

2014 | HEALTHCARE LEADERSHIP FORUM

LEADERSHIP TOWARD THE TRIPLE AIM

Program

Friday, February 14, 2014
Hotel Omni Mont-Royal (Montreal QC)



2014

HEALTHCARE LEADERSHIP FORUM

LEADERSHIP TOWARD THE TRIPLE AIM

PRESENTED BY:
CAHSPR, CFHI, CHLNET



ACKNOWLEDGEMENTS



Health Council of Canada
Conseil canadien de la santé



Thank you to the Planning Committee for their continued commitment and support

Jeremy Veillard, President, Canadian Association for Health Services and Policy Research (CAHSPR)

Bill Tholl, Executive Director, Canadian Health Leadership Network (CHLNet)

Maureen O'Neil, President, Canadian Foundation for Healthcare Improvement (CFHI)

Adalsteinn Brown, Past President, Canadian Association for Health Services and Policy Research (CAHSPR)

Frank Markel, Executive Director, Canadian Association for Health Services and Policy Research (CAHSPR)

Stephen Samis, Vice President, Programs, Canadian Foundation for Healthcare Improvement (CFHI)

Terry Sullivan, former President and CEO of Cancer Care Ontario

Kelly Grimes, Senior Director, Canadian Health Leadership Network (CHLNet)

Paulette Roberge, Senior Communications Specialist, Canadian Foundation for Healthcare Improvement (CFHI)

FORUM PROGRAM

All sessions will be held in the Saisons Ballroom unless otherwise indicated

- 9:30am – 9:40am** **Welcoming Remarks**
- 9:40am – 10:40am** **Setting the Stage: Why Leadership Matters**
Facilitated by **TERRY SULLIVAN**, University of Toronto
Panelists include:
JOHN ABBOTT, Chief Executive Officer, Health Council of Canada
JEAN LOUIS DENIS, Professor, École nationale d'administration publique (ENAP)
GRAHAM DICKSON, Royal Roads University and CHLNet
- Discussion on Current State of Leadership (participant discussions)**
Moderated by **FRANK MARKEL**, Executive Director, CAHSPR
- 10:40am – 11:20am** **What I Have Learned About Leadership**
Interview conducted by **TERRY SULLIVAN** with **MARY JO HADDAD**, Past President, Hospital for Sick Children (Sick Kids) Toronto
- Dialogue session (participant discussions)**
Moderated by **FRANK MARKEL**, Executive Director, CAHSPR
- 11:20am – 12:00pm** **Clinical Leadership – The Challenge and Promise of the Next Generation**
Moderated by **BILL THOLL**, Executive Director, CHLNet
Presented by **SAMIR SINHA**, Director of Geriatrics, Mount Sinai Hospital, Toronto
Response panel of emerging leaders:
ROB FRASER and **BOBBIE JO HAWKES**, Emerging Health Leaders Canada
- Dialogue session (participant discussions)**
Moderated by **FRANK MARKEL**, Executive Director, CAHSPR
- 12:00pm – 1:00pm** **Buffet Lunch (located in Salon Pierre de Coubertin)**
- 1:00pm – 1:50pm** **Leaders without Borders**
Moderated by **HUGH MACLEOD**, co-chair CHLNet; CEO, Canadian Patient Safety Institute
Panelists include:
JOE GALLAGHER, Chief Executive Officer, First Nations Health Authority
GRAEME ROCKER, Clinical Improvement Advisor, CFHI
LESLEE THOMPSON, President and CEO, Kingston General Hospital
- Deliberative dialogue (participant discussions)**
- 1:50pm – 2:50pm** **What Policy Leadership is required to achieve the Triple Aim?**
Moderated by **FRANK MARKEL**, Executive Director, CAHSPR
Panelists include:
LUC BOILEAU, President, National Institute of Public Health of Québec
LINDA MATTERN, Health System Accountability and Performance Division, Government of Alberta
SHELLY JAMIESON, CEO, Canadian Partnership Against Cancer
- 2:50pm – 3:20pm** **What Do We Need To Do To Build Stronger Leadership For System Transformation In Canada? Bringing It All Together**
Open Forum: Moderated by **TERRY SULLIVAN**, University of Toronto
- 3:20pm – 3:30pm** **Next Steps and Adjournment**

