

Past EXTRA™ Cohorts and Projects: 2004-08

2008 EXTRA Improvement Projects

The EXTRA advisory council, chaired by the former Quebec minister of health and social services Dr. Jean Rochon, met on April 24 and 25, 2008 to evaluate the applications received for the competition. Twenty-eight fellowships were awarded.

The 2008 fellows are listed in alphabetical order, and the list includes the title of their intervention projects*. These projects provide an opportunity for fellows to actively apply what they have learned in the EXTRA program in response to a specific issue in their home organization.

Jean-Paul Bahary, Chef, Département de radio-oncologie, Centre hospitalier de l'Université de Montréal – Quebec

Project: Development of a resource allocation model for optimizing access to radiotherapy treatments in the province of Quebec, especially in RUIS - Université de Montréal

Patty Chapman, Vice President, Clinical Services, Bluewater Health – Ontario

Project: Improving Community Hospital HSMR Using a Quality Improvement Framework

Lori Chartier, Director, Clinical Transformation and eHealth, Saskatoon Health Region - Saskatchewan

Project: Excellence by design; an evidence based framework to guide transformation

Eric Costen, Director, Mental Health and Addictions Unit, Community Programs Directorate, First Nations and Inuit Health Branch, Health Canada - Ontario

Project: First Nations and Inuit Mental Wellness Teams

Mélie De Champlain, Directrice des programmes et des services de longue durée pour les personnes en perte d'autonomie, Centre de santé et de services sociaux de Matane - Quebec

Project: Challenges for the frail elderly in the Matane MRC: clinical monitoring and networking of integrated client services

Spencer Dickson, Chief Nursing Officer, Bluewater Health – Ontario

Project: Improving Community Hospital HSMR Using a Quality Improvement Framework

Carolyn Gosse, Director, Pharmacy Services, St. Joseph's Healthcare - Ontario

Project: A Green Program for Ecology, Healing and Healthy Work at St. Joseph's Healthcare Hamilton

James R. Haney, Executive Director, Corporate and Legislative Affairs, David Thompson Health Region - Alberta

Project: Evidence Informed Risk Management: From First Alert to Strategic Planning

Lyne Jobin, Chef, Direction générale de la santé publique, Services des orientations en santé publique, Ministère de la santé et des services sociaux - Quebec

Project: To improve health and wellbeing: intersectoral action

Sandra Laclé, Director and Acting Chief Executive Officer, Health Promotion, Sudbury and District Health Unit - Ontario

Project: Research-oriented decision-making promoting healthy public policy and reducing social inequities

- Kathy Langlois**, Director General, Community Programs Directorate, First Nations and Inuit Health Branch, Health Canada - Ontario
Project: First Nations and Inuit Mental Wellness Teams
- Marie-Suzanne Lavallée**, Commissaire aux plaintes et à la qualité des services, CHU mère-enfant Sainte-Justine - Quebec
Project: Differentiating governance and management in relation to monitoring and quality
- Martin Lees**, Chief of Staff, Bluewater Health – Ontario
Project: Improving Community Hospital HSMR Using a Quality Improvement Framework
- Catherine Morris**, Chief of Staff, Cambridge Memorial Hospital - Ontario
Project: Physician Engagement in Medical Education in Community Hospital Settings
- Beatrice Mudge**, Vice President, Patient Services and Chief Nursing Executive, Cambridge Memorial Hospital - Ontario
Project: Physician Engagement in Medical Education in Community Hospital Settings
- James P. O'Brien**, Vice President, Medical Affairs, Atlantic Health Sciences Corporation (AHSC) – New Brunswick
Project: Physician Engagement in Organizations
- Becky Palmer**, Chief of Nursing, Children's and Women's Health Centre of British Columbia – British Columbia
Project: The Development and Implementation of a Clinical Policy Framework
- Elsie Rolls**, Director, Veterans' Services, Capital District Health Authority – Nova Scotia
Project: Tools, Guidelines and Protocols for Geriatric Palliative End of Life Care in Continuing Care
- Sylvie Simard**, Directrice générale adjointe, Services à la communauté et affaires universitaires, Centre de santé et de services sociaux Jeanne-Mance - Quebec
Project: Innovation: a lever for improving quality and performance
- Susan Snelling**, Manager, Research and Evaluation; Resources, Research, Evaluation and Development Division, Sudbury and District Health Unit - Ontario
Project: Research-oriented decision-making promoting healthy public policy and reducing social inequities
- Penny Sutcliffe**, Medical Officer of Health and Chief Executive Officer, Sudbury and District Health Unit - Ontario
Project: Research-oriented decision-making promoting healthy public policy and reducing social inequities
- Mary Townend**, Professional Practice Consultant, Hôpital régional de Sudbury Regional Hospital - Ontario
Project: Development of Health Services Research Infrastructure in the Hôpital régional de Sudbury Regional Hospital
- Mark A. Vimr**, Executive Vice President, Clinical & Professional Programs & Services/Chief Nursing Executive/Chief Interprofessional Practice, St. Joseph's Health Centre (Toronto) - Ontario
Project: Inspiring transformational leadership: a capacity building program for physician leaders
- Megan Ward**, Associate Medical Officer of Health, Region of Peel Public Health Department - Ontario
Project: Evidence Informed Decision Making Processes/Tools for Peel Public Health

