Are you ready for change?

Discover innovative and emerging trends in Patient Safety & Quality Improvement!

Through this conference, you will be given an opportunity to:
• Mobilize energy and enthusiasm for a new era of patient safety and quality improvement;
• Understand the role innovation and technology play in healthcare improvement;
• Stimulate change through the power of the patient voice;
• Develop the skills for leading transformational change!
# Day 1: October 8th

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<th>Time</th>
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<tr>
<td>7:30 - 8:15</td>
<td><strong>Breakfast (Sponsored by Stewart McKelvey)</strong></td>
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| 8:15 - 8:20 | Welcome and Acknowledgement of First Peoples and Traditional Territory | Colin Stevenson  
Chair of the Atlantic Health Quality  
Patient Safety Collaborative, and Vice  
President, Health Services, Quality and  
System Performance, Nova Scotia Health  
Authority |
| 8:20 - 8:25 | Opening Remarks from our Conference Moderators                     | Tracy MacDonald  
Risk and Patient Safety Manager, Central Health, Newfoundland and Labrador  
Pam Goulding  
Quality and Risk Department, Eastern Health, Newfoundland and Labrador |
| 8:25 - 8:35 | Welcome from the Minister of Health and Community Services             | The Honourable Dr. John Haggie  
Minister of Health and Community Services, Newfoundland and Labrador |
| 8:35 - 8:55 | Patient Story                                                          | Beverley Lanning  
Registered Nurse and Mom, Gander, Newfoundland and Labrador |
| 8:55 - 9:00 | Greetings from the CEO of the Canadian Patient Safety Institute        | Chris Power  
Chief Executive Officer  
Canadian Patient Safety Institute |
| 9:00 - 9:30 | Overview of the Current State of Patient Safety and Quality Improvement | Vickie Kaminski  
VK Health Systems Consulting, St. John’s, Newfoundland and Labrador  
Chris Power  
Chief Executive Officer  
Canadian Patient Safety Institute |
| 9:30 - 10:00 | Break, Exhibits and Posters (Sponsored by Stewart McKelvey)           |                                                                           |
New and emerging trends in quality improvement and patient safety: preparing for the future

We are currently living in an innovative era of quality improvement and patient safety – although this is an exciting time for health services research, navigating this new world presents us with an evolving set of challenges. How can we prepare for the future and learn to anticipate the unexpected? We must first try to understand the emerging trends of quality improvement and patient safety, and how these trends sit within the context of a complex adaptive system. Professor Braithwaite will discuss these topics, including areas such as Safety-I and Safety-II, complexity science and Resilient Health Care.

Session Sponsored by Baxter

Rapid Fire Presentations

Telerounding: A First in Canada – the virtual physician hospital in-patient coverage model at a rural Canadian hospital

Paul Young
Administrator, Community Hospitals West, Prince Edward Island

What’s all the NEWS at Central Health? (NEWS = National Early Warning Score)

Michelle Hoffe
Risk and Patient Safety Manager, Central Health, Newfoundland and Labrador

Championing Best Practices in Documentation. The use of four nursing champions to determine and implement best practices in documentation

Cynthia Mann
Operations Manager and CNS for the Family Newborn and Adult Surgery Unit, IWK Health Centre, Nova Scotia

Individualized Care Management

Lise Michaud and Manon Roussel
Utilization Management Coordinators, Vitalité Health Network, New Brunswick

Atlantic Health Quality and Patient Safety Collaborative (AHQPSC): Patient Engagement Collaborative

There is increasing evidence that when patients and providers partner effectively at all system levels, patient safety and quality outcomes improve. With the support of the Canadian Patient Safety Institute, the AHQPSC launched a 12-month virtual collaborative designed to help participating teams leverage patient engagement in improving patient safety and healthcare quality. The collaborative co-chair along with participating teams from Newfoundland and Labrador Regional Health

Kelli O’Brien
Patient Engagement Collaborative Co-Chair and Vice President, Long Term Care, Rural Health and Quality, Western Health, Newfoundland and Labrador
Authorities will share their experiences and highlight the successes that have emerged through their collaborative experience.

1:20 - 2:00 **Collaborative Spaces and Healthcare Transformation**
Healthcare systems worldwide are transforming into collaborative systems to better support the needs of modern healthcare delivery. Collaborative systems are defined by new and enhanced interactions across patients, providers and settings. While these new interactions can be a means of enhanced patient safety and quality of care delivery, managing these interactions can be a significant challenge, including social implications such trade-offs across individuals and teams. For collaborative systems to improve healthcare outcomes they need to be aligned with the collaborative spaces where healthcare is delivered.

This talk will describe healthcare transformation initiatives from the perspective of collaborative systems. Dr. Kuziemsky will discuss how collaborative systems can improve healthcare delivery as well as the practical and management implications to achieving it.

2:00 - 2:25 **Rapid Fire Presentations**

**Implementing an Open Access Booking Model for Outpatient Services**
Tracy Underwood
Manager of Occupational Therapy Services, Horizon Health Network, New Brunswick

**Partners in Quality and Safety: A quality improvement initiative in Primary Health Care to involve patients and families as equal partners in decision making processes**
Erin Leith
Manager, and Judy Porter, Planning and Development Provincial Primary Health Care Team, Nova Scotia Health Authority

2:25 - 2:45 **Break, Exhibits and Posters (Sponsored by Canadian Medical Protective Association)**
### 2:45 - 4:40  
**Hacking Transitions of Care**

Healthcare organizations challenged with sustainability are moving healthcare delivery from high cost institutional acute care hospitals to a multitude of lower costs settings. This change aimed at bending the cost curve is increasing the number of transitions of care patients experience. “People are vulnerable when they move between different parts of the health care system. These clinical handovers in care transitions threaten patient safety as they can increase the possibility of losing critical clinical information and require an increased degree of coordination” (World Health Organization).