GUEST SPEAKERS



John G. Abbott

Chief Executive Officer, Health Council of Canada

Prior to joining the Health Council, John was a management consultant specializing in public policy analysis and development. Previous to this, John was Deputy Minister of Newfoundland and Labrador's Department of Health and Community Services where he oversaw the re-organization of the province's system of regional health authorities and the expansion of the provincial drug program to meet the needs of low-income families and those with high drug costs. Between 1989 and 1999, he held a number of other senior positions:

Assistant Secretary to the Treasury Board, Associate Deputy Minister of Health and Community Services, Chairman and CEO of the Newfoundland and Labrador Housing Corporation, Deputy Minister of Works, Services and Transportation and Deputy Minister of Municipal and Provincial Affairs. John served with distinction as a senior government executive in Newfoundland and Labrador for which he was recognized with the Lieutenant Governor's Award for Excellence in Public Administration by The Institute of Public Administration of Canada. John has a B.A. in Political Science and Economics from Memorial University of Newfoundland, and an M.A. in Public Administration from Carleton University (Ottawa). John is also active in community affairs, has an interest in heritage property re-development and enjoys hiking and camping (having hiked Africa's Mount Kilimanjaro and camped in Antarctica).



Luc Boileau

President, National Institute of Public Health of Québec

Dr. Luc Boileau is one of two members representing Quebec on the CIHI board. As a doctor trained at the université de Sherbrooke and a specialist in public health, he holds a master's in health administration from the université de Montréal and a fellowship from the Canadian Foundation for Healthcare Improvement. In addition to his clinical experience—particularly in emergency medicine—over the last 25 years, he has acquired solid experience in the management of health institutions and public health organizations, as well as the regional

governance of health systems, while participating in and managing several regional and national projects. At the international level, he has also implemented and directed many study projects and missions, particularly in Africa. Between 1993 and 2001, Dr. Boileau assumed the ministerial mandate of Director of Public Health, and between 2001 and 2008, the role of President and Director General of the Agence de la santé et des services sociaux de la Montérégie, a region of 1.4 million people located southwest of Montréal. In October 2008, the Government of Quebec appointed him as President and Chief Executive Officer of the Institut national de santé publique du Québec. In November 2013, the Conseil des Ministres announced the renewal of his appointment as President and Chief Executive Officer of the Institut national de santé publique du Québec, in addition to being appointed as President and Chief Executive Officer of the Institut national d'excellence en santé et services sociaux, in order to appreciate all the terms of a possible merge of these important institutes.



Jean Louis Denis

Professor, École nationale d'administration publique (ENAP)

Jean-Louis Denis is Full Professor at the École Nationale d'Administration Publique (ÉNAP) and holds the Canada research chair on governance and transformation of health care organizations and systems at ÉNAP. He is a visiting professor at Euromed Management (Marseille) and researcher at the Institut de recherche en santé publique de l'Université de Montréal. He pursues research on governance and change process in health care organizations and systems. His current research looks at integration of care and services, health

care reforms, medical leadership and leadership in professional organizations, strategies for health care improvement and the role of scientific evidence in the adoption and implementation of clinical and managerial innovations. He is a member of the Royal Society of Canada, fellow of the Canadian Academy of Health Sciences and was chair of the advisory board of CIHR's Institute of Health Services and Policy Research (2009-2012). He was the founding academic coordinator of the Canadian Foundation for Healthcare Improvement's EXTRA program for healthcare improvement from 2003 to 2007, a training program which aims at developing Canada's health managers' competencies in research use. Jean-Louis is involved in numerous initiatives with policy-makers, managers and clinicians to improve the delivery of care and services in Canada. For example, he is currently the academic lead of the Atlantic Health Collaboration, a joint initiative of the four Atlantic Provinces in Canada and the Canadian Foundation for Healthcare Improvement to improve care for chronic disease patients. Since 2011, he has published three commissioned papers on the transformation and improvement of the Canadian health care system which are widely used in policy debates and improvement initiatives across Canada. He was co-editor of a special issue of the *Journal of Health Politics, Policy and Law* on the theme: In search for real reforms. The aim of this issue was to take a critical look at various strategies to operate reforms and improve care and services using mostly the experience of Canada, US and UK. Others recent papers have been published in *Organization Science*, *Milbank Quarterly* and *Administration and Society*. He is the principal investigator of a CIHR team grant on the theme of Health system reconfiguration (2008-2013). From January 2014, he is appointed as International Visiting Fellow at The King's Fund (UK) with effect from January 2014 for an initial period of two years.