Todd M. Webster, Urologist, Grey Bruce Health Services - Ontario

Project: Electronic Medical Record + Clinical Pathways = Safer, More Efficient Patient Care

Nancy Whitmore, Medical Program Director, Surgery and Medicine, Huron Perth Healthcare Alliance - Ontario

Project: Evidence Based Best Practice Pre-admission Process

Patricia Wiebe, Medical Specialist, Mental Health, Community Programs Directorate, First Nations and Inuit Health Branch, Health Canada - Ontario

Project: First Nations and Inuit Mental Wellness Teams

John Woods, Director, Research and Administration and Strategic Development, St. Joseph's Healthcare (Hamilton) - Ontario

Project: A Green Program for Ecology, Healing and Healthy Work at St. Joseph's Healthcare Hamilton

2007 EXTRA Improvement Projects

The EXTRA advisory council, chaired by the former Quebec minister of health and social services Dr. Jean Rochon, met on April 26 and 27, 2007 to evaluate the applications received for the competition. Twenty-four fellowships were awarded.

The 2007 fellows are listed in alphabetical order, and the list includes the title of their intervention projects. These projects provide an opportunity for fellows to actively apply what they have learned in the EXTRA program in response to a specific issue in their home organization.

Kenneth William Baird, Vice President, Clinical and Facility Support Services, Atlantic Health Sciences Corporation (AHSC) – New Brunswick

Project: Improving Organizational Effectiveness Through Informed Decision-Making

Gisèle Beaulieu, Directrice de la gestion de l'information, des risques et de la sécurité des patients, Département de la gestion intégrale de la qualité et de la gestion de l'information, Régie régionale de la santé 4 – New Brunswick

Project: Implement a Decision-Making Model that Integrates Evidence

Denise Bettez, Coordonnatrice, Santé physique, à la coordination des urgences et à la santé mentale, Agence de la santé et des services sociaux de la Montérégie - Québec

Project: Winning strategies promoting the adoption of best practices in clinical-administrative networks

Diane Boivin, Directrice, Qualité des services et des soins infirmiers, Centre de santé et de services sociaux de Montmagny-l'Islet - Québec

Project: Creating an Interdisciplinary Community of Practice in Care of Complex Wounds to Achieve Better Quality of Life for People with a Chronic Disease

Suzanne Boivin, Directrice, Projets et des communications, Centre de santé et de services sociaux du Grand Littoral - Québec

Project: Experimentation and Assessment of Coordination Mechanisms to Improve Service Integration

Madeleine Boulay Bolduc, Associate Director of Nursing, Clinical and Professional Staff Development, Department of Nursing, McGill University Health Centre - Québec

Project: Inter-Professional Teams Providing Evidenced-Informed Clinical Care, a Reality!

