstrom, Mary Kay McCarthy, Charlene Reynolds – University Health Network

T. E. A. M. = Together Everyone Achieves More: Moving the bar for patients at the Breast Care Centre
Anne Marie McIlmoyl, Pauline Bessegato, Jacquelyn Hill – St. Joseph’s Health Care, London
Glen Kearns, CHE – London Health Sciences Centre

DEVELOP COALITIONS

Building a leadership safety culture through daily huddles
Kathy Sabo – University Health Network

How LifeLabs successfully delivered services for the Toronto 2015 Pan/Parapan Am Games (TO2015)
Deborah Daniel, CHE, Nancy Korogyi, Mitchell Toker – LifeLabs
ENGAGE OTHERS

Developing evidence-based best practices for morbidity and mortality rounds: A tool for quality improvement
Paul Benassi, Lindsey MacGillivray, Sanjeev Sockalingam – University of Toronto
Ivan Silver – Centre for Addiction and Mental Health, University of Toronto

Soutenir les professionnels de la santé dans leurs initiatives de publication
Julie Lapointe – Canadian Association of Occupational Therapists

Through the eyes of the patient - Part II
Mendel Janowski, Kristine Jarvi, CHE, David Stolte – Mackenzie Health

Using experience-based co-design to engage patients, families and healthcare providers in revitalizing oncology educational resources
Madelyn Law, Bianca Fucile – Brock University

SYSTEMS TRANSFORMATION

A Ratio of Staff-to-Patients - Development of new indicator
Jacqueline Singer, Adam Rondeau, Anyk Glussich, Theresa Negrello – Canadian Institute for Health Information

Application of change management concepts to achieve system level transformation by implementing a Kanban system to manage surgical supplies
Alfred Ng, CHE – The Scarborough Hospital

Creating momentum through leadership: Key lessons from five organizations that have adopted LEADS
Silvia Viches – Royal Roads University
Ray Racette, CHE, Brenda Lammie, Shauna Fenwick – Fenwick Leadership Explorations
Brigitte Harris – School of Leadership Studies

Driving systems transformation through unit huddles
Danielle Powell, Ashley Liu, Trixie Williams, Deborah MacInnes – Rouge Valley Health System

Mackenzie Health Innovation Unit: An internet of healthcare things approach to mobile, “smart”, and secure clinical alerting and messaging
Mendel Janowski, Madelines Logan-John-Baptiste, Tiziana Rivera, Aviv Gladman, Abel Cheng – Mackenzie Health

Nursing Led Outreach Team - Linking with long-term care homes for effective resident care
Charlene Reynolds, Jeannine McDonald, Joanne Ancheta-MacDonald, Vinia Verdida, Alison Graham, Yolanda Dayao, Jan Lackstrom, Mary-Kay McCarthy – University Health Network, Toronto Western Hospital

Person-centred Care Guideline: Defining person-centred care behaviours for clinical practice in the Ontario cancer system
Brett Nicholls, Simron Singh, Lesley Moody – Cancer Care Ontario

CANCELLED
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 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.

NOVEMBER 14, 2016
Deadline for receipt of applications from Canada

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.
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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 3,300 members and 80 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.

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Learn more about our solutions to health system challenges by visiting our website www.healthcarecan.ca.

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