Hacking health fosters collaborative innovation by engaging key groups of stakeholders to create solutions to healthcare challenges. Eastern Health, the largest integrated Health Authority in Newfoundland and Labrador, has embraced Hacking Health to address healthcare challenges. Hacking Health is a mindset not a skillset. We are all Hackers.

**Ron Johnson**  
Vice President and Chief Information Officer, Eastern Health, Newfoundland and Labrador

**Fraser Fry**  
Regional Manager Biomedical Engineering and Medical Device Reprocess in Healthcare Technology and Data Management, Eastern Health, Newfoundland and Labrador

**Kim Green**  
Senior Site Manager, Burin Peninsula Health Care Centre, Eastern Health, Newfoundland and Labrador

**Joanne Howell**  
Senior Site Manager, Carbonear General Hospital, Eastern Health, Newfoundland and Labrador

**Dion Park**  
Senior Site Manager, Dr. G.B. Cross Memorial Hospital, Eastern Health, Newfoundland and Labrador

**Mike Bannister**  
Provincial Director of Health Innovation and Partnering with the Newfoundland and Labrador Centre of Health Information, Newfoundland and Labrador

### 4:40 - 4:50  
**Reflections from the day – Wrap up**

**Pam Goulding**  
Quality and Risk Department, Eastern Health, Newfoundland and Labrador

### 6:30 - 10:30  
**Networking Reception: Spirit of Newfoundland (by ticket only) (Sponsored by RLDatix)**
## Day 2: October 9th

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<th>Time</th>
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| 7:30 - 8:15 | **Breakfast (Sponsored by Compass Group)**                              | Beverley Pittman  
Senior Director of Operations for St. Anthony and Regional Director of Patient Safety and Quality, Labrador-Grenfell Health, Newfoundland and Labrador |
| 8:15 - 8:20 | **Moderators**  
Recap of yesterday and what’s ahead for today                      | Julie Fequet  
Regional Patient Safety Officer and Risk Manager, Western Health, Newfoundland and Labrador          |
| 8:20 - 8:30 | **Greetings from the Minister of Advanced Education, Skills and Labour** | Honourable Christopher Mitchelmore  
Minister of Advanced Education, Skills, and Labour, Newfoundland and Labrador                        |
| 8:30 - 8:50 | **All That's Left: My journey through a hemorrhagic stroke**         | Lou Ann and Brian Kelly  
St. John’s, Newfoundland and Labrador                                                                   |
| 8:50 - 9:00 | **Greetings from The Canadian College of Health Leaders**        | Alain Doucet  
Chief Executive Officer, The Canadian College of Health Leaders                                         |
| 9:00 - 10:00 | **Adapting to the Future: Not for the faint of heart**        | Marlies Van Dijk  
Team Lead, Design Lab, Alberta Health Services, Alberta                                                 |
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<th>Time</th>
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<tr>
<td>10:00 - 10:30</td>
<td><strong>Break, Exhibits and Posters (Sponsored by Canadian College Health Leaders)</strong></td>
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<td>10:30 - 11:10</td>
<td><strong>Rapid Fire Presentations</strong></td>
<td>Are we serious about patient engagement? Experiences from a patient-centred approach to build, revamp and improve respiratory care services</td>
<td><strong>Emily Kitts</strong> Upstream Project Lead, Primary Health Care Program, Horizon Health Network, New Brunswick</td>
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<td>Implementation of an intraoperative margin assessment protocol for head and neck cancer surgery</td>
<td><strong>Matthew Rigby</strong> Head and Neck Oncology Surgeon, Nova Scotia Health Authority and Assistant Professor, Division of Otolaryngology, Dalhousie University, Halifax, Nova Scotia</td>
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<td>Supporting Mental Wellness with Technology</td>
<td><strong>Byron Boyd</strong> Regional E-Mental Health Coordinator, Central Health, Newfoundland and Labrador</td>
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<td>11:10 - 11:40</td>
<td><strong>Caring for Healthcare: Addressing psychological health and safety for healthcare workers</strong></td>
<td>The By Health, for Health Collaborative, led in partnership with the Mental Health Commission of Canada and HealthCareCAN, had a vision for healthcare workplaces to be leaders and role models in providing psychologically healthy and safe work environments for all Canadians. Hear from Nicholas Watters (Mental Health Commission of Canada) and Pamela MacLean (Nova Scotia Health Authority,) to learn more about the initiatives undertaken to achieve this vision, including the development of two new tools for healthcare organizations to assess and address the psychological health and safety of their workplaces. Mental Health Commission of Canada will also share new initiatives and opportunities to inform the development of resources for healthcare providers.</td>
<td><strong>Nicholas Watters</strong> Director, Access to Quality Mental Health Services, Mental Health Commission of Canada <strong>Pamela MacLean</strong> Workplace Health Promotion Coordinator, Nova Scotia Health Authority</td>
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<td>11:40 - 12:15</td>
<td><strong>The Digital Hospital: A good thing or just hype</strong></td>
<td>The talk will describe Humber River Hospital’s digital vision, how it has been implemented, lessons learned, and an assessment as to whether we’ve achieved what we set out to do.</td>
<td><strong>Michael Gardam</strong> Chief of Staff, Humber River Hospital, Ontario</td>
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<td>12:15 - 1:00</td>
<td><strong>Lunch, Exhibits and Posters (Sponsored by Aramark)</strong></td>
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<td>1:00 - 1:30</td>
<td><strong>Rapid Fire Presentations</strong></td>
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<td><strong>Telestroke Rehabilitation:</strong></td>
<td>Tamara MacDonald</td>
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<td><strong>Optimizing the 5Ts of Telestroke in PEI's</strong></td>
<td>Physiotherapist,</td>
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<td><strong>Organized Stroke Care Program</strong></td>
<td>District East Ambulatory Stroke</td>
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<td>Rehabilitation Services, Health PEI, Prince Edward Island</td>
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<td><strong>A 3D printed engine for male residents living</strong></td>
<td>Tania McQueen</td>
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<td><strong>with dementia</strong></td>
<td>Occupational Therapist, Long Term Care, Health PEI, Prince Edward Island</td>
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<td>1:30 - 3:15</td>
<td><strong>Measurement and Monitoring of Safety:</strong></td>
<td>Anne MacLaurin</td>
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<td><strong>Rewiring our thinking about Patient Safety</strong></td>
<td>Senior Program Manager, Canadian Patient Safety Institute</td>
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<td>In Canada, as in the UK and US, the focus on</td>
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<td>assessing both quality and safety has increased</td>
<td>Troy Mitchell</td>
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<td>over the past 10 years. Numerous quality outcomes</td>
<td>Strategist and Conflict Specialist, Human Resources, Eastern Health,</td>
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<td>have been specified however, the approach to</td>
<td>Newfoundland and Labrador</td>
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<td>safety has been much more limited, leaving many</td>
<td>Kimberly Ghaney</td>
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<td>aspects of safety unexplored. In 2013 Professors</td>
<td>Program Manager, Remote Patient Monitoring Program, Healthcare Technology</td>
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<td>Charles Vincent, Susan Burnett and Jane</td>
<td>and Data Management, Eastern Health, Newfoundland and Labrador</td>
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<td>Carthey published their report *The Measuring</td>
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<td>and *<em>Monitoring of Safety</em>. This framework</td>
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<td>provides a broader approach to the information</td>
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<td>needed to create and sustain safer care. During</td>
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<td>this session the speakers will introduce the</td>
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<td>Measuring and Monitoring of Safety Framework and</td>
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<td>describe how it can be used to promote and</td>
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<td>advance safe care.</td>
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<td>3:15 - 3:20</td>
<td><strong>Reflections from the day</strong></td>
<td>Julie Fequet</td>
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<td>Regional Patient Safety Officer and Risk Manager, Western Health,</td>
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<td>Newfoundland and Labrador</td>
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<td>3:20 – 3:30</td>
<td><strong>Closing remarks</strong></td>
<td>Colin Stevenson</td>
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<td>Chair of the Atlantic Health Quality Patient Safety Collaborative, and</td>
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<td>Vice President, Health Services, Quality and System Performance, Nova</td>
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Story Boards