Theodore (Ted) C. Braun, Executive Medical Director, Calgary Health Region - Alberta

Project: A Strategy to Implement Interprofessional Practice on a New Health Campus

Sandi Cox, Chief Nurse Executive and Senior Director, Quality & Risk Management, Rehabilitation and Complex Continuing Care, Bloorview Kids Rehab - Ontario

Project: Implementation of Nurse Practitioners to Facilitate Chronic Disease Management (CDM)

Richard Deschamps, Directeur général adjoint, Hôpital Charles LeMoine - Québec

Project: Reconfiguring Service Delivery in Mental Health and Geriatrics at Hôpital Charles LeMoine

Anne Fortin, Directrice régionale des affaires médicales et des secteurs hospitaliers et préhospitaliers, Agence de la santé et des services sociaux de la Capitale-Nationale - Québec

Project: The Necessary Cooperation Between Specialists and Generalists in Mental Health

Kathleen Ann Heslin, Chief Nurse Executive & Chief Practice Officer, York Central Hospital - Ontario

Project: Evaluation of a Formal Clinical Mentorship Program in a Community Hospital Setting

Alice Kennedy, Chief Operating Officer, Long Term Care & Community Living & Supportive Services, Eastern Health - Newfoundland & Labrador

Project: Using Evidence-Informed Management to Optimize Staff Mix Decisions and Evaluate Employee/System and Client Outcomes

Patricia Lefebvre, Pharmacist-in-Chief, Pharmacy Department, McGill University Health Centre - Québec

Project: Inter-Professional Teams Providing Evidenced-Informed Clinical Care, a Reality!

Kim Lenahan, Executive Director, Patient Care, Geriatric, MSK & Neuro Rehab Programs, Toronto Rehabilitation Institute - Ontario

Project: Healthcare Partnerships: Providing the Right Service at the Right Time

Kelli O'Brien, Chief Operating Officer, Long Term Care and Rural Health, Western Regional Integrated Health Authority - Newfoundland & Labrador

Project: An Evaluation of Diagnostic Imaging Appropriateness Through Electronic Decision Support

Mary Puntillo, Operational Service Manager, Schizophrenia Service, St. Joseph's Healthcare Hamilton (SJHH) - Ontario

Project: Increasing Patient/Staff Safety by Reducing Risk Related to Aggressive Patient Behaviour

Betty Reid-White, Director, Integrated Health Services, Community Health, Rural Avalon, Eastern Health – Newfoundland & Labrador

Project: Developing Baselines and Evaluating Outcomes for an Early Intervention Program

Thaddeus Rezanowicz, Directeur des programmes, Services courants, santé mentale, accueil et archives, Centre de santé et services sociaux Jeanne-Mance - Québec

Project: The Accessibility and Continuity of Primary and Secondary Mental Healthcare Services as Part of Integrating a Hospital Into a CSSS

Leanne Smith, Manager, Maternal & Children's Planning, Saskatoon Health Region - Saskatchewan

Project: Patients and Families: Partners in Transforming a Health Care System

Brendan St. John Car, Director, Primary Health Care, Capital District Health Authority – Nova Scotia

Project: Using Evidence to Identify Shared Community Resources to Support Effective Chronic Disease Prevention and Management

Micheline Ste-Marie, Professional Services, Montreal Children's Hospital, McGill University Health Centre - Québec

Project: Inter-Professional Teams Providing Evidenced-Informed Clinical Care, a Reality!

Sylvanus Thompson, Manager, Healthy Environment Quality Assurance, Toronto Public Health - Ontario

Project: Toronto Public Health Quality Assurance Program

John Van Massenhoven, Regional Director, Human Resource Service, Community Hospitals & Human Resources Legal Counsel , Winnipeg Regional Health Authority - Manitoba

Project: Integration of Administrative Services Within a Health Region: Achievement of Best Practice

Tracy Wasylak, Vice President, South West Community Portfolio, Calgary Health Region - Alberta

Project: Sustainability of the Alberta Hip & Knee Project in Calgary Health Region

2006 EXTRA Improvement Projects

The EXTRA advisory council, chaired by the former Quebec minister of health and social services Dr. Jean Rochon, met on April 27 and 28, 2006 to evaluate the applications received for the competition. Twenty-six fellowships were awarded, including two additional fellowships to nurse leaders in Ontario, thanks to funding from the Ontario Ministry of Health and Long-Term Care's Nursing Secretariat.

The 2006 fellows are listed in alphabetical order, and the list includes the title of their intervention projects. These projects provide an opportunity for fellows to actively apply what they have learned in the EXTRA program in response to a specific issue in their home organizations.