Graham Dickson

Professor Emeritus, Royal Roads University

Dr. Dickson is Senior Policy Advisor to the Canadian Health Leadership Network, and Research Advisor to the Canadian Society of Physician Executives, and a member of the Health LEADS Collaborative in Canada, a not-for-profit start-up dedicated to enhancing leadership capacity in the health sector. He is also a board member for LeaderCity Canada, a not for profit developing leadership solutions for aspiring leaders across the country. Currently Graham also participates in the international initiative called the World Federation of

Medical Managers, devoted to developing a common approach to developing medical leaders in both developed and underdeveloped countries. Prior to leaving Royal Roads University, Graham was the founding Director of the Centre for Health Leadership and Research. Graham helped develop the Master of Arts in Leadership (Health specialization) at RRU. Dr. Dickson was the principal investigator in the cross-Canada research project on the *LEADS in a Caring Environment* capabilities framework that is now being used in ten provinces and over 33 national organizations in health. This framework has also been endorsed by BC Health Authority Leadership Development Collaborative; the Canadian College of Health Leaders, the Canadian Medical Association and the Canadian Health Leadership Network. Recently, a version of LEADS (Health LEADS Australia) is being considered by Health Workforce Australia as part of their efforts to grow leadership capacity throughout the health system in Australia. LEADS has influenced the framework being used in New South Wales for similar purposes. Graham is involved in providing guidance and oversight for both projects from an international perspective. Graham oversaw the writing and publishing of five booklets dedicated to each of the capabilities of the LEADS framework. He co-authored the booklet on Systems Transformation. He has given numerous talks re leadership across Canada and abroad in the past three years, including Uganda, Perth, London (UK), and most recently in Hong Kong. Dr. Dickson is the principal investigator on two participatory action research studies being conducted in Canada. The first is entitled, *Evidence-Informed Change Management in Canadian Healthcare Organizations*, a commissioned project for the Canadian Health Services Research Foundation. The second is entitled *Leadership in Health Systems Redesign*, a CIHR sponsored project, done in partnership with the Canadian Health Leadership Network and five universities across Canada Dr. Dickson has had a number of articles on leadership published in peer reviewed journals and professional magazines. Dr. Dickson has co-authored a book with Bill Tholl, entitled *LEADS: Bringing Leadership to Life in Health Care*, through Springer Publishing in the UK, scheduled for release in the fall of 2013.



Rob Fraser

Emerging Health Leaders Canada

Rob Fraser MN RN is a Registered Nurse, Author and Digital Tool Strategist. He works full-time on research translation and knowledge mobilization as an Order Set Developer for Patient Order Sets, and maintains his clinical practice as a nurse at Toronto General Hospital on a General Internal Medicine unit. While completing his Masters of Nursing, Rob published his first book, *The Nurse's Social Media Advantage*, which won an American Journal of Nursing Book of the Year award. He was also selected to join the Canadian Nurse's Association's

inaugural Expert Commission on the future of healthcare, which published its report, *A Call to Action*, in June 2012. Before completing his undergraduate in nursing he created *Nursing Ideas*, a website for sharing nursing knowledge by connecting nursing students with leaders, researchers and innovators in healthcare. Rob is a board member for VON Canada, and Chair of Emerging Health Leaders. He has also volunteered on local and international community development projects in Trinidad and Tobago, India and Cambodia. Rob's passion is working on projects focused on improving the utilization of digital tools to engage providers and patients in improving health and healthcare.



Joe Gallagher

Chief Executive Officer, First Nations Health Authority

Joe Gallagher is of Sliammon First Nation ancestry and serves as the Chief Executive Officer for the First Nations Health Authority. Mr. Gallagher leads the overall development and management of Tripartite Health plans and initiatives in British Columbia. This includes the planning and organizational development of the First Nations Health Authority; the first of its kind in Canada. His role includes the negotiation and implementation of the transfer of regional operations of First Nations & Inuit Health Branch – BC Region to the First Nations Health

Authority. As the CEO, Mr. Gallagher provides leadership in the partnership development and works closely with federal and provincial governments, provincial health authorities, health professional associations and agencies to improve First Nations Health and Well-being. Mr. Gallagher provides strategic leadership towards the creation and implementation of a new health and wellness system, drawn upon the teachings and traditions of BC First Nations. Throughout his career, Joe has worked with all levels of government, First Nations communities and organizations (in both rural and urban settings) and holds a degree from the University of Victoria.