Newfoundland and Labrador

Adenosine Triphosphate Testing to Improve Healthcare Facility Cleanliness and Observed Reduction Healthcare Associated Infections
Kelly Smith, Regional Manager Infection Prevention and Control, Eastern Health
Jennifer Philips, Clinical Epidemiologist Infection Prevention and Control, Eastern Health
Ann Marie Norman, Regional Coordinator, Special Projects Infection Prevention and Control, Eastern Health

Care Paths and Checklists in Radiation Therapy
Susan Costello, Division Manager, Radiation Therapy, Cancer Care Program, Eastern Health

Human Factors Analysis of a Code Blue Team Unrecognized Esophageal Intubation
Kathryn A. Sparrow, Assistant Professor, Discipline of Anesthesia Memorial University of Newfoundland Anesthesiologist, St. Clare’s Mercy Hospital, Eastern Health

Practical Approaches to Antimicrobial Stewardship: The Central Health Experience
John Bautista, Clinical Pharmacist, Central Health

Quality Patient Care in Acutely Busy and Chaotic Environments
Stephanie Winsor, Clinical Manager Emergency, Central Health

Nova Scotia

Nova Scotia’s Quality Review Tracking – how new technology is improving patient safety and shared learning across the province
Cathy Smith, Safety Improvement and Management System Administrator, Quality Improvement, Safety and Patient Relations, Nova Scotia Health Authority
Lisa Sampson, Patient Safety Coordinator Quality Improvement, Safety and Patient Relations, Nova Scotia Health Authority

Using low fidelity simulation to model length of stay reduction strategies in a pediatric emergency department
Emma Burns, Assistant Professor, Department of Emergency Medicine, Dalhousie University
Suspected Maternal Sepsis and Initial Management
Jennifer West, Manager Birth Unit, IWK

New Brunswick

Stan Cassidy Centre for Rehabilitation GAPSS
Jo Anne Savoie, Psychologist, Stan Cassidy Centre for Rehabilitation

Prince Edward Island

Using Palliative Care Indicators to Hear the Patient's Voice
Patricia Lush, Health Information Specialist, Health PEI

Answering the Call for Resident Safety and Satisfaction: Designing Alternative Bed Controls to Optimize Independence in Bed Positioning for Residents with Limited Mobility in Long Term Care
Julie Dennis, Occupational Therapist, Health PEI

Building Community Among Provinces, Professions and Patients Through The Development of Patient and Caregiver Resources
Stephanie Freire, Radiation Therapist PEI Cancer Treatment Centre, Health PEI

MAINTENANCE OF CERTIFICATION
Attendance at this program entitles certified Canadian College of Health Leaders members (CHE / Fellow) to 5.5 Category II credits towards their maintenance of certification requirement.

MAINTIEN DE LA CERTIFICATION
Une participation à cette réunion par un membre certifié du Collège canadien des leaders en santé (CHE / Fellow) vaut 5.5 crédits de la catégorie II du MDC à l'égard de l'exigence du maintien de la certification à laquelle ceux-ci sont soumis.
Moderators

Tracy MacDonald
Risk and Patient Safety Manager, Quality Improvement, Central Health, Newfoundland and Labrador

Tracy graduated from the Bachelor of Science in Nursing program from St. Francis Xavier University in 1999 and completed her master’s in health studies, focusing on Leadership, through Athabasca University in 2010. She is currently a Regional Risk and Patient Safety manager with Central Health and leads a variety of programs and teams throughout the region. Tracy provides ongoing education, training, and facilitation for complex reviews, root cause analysis, and medical/legal claims with a particular focus on supporting the patient/family and health care providers involved in adverse events. Tracy has completed the Learning Leaders training, Osgood Risk Management, Patient Safety Officer Course, and also her green belt in Lean. Tracy enjoys spending time with her husband, four teenagers, and two dogs which usually involves time in the great outdoors!

Pam Goulding
Quality and Clinical Safety Leader, Eastern Health, Newfoundland and Labrador

Pam graduated from the Grace School of Nursing in 1992, completed a Bachelor of Nursing degree in 1999, an Occupational Health Nursing Diploma in 2001 and a Master’s degree in Health Studies in 2011. She started her nursing career at the Burin Peninsula Health Care Centre. She worked in General Surgery at Health Sciences Centre for three years before heading to the Critical care units in 1997. In 2008, she left Acute care to work in community health nursing. Her work experience includes Disability Case Management, Clinical Nurse Specialist with the Acute Pain Service, and a Clinical Instructor at CNS. In February of 2014, she decided to pursue her passion for patient safety by joining the Quality, Patient Safety and Risk Management Department of Eastern Health.

Beverly Pittman
Senior Director of Operations, St. Anthony and Regional Director of Patient Safety and Quality, Curtis Memorial Hospital, Labrador-Grenfell Health, Newfoundland and Labrador

Beverly Pittman has worked with Labrador-Grenfell Health for 29 years as a frontline Nurse, Medevac Nurse, Intensive Care unit Team Leader, Infection Control/ Risk Management Coordinator, Regional Patient Safety Officer, Regional Risk Manager and currently the Regional Director of Patient Safety and Quality and Senior Director of Operations from St. Anthony. Bev is a strong promoter of patient safety and encourages staff members to participate in lifelong learning opportunities.
Julia Fequet
Regional Patient Safety Officer and Risk Manager, Western Health, Newfoundland and Labrador

Julia is a former Government of Nunavut employee turned nurse. After working in Canada’s Arctic for almost 10 years, Julia returned to Western, NL to pursue her nursing degree. Julia graduated in 2005 and after working as a casual nurse across several areas, she soon discovered her passion for gerontology and dementia care. She worked as a Project Manager for the Corner Brook LTC building and the Protective Community Residences, and following this, she accepted a position as a manager with Corner Brook LTC. After over 11 years in LTC, Julia turned her sights on a new path and joined the Western Health Quality and Risk Management team in 2018. Julia is a mom of 2, stepmom of 2 and dog mom of 2, and is happiest hiking the trails on the beautiful west coast!

Speakers

Colin Stevenson
Chair of the Atlantic Health Quality Patient Safety Collaborative and Vice President, Health Services, Quality and System Performance, Nova Scotia Health Authority

Colin has over 20 years of healthcare management and leadership experience, working in both the private and public sector with roles in facilities management consulting, long term care, health authority operations and project/transformation management. In 2001 Colin joined Colchester East Hants Health Authority as Vice President Operations, providing leadership for corporate and support services, strategic and operational planning and facility and service transformation. From 2012-2015 Colin held provincial roles with a focus on building and providing corporate and administrative services for the District Health Authorities and the IWK Health Centre; and as the project manager for the consolidation of the nine health authorities in Nova Scotia. In April of 2015 Colin joined the Nova Scotia Health Authority (NSHA) as the Transformation Executive Lead where he was responsible for managing and executing a multi-year initiative for the transformation of health services and the redesign of organizational structure of the NSHA. In February 2017 Colin took on the role of Vice President of Quality and System Performance – responsible for leading the development and implementation of strategic plans, goals and objectives to support the delivery of provincially integrated health programs and services. Colin is a graduate of the Health Administration program of Dalhousie University and a Certified Health Executive (CHE) with the Canadian College of Health Leaders.
The Honourable Dr. John Haggie
Minister of Health and Community Services, Newfoundland and Labrador

Born in England, the Honourable John Haggie completed his medical studies at Victoria University in Manchester. He held several positions as physician, surgeon, tutor and registrar in the North West region of England and after a two-year fellowship, he received a doctorate in cancer research.

Since moving to Canada in the early 1990s, Minister Haggie has had a long and distinguished career in medicine in Newfoundland and Labrador. He practiced initially as a general surgeon in St. Anthony with the Grenfell Region Health Services. In 1997, he was appointed attending surgeon of general and vascular surgery at James Paton Memorial Hospital in Gander. In 2008, he was appointed Chief of Staff at James Paton Memorial Hospital. Minister Haggie served as President of the Newfoundland and Labrador Medical Association and the Canadian Medical Association.

In Newfoundland and Labrador’s 2015 general election, he was elected MHA for the District of Gander and appointed to Cabinet to serve as the Minister of Health and Community Services. He was re-elected to the House of Assembly for the District of Gander in the General Election of 2019 and continues to serve in Cabinet as Minister of Health and Community Services.