Mary Jo Haddad

Past President, Hospital for Sick Children (Sick Kids) Toronto

Mary Jo Haddad was appointed President and CEO of The Hospital for Sick Children (SickKids), Toronto, in November, 2004. SickKids is one of Canada's most research-intensive hospitals, teaching and generating discoveries that have helped children globally. Since joining SickKids in 1984, Ms. Haddad has held several leadership positions, including Executive Vice-President and Chief Operating Officer, Chief Nurse Executive, Vice-President Child Health Services, and Director of Neonatology and Critical Care. Ms. Haddad is an honours

graduate of the Faculty of Nursing at the University of Windsor where she holds an honorary Doctor of Laws degree. She earned her master's degree in Health Science from the University of Toronto and has made numerous contributions to children's health in Ontario and internationally. Ms. Haddad is recognized for her innovative leadership and commitment to children's health, through a distinguished career in health care in Canada and the US. She has championed collaboration and partnerships to enable health system improvement, building capacity and enabling individual and team success. She has held a number of Board appointments including Chair, Provincial Council for Maternal Child Health (PCMCH) and Director, SickKids Foundation Board. She was founding Chair, MaRS Innovation. She is a member of the Pine River Foundation, Advisory Committee. Emphasizing the values of leadership and development of future health-care leaders, Ms. Haddad is committed to lifelong learning and mentorship. She is an adjunct faculty member at the Institute of Health Policy, Management and Evaluation at the University of Toronto and at the University of Toronto Rotman School of Business, and she is a mentor for aspiring leaders from the Women's Executive Network and The Creative Institute for Toronto's Young Leaders. Ms. Haddad received The Queen Elizabeth II Diamond Jubilee Medal in 2012, and was appointed a Member of the Order of Canada in 2010. She is a recipient of the Premier's Award for Outstanding Achievement. In October 2013 she received the Contribution to Child Health Award of the Canadian Association of Paediatric Health Centres. In May 2013 she was the recipient of the Grace Evelyn Simpson Reeves Award for Excellence in Career Achievement, The Hospital for Sick Children. In November 2012, she was recognized as one of Toronto Life's 50 Influential People in the City. In 2011, she was named one of Canada's inaugural Top 25 Women of Influence in health sciences and inducted into the Canada's Most Powerful Women: Top 100 Hall of Fame in December. She received the Canada's Most Powerful Women: Top 100 Award, presented by the Women's Executive Network, in 2007, 2008 and 2009. In October 2009, she was the recipient of both the 2009 Leadership Award from the Society of Graduates of the University of Toronto's Department of Health Policy, Management and Evaluation, and the Catalyst Canada Honours, Toronto Business Excellence Award as Leading CEO.



Bobbie Jo Hawkes

Emerging Health Leaders Canada

Bobbie Jo is a professional transitioning into the healthcare field. Her background has been in media and youth leadership with positions ranging from business development, consulting, human resources and event planning. Past organizations she has worked for include The Globe and Mail, 21 Inc, and Alberta Health Services. This April she will graduate from the Masters of Health Administration program at Dalhousie University. Her role with Emerging Health Leaders thus far has been to lead the organizing and launch of an Emerging Health Leaders node in Nova Scotia.



Shelly Jamieson

Chief Executive Officer, Canadian Partnership Against Cancer

Shelly Jamieson is Chief Executive Officer of the Canadian Partnership Against Cancer, an independent organization funded by Health Canada to accelerate action on cancer control for all Canadians. Ms. Jamieson also serves on the Board of Directors of High Liner Foods, the Finance Committee of the Toronto 2015 Pan Am/Parapan Am Games, the National Advisory Board of Big Brothers Big Sisters of Canada and the Board of Health Quality Ontario. Prior to joining the Partnership in 2012, Ms. Jamieson held Ontario's highest-

ranking civil servant role as Secretary of Cabinet, Head of the Ontario Public Service and Clerk of the Executive Council. She also served as Ontario's Deputy Minister of Transportation. Roles previously held by Ms. Jamieson include President of Extencicare Canada, a provider of long-term care and home care; volunteer commissioner on the Health Services Restructuring Commission; and Executive Director of the Ontario Nursing Home Association (now the Ontario Long-Term Care Association). Early in her career, Ms. Jamieson ran her own research and consulting firm specializing in geriatric care environments. For her work, Ms. Jamieson has been recognized as one of Canada's Top 100 most powerful women and was inducted into the Top 100 Hall of Fame. She also received the Queen's Diamond Jubilee Medal for public service. Ms. Jamieson has a degree in Urban Studies from the University of Toronto and is also a graduate of the Executive Management Program at the Ivey School of Business, University of Western Ontario.