Minister Haggie resides in Gander, NL with his wife Jeanette and two Westies, Chloe and Gracie.

Beverley Lanning
Nurse and Mom, Gander, Newfoundland and Labrador

Bev is a registered nurse who worked for 35 years with Central Health, one of the four regional health authorities in Newfoundland and Labrador. A graduate of the General Hospital School of Nursing and Memorial University, her long career includes many roles. As a nurse, Bev always advocated for her patients or clients and provided safe, patient-centered care. She is a member of Central Health’s, Person-Family Centered Care committee and has presented within Central Health on patient safety and family centered care.

Nursing is a challenging profession that demands a lot of your mental and physical well-being, which can make a work-life balance difficult to maintain. In 2013 this balance was rocked to the core when her 24-year-old son, Adam suffered a major life altering event. This experience presented Bev with a unique perspective on general healthcare and the importance of safe, patient-centered care.
Chris Power
Chief Executive Officer, Canadian Patient Safety Institute

What began as a desire to help those in need 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 front-line 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. Chris holds a Bachelor of Science in Nursing from Mount Saint Vincent University and a master’s in health services administration from Dalhousie University. She is a Certified Health Executive with the Canadian College of Health Service Executives and holds a Fellowship in Management for Executive Nurses from the Wharton School, University of Pennsylvania. In 2003, she received the Award for Excellence and Innovation from the Canadian College of Health Services Executives and in 2007 received an Award of Excellence from the Halifax Progress Club. She was named one of Canada’s Top 100 Most Powerful Women in the Public-Sector Category three years in a row from 2007-2009 and in 2010 was inducted into the Hall of Fame. She was named one of the Top 50 CEO’s in Atlantic Canada four times and in 2013 was inducted into the Top 50 CEOs Hall of Fame. In 2013 Chris received an honorary Doctorate in Civil Law from St. Mary’s University.

Chris holds significant governance roles including President of the Canadian Association for Health Services and Policy Research Board, Co-Chair of CHLNet, Board member of Colleges and Institutes of Canada, and Board member of Simulation Canada.

With all the accolades and responsibilities, Chris has maintained her strong sense of self and credits her love of family, faith and her gift of singing for keeping her grounded.

Vickie Kaminski
VK Health Systems Consulting, St. John’s, Newfoundland and Labrador

Vickie is a senior health care executive with more than 40 years’ experience in the Canadian healthcare system. Her professional background is in nursing. Vickie’s most recent role was Chief Executive of SA Health, in South Australia. She was responsible for providing oversight and guidance to the South Australian health system and providing the Minister of Health with advice regarding health policy and direction for the State. She managed several thousand employees, a budget of almost 6 Billion dollars and oversaw the final construction and opening of the new Royal Adelaide Hospital. Prior to that Vickie was the President and Chief Executive Officer of the Alberta Health Service, an integrated health service, with 100,000 employees.
Prior to joining the AHS, Vickie was with the Eastern Regional Health Authority for approximately five years as President and Chief Executive Officer. In this broad health portfolio, Vickie was responsible for the healthcare continuum including a range of unique provincial programs. In these previous roles Vickie was responsible for initiating system change through benchmarking, achieving efficiencies and realising benefits for the health system. In her position as Deputy Chief Executive, Transforming Health, Vickie led the implementation of Transforming Health, the biggest whole system change for the health system that will result in Best Care First Time Every Time.

Vickie is currently the President of VK Health Systems Consulting.

Jeffrey Braithwaite

**Founding Director, Australian Institute of Health Innovation, Macquarie University, Australia**

Professor Jeffrey Braithwaite is Founding Director of the Australian Institute of Health Innovation, Director of the Centre for Healthcare Resilience and Implementation Science, and Professor of Health Systems Research, Faculty of Medicine and Health Sciences, Macquarie University, Sydney, Australia. He has appointments at six other universities internationally, and he is a board member and President Elect of the International Society for Quality in Health Care (ISQua) and consultant to the World Health Organization (WHO). His research examines the changing nature of health systems, which has attracted funding of more than AUD $131 million. He is particularly interested in health care as a complex adaptive system and applying complexity science to health care problems.

Professor Braithwaite has contributed over 470 refereed publications and has presented at international and national conferences on more than 914 occasions, including 97 keynote addresses. His research appears in journals such as The BMJ, JAMA, The Lancet, Social Science and Medicine, BMJ Quality and Safety, and the International Journal for Quality in Health Care. He has received over 45 different national and international awards for his teaching and research.

Kelli O’Brien

**Patient Engagement Collaborative Co-Chair and Vice President, Long Term Care, Rural Health and Quality, Western Health, Newfoundland and Labrador**

Kelli O’Brien has held senior executive roles since 2005. She previously held the positions of Vice President of Long-Term Care and Rural Health and Vice-President of Quality Management and Research. Kelli holds a Bachelor of Science in Physiotherapy from Dalhousie University and a Master of Science in Rehabilitation from Queen's University. In 2009, Kelli completed an EXTRA (Executive Training in Research Application) Fellowship with the Canadian
Federation for Health Care Improvement. The fellowship supported the introduction of a new model of enhanced assisted living for individuals with dementia, for which the organization received the National Quality of Life Award in June 2009. The evaluation of this new model has been published in the Canadian Journal on Aging and Perspectives.

As Vice-President of Long Term Care, Rural Health and Quality, Kelli is responsible for: Access and Privacy, Client/Patient/Resident Safety, Ethics, Infection Control, Long Term Care, New Facilities Planning, Corner Brook, Pastoral Care, Professional Standards and Practice, Quality and Risk Management, Research and Evaluation, Rural Health Centres, Strategic Planning, Telehealth and Utilization, and Waitlist Management.

Craig Kuziemsky
Associate Vice President Research, MacEwan University, Edmonton, Alberta

Craig Kuziemsky is Associate Vice President Research at MacEwan University in Edmonton, Alberta. Most recently, he was a Full Professor and The University Research Chair in Healthcare Innovation in the Telfer School of Management at the University of Ottawa. He completed his PhD in Health Information Science from the University of Victoria in 2006. Dr. Kuziemsky’s research focuses on developing innovative approaches for modeling collaborative healthcare delivery so we can better design information and communication technology (ICT) to support different contexts of collaborative healthcare delivery. His work has defined the structural aspects necessary to support collaboration as well as the behavioral and social processes that shape how the structural components work. His studies of collaboration have used concepts such as complexity theory to understand the nature of collaborative interactions in different healthcare settings (clinical healthcare and public health for disaster management). Dr. Kuziemsky is also interested in the different contexts in which collaboration occurs and how these contexts influence ICT design and evaluation.

Dr. Kuziemsky was awarded the University of Ottawa 2013 Young Researcher Award in Social Sciences and Humanities. He is the current chair of the International Medical Informatics Association Working Group on Organizational and Social Issues and Co-Chair of the American Medical Informatics Evaluation working group.
**Ron Johnson**  
Chief Information Officer, Eastern Health, Newfoundland and Labrador

Ron Johnson has over 24 years progressive career experience in healthcare in various management roles. As Vice President and Chief Information Officer with Eastern Health, Ron holds responsibility for various program areas including, among others, Rural Health, Healthcare Technology and Data Management; Health Information Services; Information Security, Access and Privacy; Infrastructure Support, Protection Services, Telecommunications, Legal Services, Bilingual Services, Medical Device Reprocessing, Materials Support, Decision Support and Strategic Planning for Eastern Health. Ron previously held the position of Director of Materials and Biomedical Equipment Support at Eastern Health and was responsible for Supply Chain Management and Biomedical Engineering.

Ron holds a Diploma of Technology from College of the North Atlantic; a Bachelor of Technology; and a Master of Employment Relations from Memorial University of Newfoundland. He has also completed diplomas in Health Service Management and Modern Management from the Canadian Healthcare Association. Ron is certified in Change Management and holds the professional designations of Project Management Professional (PMP) and Certified Health Executive (CHE). In addition, Ron is also a sessional instructor at the Marine Institute of Memorial University of Newfoundland teaching courses in both the Bachelor of Technology and Master of Technology Management programs.

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**Fraser Fry**  
Regional Manager Biomedical Engineering and Medical Device Reprocessing in Healthcare Technology and Data Management, Eastern Health, Newfoundland and Labrador

Fraser Fry is a Regional Manager with Biomedical Engineering and Medical Device Reprocessing for Eastern Health. Since beginning his career with Eastern Health in 2003, Fraser has held leadership roles that have given him a sound understanding of the importance of quality and safety in healthcare and technology implementation. His involvement in procurement initiatives with Eastern Health has allowed him to develop experience in capital planning, contract management, tender development and alternative procurement approaches such as value-based procurement.

Fraser holds a diploma in Telecommunications Engineering Technology and a diploma in Biomedical Engineering Technology from College of the North Atlantic and is a Certified Engineering Technologist with the Association of Engineering Technicians and Technologists of Newfoundland and Labrador. Fraser holds a Bachelor of Technology and Master of Technology Management with Memorial University of Newfoundland. Fraser has achieved a certificate in Leadership with Eastern Health, a Change Management certificate with the Canadian Healthcare Association and a certificate in Mental Health First Aid with the Mental Health Commission of Canada.
Kim Green
Senior Site Manager, Burin Peninsula Health Care Centre, Eastern Health, Newfoundland and Labrador

Kim completed her Diploma in Nursing from the S.A. Grace General School of Nursing in September 1985, Departmental Management Certificate in 1990 from the Canadian Hospital Association and then went on to complete Bachelor of Nursing from Memorial University in 2006. She spent her early career working as a staff nurse in the Obstetrical field. Since 1988, Kim has worked in a management role in rural Newfoundland. Her management experience is very extensive and includes frontline manager of most of the nursing departments at the Burin Peninsula Health Care Centre in Burin. She spent several years in the Quality and Risk Department at that site and then became the project lead of the Peninsulas region for electronic documentation planning and implementation of Meditech for nursing, physicians and allied health staff. Since regionalization with Eastern Health Kim has worked as a Professional Practice Consultant, and since 2013 she holds the role of Senior Site Manager for Burin Peninsula. In this role Kim provides direction and oversight to all Acute care programs and support services on the various sites in the area.

While Kim is busy in her work life, she still manages to spend lots of time vacationing and relaxing with her husband, and two daughters, who are also nurses. Just last week she became a first-time grandma to a grandson.