Hugh MacLeod

Co-chair CHLNet; CEO, Canadian Patient Safety Institute

Hugh B. MacLeod is CEO of CPSI. Hugh has a work record that demonstrates commitment to systems productivity improvement and a passion for leadership development. His interests lie in the areas of system/integrative thinking, sustainability, and organizational cultures that create high performance. Prior to joining CPSI in 2010, Hugh held a number of senior positions with the Government of Ontario. As associate deputy minister-executive lead Premier's Health Results Team, was responsible for a provincial surgical wait time strategy, a provincial primary care strategy, and the creation of local health integration networks. Hugh has also held a number of senior executive positions in British Columbia, including senior vice-president of Vancouver Coastal Health and senior vice-president of the Health Employers Association of British Columbia. In addition to his recent appointment as adjunct professor at Griffith University Business School in Brisbane Australia, Hugh's professional activities include serving as senior fellow at the University of Toronto, Rotman School of Management; adjunct professor at the University of British Columbia, Faculty of Medicine; and associate faculty at Royal Roads University, Victoria, Faculty of Social and Applied Science.



Frank Markel

Executive Director, CAHSPR

Frank Markel, Ph.D., has had a long and varied career in health care. Frank has held several senior administrative positions in the course of his career including the following: President and CEO of Trillium Gift of Life Network, Ontario's organ and tissue donation organization, Executive Vice President of Toronto Rehabilitation Institute, President and CEO of Hillcrest Hospital, and Vice-President, Planning at St. Joseph's Health Centre. Frank has also worked in the policy area. His roles there include that of Executive Director, the Joint Policy and Planning Committee, and Executive Director of the then Ontario Council of Administrators of Teaching Hospitals. Throughout his career, Frank has taught in the University of Toronto's program in health administration. He holds the title of Adjunct Assistant Professor in the Institute of Health Policy, Management and Evaluation.



Linda Mattern

Health System Accountability and Performance Division, Government of Alberta

Linda began her career in the health sector in the mid 1980s with the Alberta Children's Hospital in Calgary. She worked in Strategic Planning and Operations Research where she led the development of planning models and facilitated service planning with clinical teams. She also led or contributed to a number of initiatives to improve service delivery. She joined the Ministry in 1992 in the workforce area as the Implementation Coordinator for Midwifery. Her work focused primarily on removing barriers to non-physicians practicing as clinical leads and developing policies and legislative changes to promote collaborative practice. She was also ministry lead in the development and implementation of the Health Professions Act. Linda was the Executive Director, Workforce Policy and Planning for 10 years. After serving as the ADM Policy Coordination and Issues Management for Alberta Health, Linda returned to the Workforce area as the Executive Lead for Strategic Health Workforce Initiatives in order to develop the workforce policies and workforce design for the newly created primary health care Family Care Clinics being implemented in Alberta. In July 2013, she assumed the position of ADM Acute Care and Population Health and as of January 2014, ADM of Health System Accountability and Performance. Linda has an honors undergraduate degree in sociology from McGill University focused on the sociology of complex systems. She continued her studies at the University of Western Ontario where she received her MBA.

GUEST SPEAKERS



Graeme Rocker

Clinical Improvement Advisor, CFHI

Dr Rocker is Professor of Medicine at Dalhousie University and Head, Division of Respiriology at Capital Health in Halifax. Beyond his medical degree he holds an Oxford University Doctorate for research into the Adult Respiratory Distress Syndrome and a Masters degree in Bioethics from the University of Toronto. He received the 2009 Roger Bone Award from the American College of Chest physicians for advances in end-of-life care. He leads the successful INSPIRED outreach program for patients and families living with advanced COPD. In 2013 Dr Rocker was appointed Clinical Improvement Advisor to the Canadian Foundation for Healthcare Improvement.