Joanne Howell
Senior Site Manager, Carbonear General Hospital, Eastern Health, Newfoundland and Labrador

Joanne graduated from the Centre for Nursing Studies in 2000 with her Bachelor of Nursing and completed her master’s in nursing with a focus on Nursing Administration through Memorial University in 2015. Joanne started her career in nursing at Curtis Memorial Hospital in St. Anthony but then moved home to work as a Medicine nurse for seven years at St. Clare’s Mercy Hospital. From there she worked as a Quality and Clinical Safety Leader with Eastern Health before starting her current role as Senior Site Manager within the Rural Health Program. In this role Joanne provides oversight and leadership to the managers and staff of Carbonear General Hospital, Dr. A.A. Wilkinson Memorial Health Centre, Placentia Health Centre and Dr. W. William H. Newhook Community Health Centre. Joanne enjoys spending time with her husband and son and can be often found in a stadium cheering as a Hockey Mom.
Dion Park
Senior Site Manager, Dr. G.B. Cross Memorial Hospital, Eastern Health, Newfoundland and Labrador

Dion graduated from Western Memorial Nursing School in 1994. He then completed a Perioperative Nursing Specialty program in Texas. He has spent most of his nursing career in the Perioperative setting in a variety of leadership roles. He completed a Nursing Leadership program from Memorial University in 2001. Dion is currently Senior Site Manager at the Dr. G. B. Cross Memorial Hospital in Clarenville. In his current role, Dion works closely with the Site Clinical Chief to ensure that the various regional programs are working well. Dion enjoys playing and coaching many sports. When he’s not at the hospital, you will probably find him at the hockey area, baseball field, or golf course.

Mike Bannister
Provincial Director of Health Innovation

Mike Banister is the Provincial Director of Health Innovation and Partnering with the Newfoundland and Labrador Centre of Health Information. On secondment from the Department of Health and Community Services, Mike has been instrumental in advancing the province’s health innovation agenda. From providing strategic advice to senior officials and the Minister to pulling all-nighters at a hackathon, Mike is driven to build a vibrant health innovation ecosystem in our province.

The Honourable Christopher Mitchelmore
Minister of Advanced Education, Skills, and Labour, Newfoundland and Labrador

Christopher Mitchelmore was first elected to the House of Assembly in 2011 and was re-elected in November 2015. He is from Green Island Cove, a small fishing village on the Great Northern Peninsula.

Mr. Mitchelmore has a Bachelor of Commerce Honours (Co-op) degree from Memorial University, with international study experience in the United Kingdom and at the University of Economics in the Czech Republic. He worked with the Department of Innovation, Business, and Rural Development; the Newfoundland and Labrador Board of Commissioners of Public Utilities (PUB); and London Offshore Consultants.

Prior to entering politics, Mr. Mitchelmore worked as a client services officer and a youth ventures coordinator with the Community Business Development Corporation (CBDC) Nortip. He has an extensive track record of community involvement, including time as vice president of the Straits – St. Barbe Chronic Care Corporation and director and member of the Canadian Community Economic Development Network.
Lou Ann Kelly and Brian Kelly  
St. John’s, Newfoundland and Labrador

Lou Ann is first and most importantly a wife and the mother of three wonderful sons aged 19, 20 and 23. She is a Registered Nurse, graduating from St. Clare’s School of Nursing in 1988. She worked at The Health Sciences Center on the Urology unit, pursuing her Bachelor of Nursing degree, which she completed in 1994. She joined Nursing Education at The Centre for Nursing Studies in 2001. She graduated with her MN in 2007.

Lou Ann suffered a stroke in 2011 and took early retirement for medical reasons. Today she is a volunteer, client/family advisor, and assists in Stroke Education.

Brian is a husband and father, a realtor for 20 years, who loves to golf and travel with his family. During Lou Ann’s illness, he worked to keep things as “normal” as possible for the boys with his sister’s help. A busy time at work, support for Lou Ann’s rehabilitation at the hospital, and caring for the boys was all possible because of the help received from family and friends. He shares his experience with the hope that it will help others.

Alain Doucet  
Chief Executive Officer, The Canadian College of Health Leaders

Alain Doucet, MBA brings over 25 years of senior leadership, marketing, business development and relationship-building experience to his role as President and Chief Executive Officer. Alain joined the College after a 14-year tenure at the University of Ottawa where he was most recently Assistant Dean, External Relations for the Telfer School of Management. Prior to holding these positions, he was Vice President, Marketing and Communications at Orbit IQ, General Manager at Banfield Seguin, an Ottawa-based marketing and communications agency, and Vice President, Marketing at ADVENTIS, a Boston-based global consultancy to the telecom, technology and information industries. Before moving into senior leadership positions, Alain held various product and marketing management positions in the financial services, business services and consumer goods sectors. Alain holds a BCom (Honours) in Business Administration from the University of Ottawa (1983) and an MBA (with Distinction) from the Johnson Graduate School of Management at Cornell University (1987). In his spare time, he enjoys golf, travel, playing the saxophone and reading. His wife Christine is Vice President of Finance at MD Management and he has two sons who are enjoying the young professional life in Toronto. Alain shares a passion with the College and its members to improve healthcare for our loved ones. As he says, “we are here to build and support the leadership of the Canadian healthcare system so that our family and loved ones get the care they deserve.”
Judy O’Keefe
NL Chapter Chair, The Canadian College of Health Leaders

Judy O’Keefe is the Regional Vice President responsible for Long Term Care, Community Supports Program, Infection Prevention and Control, Rehabilitation, Palliative Care and Geriatrics Program, Population and Public Health, Primary Health Care and Chronic Disease Prevention and Management, and Pastoral Care and Ethics with Eastern Regional Health Authority in Newfoundland and Labrador.

Judy has an extensive and progressive career of over 30 years in the health system including Regional Program Director for Long Term Care and Director for Integrated Health Services within Eastern Health, and Assistant Chief Executive Officer in the legacy organization of Health and Community Services Eastern. She has been successful in achieving positive outcomes for the health and community services system at the regional, provincial and national levels and has shown commitment to safe, quality health care.

Judy is a registered social worker and holds Bachelor’s and Master’s degrees of Social Work from Memorial University of Newfoundland and Labrador and is a Certified Health Executive. Judy has served on numerous boards and is currently Chair of the Canadian College of Health Leaders, NL Chapter and Member of the Canadian College of Health Leaders.

Marlies Van Dijk
Team Lead, Design Lab, Alberta Health Services, Alberta

Marlies launched and runs a Design Lab in Alberta Health Services. She is passionate about redesigning health services that are human centred. Her team supports the organization to solve complex problems using design thinking. She is a nurse with a long history of working on national and provincial healthcare programs to improve healthcare.

Nicholas Watters
Director, Access to Quality Mental Health Services, Mental Health Commission of Canada

Nicholas Watters is the Director of Access to Quality Mental Health Services at the Mental Health Commission of Canada (MHCC). In this role, Nicholas is responsible for e-Mental Health, increasing access to psychotherapies, structural stigma, and the development of tools and resources for healthcare providers. Prior to this role, Nicholas was the Director of the MHCC’s Knowledge Exchange Centre. Before joining the Commission, Nicholas served as the Senior Advisor Communications and Knowledge Transfer at the Chronic Disease Prevention Alliance of Canada. Nicholas has bachelor’s degrees in political science and Communications from the University of Windsor, along with an MBA from the Australian Institute of Business.
Pamela MacLean  
**Workplace Health Promotion Coordinator, Nova Scotia Health Authority**  
Pam MacLean works as a health promoter with Nova Scotia Health Authority, and for the last 7 years has worked in health care, with both adult and pediatric populations, to improve the overall psychological and physical safety of staff.

Michael Gardam  
**Chief of Staff, Humber River Hospital, Ontario**  
Michael is currently Chief of Staff at Humber River Hospital, one of Canada’s largest community academic hospitals and the country’s first fully digital hospital. He is a pioneer of using complexity science approaches to improve healthcare in Canada and internationally. He is an associate professor of medicine at University of Toronto as well as the Program Director of the Schulich School of Business Healthcare Leadership Development Program and an instructor for Joule.

Anne MacLaurin  
**Senior Program Manager, Canadian Patient Safety Institute**  
Anne MacLaurin is a Patient Safety Improvement Lead for the Canadian Patient Safety Institute. She is responsible for advancing patient safety through supporting national and regional partnerships and coordinating initiatives such as CPSI’s infection prevention and control and patient safety measurement strategy. Anne joined CPSI in 2008 as the Project Manager for *Safer Healthcare Now!* and later, Canada’s Hand Hygiene Campaign. Prior to joining CPSI, Anne held various positions during her career including staff nurse with the IWK Health Center in Halifax and the Prince County Hospital in PEI; clinical instructor for the University of Prince Edward Island; and Utilization Coordinator and Quality/Risk Coordinator for Health PEI. Anne holds a B.Sc. in Nursing from St. Francis Xavier University and a Masters of Nursing studies through Dalhousie University. Anne resides in Prince Edward Island.
Troy Mitchell
Strategist and Conflict Specialist, Human Resources, Eastern Health, Newfoundland and Labrador

Troy Mitchell is a registered social worker with nearly a decade of leadership in quality and patient safety, and a lengthy career in clinical mental health and addiction practice. During the past year he supported Eastern Health’s Remote Patient Monitoring team with their participation in Canadian Patient Safety Institute’s national Measuring and Monitoring of Safety Collaborative. He is currently a Human Resources Strategist with Eastern Health and provides governance leadership to international food security programs.

Kim Ghaney
Program Manager, Remote Patient Monitoring Program, Healthcare Technology and Data Management, Eastern Health, Newfoundland and Labrador

Kim Ghaney is the Engagement and Implementation Manager of the Remote Patient Monitoring Program at Eastern Health in Newfoundland and Labrador. Kim is a registered nurse with vast experience in delivering patient-centric care to people living with Chronic Disease. She has worked in various programs and institutions throughout North America resulting in a comprehensive understanding of chronic disease management strategies. Kim is confident that virtual care technologies can support safety and access to quality health services to patients throughout their lives. She is certified in Prosci Change Management.
Planning Committee

Beth Pizio  
Quality and Risk Consultant, Health PEI

Lynette Chandler  
Patient Safety Coordinator, Quality and Risk, Health PEI

Betty Fraser  
Patient Representative, Health PEI

John Glidden  
Risk Management Consultant, Horizon Health

Nicole Frigault  
Director, Risk and Patient Experience, Vitalité Health

LeslieAnn Rowsell  
Co-Chair, Quality and Clinical Safety Leader, Eastern Health

Debbie Molloy  
Co-Chair, Vice President, Corporate Services, Eastern Health (change of employer)

Tracy MacDonald  
Risk and Patient Safety Manager, Quality Improvement, Central Health

Paula March  
Vice President, Patient Safety and Quality, Labrador-Grenfell Health

Rhonda Byrne  
Patient Representative, Central Health

Julia Fequet  
Regional Patient Safety Officer and Risk Manager, Western Health

Laura Percy  
Executive Assistant, Eastern Health

Lacey Fancey  
Executive Assistant, Eastern Health

Jane Palmer  
Director, Quality, Patient Safety and Patient Experience, IWK Health Centre

Gail Blackmore  
Senior Director, Quality Improvement, Safety and Patient Relations, Nova Scotia Health Authority

Amanda Creelman  
Quality Improvement and Safety Leader, Nova Scotia Health Authority

Abisaac Saraga  
Web and Social Media Manager, Canadian Patient Safety Institute

Carla Williams  
Senior Program Manager, Canadian Patient Safety Institute

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