Bill Tholl

M.A., ICD.D

Bill Tholl currently serves as the Founding Executive Director (part-time), Canadian Health Leadership Network (CHLNet). Launched in 2009, the vision of this value network is: "Better leadership, better health. Together." His consulting practice has also recently included working for: Council of the Federation; Alberta Health Minister; and the Health Action Lobby. Before taking on his current assignment, Bill served as CEO and Secretary General, Canadian Medical Association (2001-2008), and CEO of the Heart and Stroke Foundation of Canada (1995-2001). He has described Bill as "Medicare's Mr. Fix-it". He is a sought-after speaker, being billed recently as a "leader of leaders" on the Canadian health scene. He holds a graduate degree in health economics (from University of Manitoba) and has written on many topics, most recently as the lead author of "Twenty Tips for Surviving and Thriving in the Association World" and co-author of "Bringing Leadership to Life in health" (Springer, January 2014 in print). He is the recipient of numerous national awards and is a Certified Corporate Director (ICD.D). Born and raised in Saskatchewan, Bill and his wife, Paula, live in Ottawa and have three children and three grandchildren.



Samir K. Sinha

Director of Geriatrics, Mount Sinai Hospital, Toronto

Dr. Samir Sinha, MD, DPhil, FRCPC, is a passionate and respected advocate for the needs of older adults. Dr. Sinha currently serves as the Director of Geriatrics at Mount Sinai and the University Health Network Hospitals in Toronto and in 2012 he was appointed by the Government of Ontario government to serve as the expert lead of the Ontario's Seniors Strategy. He is also an Assistant Professor in the Departments of Medicine, Family and Community Medicine, and the Institute of Health Policy, Management and Evaluation at the University of Toronto and an Assistant Professor of Medicine at the Johns Hopkins University School of Medicine. He also serves as an Associate Fellow with interRAI. A Rhodes Scholar, after completing his undergraduate medical studies at the University of Western Ontario, he obtained a Masters in Medical History and a Doctorate in Sociology at the University of Oxford's Institute of Ageing. After returning to pursue postgraduate training in Internal Medicine at the University of Toronto, Dr. Sinha went to the United States where he served as the inaugural Erickson/Reynolds Fellow in Clinical Geriatrics, Education and Leadership at the Johns Hopkins University School of Medicine. Dr. Sinha's breadth of international training and expertise in health policy and the delivery of services related to the care of the elderly have made him a highly regarded expert in the care of older adults. He has consulted and advised hospitals and health authorities in Britain, Canada, the United States and China on the implementation and administration of unique, integrated and innovative models of geriatric care that reduce disease burden, improve access and capacity and ultimately promote health.



Terry Sullivan

University of Toronto

Terrence Sullivan currently serves in a number of governance and advisory roles in health services and health policy. He is the independent chair of the board of the Canadian Agency for Drugs and Technologies in Health (CADTH). He also chairs the board of Public Health Ontario and is a trustee of the Hospital for Sick Children. From 2001 to March 2011 he occupied successively responsible positions at Cancer Care Ontario (CCO), the final 7 years as President and CEO during which a major restructuring occurred with a strong focus on performance measurement, reporting and quality improvement. From 1993-2001 Terry was the founding President of the Institute for Work & Health (IWH). He has played senior roles in the Ontario Ministries of Health, Cabinet Office and Intergovernmental Affairs. He served as Assistant Deputy Minister, Constitutional Affairs and Federal-Provincial Relations during the Charlottetown constitutional negotiations and he served two successive First Ministers of Ontario as Executive Director of the Premier's Council on Health Strategy. A behavioural scientist, Terry is Professor and Senior Fellow in the Institute of Health Policy, Management and Evaluation, the Dalla Lana School of Public Health at the University of Toronto and Adjunct Professor of Oncology at McGill University.



Leslee Thompson

President and CEO, Kingston General Hospital

Leslee is President and CEO of Kingston General Hospital and Adjunct Professor in the Faculty of Health Sciences at Queen's University. She also serves as the Chair of Council of Academic Hospitals of Ontario, Vice Chair of the Canadian Foundation of Healthcare Improvement and was recently appointed to the Ontario Health Innovation Council. Starting out as a critical care nurse, Leslee's passion for improving patient care has fueled a career of almost 30 years that spans from the bed side to the board rooms of top tier public and private sector organizations. Prior to joining KGH in February 2009, she held senior executive positions at Capital Health Authority (Edmonton, AB), University Health Network, Sunnybrook & Women's Health Sciences Centre, Cancer Care Ontario and Medtronic Canada. Leslee has an MBA from University of Western Ontario, a Masters of Nursing from University of Toronto, and a Nursing degree from Queen's. She is also a Certified Corporate Director and was a member of the Board of Shoppers Drug Mart for seven years. Leslee has won awards for her contributions to the nursing profession, her leadership of a national public service program, and for the advancement of best practices in health care management. Leslee was also recently named as one of Canada's Top 100 Most Powerful Women.

NOTES