Luce Beauregard, Adjointe au directeur général, Centre de santé et de services sociaux d'Ahuntsic et Montréal-Nord - Quebec

Project: Implementing a Strategic Decision-making Process in an Ethical Context

Philippe Benoit, Directeur, Direction planification et développement de la main-d'oeuvre, Agence de la santé et des services sociaux de la Montérégie - Quebec

Project: Using Evidence on Best Practices in Human Resources Management to Transform Service Delivery by the Agency to Make it a Pole for Innovation and Knowledge Transfer to Institutions

Trish Bergal, Regional Director Utilization, Nursing, Winnipeg Regional Health Authority - Manitoba

Project: Creating Change in Hospital Utilization: Combining Knowledge Research with Clinical Decision Support Systems

Raj Bhatla, Associate Chief, Psychiatry, Royal Ottawa Health Care Group - Ontario

Project: Implementation of Wait-time Management for Tertiary Mental Health Services

Bette Boechler, General Manager, Maternal and Children's Health, Hospital Services, Saskatoon Health Region - Saskatchewan

Project: Changing Practice: Building a Culture of Patient Safety in a New Maternal and Children's Hospital

Faith Boucher, Director, Professional Practice, North York General Hospital - Ontario

Project: Integrating Health Professionals into New Models of Interprofessional Care Delivery

Inta Bregzis, Director, Quality & Risk Management, Quality & Risk Management Division, Community Care Access Centre of Waterloo Region - Ontario

Project: Evolving CCAC's from Statutory Corporations to Community-based Governance - Planning/Managing Change

Ward Flemons, Vice President, Quality, Safety & Health Information, Calgary Health Region - Alberta

Project: Improving Patient Flow Through a Tertiary Care Emergency Department

Patrick Gaskin, Executive Vice President & VP, Regional Cancer Services, Administration, Grand River Hospital - Ontario

Project: Implementing an Access Management System in an Acute Care Hospital

Geoffrey Johnston, Professor, Surgery, Orthopaedic Surgery, Royal University Hospital, University of Saskatchewan - Saskatchewan

Project: Development of a Leadership Model Integrating Evidence Based Medicine (EBM) into Surgical Total Quality Management (TQM)

John Knoch, Executive Director, Clinical Support Services, David Thompson Health Region - Alberta

Project: Leadership Collaboration: Applying the Co-management Model for Evidence-based Change

France Laframboise, Directrice de la qualité des soins et des services, Centre de santé et de services sociaux des Sommets - Quebec

Project: The Challenges of Chronic Conditions: Integrated, Intensified Clinical Monitoring of Target Client Groups

Suzanne Lanctôt, Associate Director, Nursing, McGill University Health Centre - Quebec

Project: The Implementation of the Role of Nurse Practitioner in Cardiac Surgery

Chantal Lapointe, Directrice générale, Centre de santé et de services sociaux Jeanne Mance - Quebec

Project: Preparing for Integration of a 300-bed Hospital into CSSS Jeanne Mance so Everyone Feels Like a Winner

Virgil Luca, Chef, Service de médecine et adjoint, Direction des services professionnels, Centre de réadaptation Lucie-Bruneau - Quebec

Project: Developing a Conceptual Framework for Resource Allocation in a Rehabilitation Centre

Diane Lyonnais, Directrice des services de première ligne, Services généraux et santé publique, Centre de santé et de services sociaux Vaudreuil-Soulanges - Quebec

Project: Use of Evidence in Organization of Healthcare Services by Players in a Local Services Network (LSN) to Develop a Clinical Project

Yves Masse, Directeur général adjoint, Direction générale, Centre hospitalier de l'Université de Montréal - Quebec

Project: A Model for Operating Service Corridors in an Integrated University Healthcare Network

Sue McCutcheon, Vice-President, Clinical services - rural care, Grey Bruce Health Services - Ontario

Project: Building Sustainable Nursing Resources for Small Hospitals

Louise Patrick, Director, Quality, Utilization & Risk Management, SCO Health Service - Ontario

Project: Establishing a Blueprint for a Clinical and Corporate Decision Support Infrastructure

Elaine Rankin, Primary Care Coordinator, Population Health and Research, Cape Breton District Health Authority - Nova Scotia

Project: Prevention: Building Provider and Community Capacity for Change

Nancy Roberts, Vice President, Planning & Professional Services, South-East Regional Health Authority – New Brunswick

Project: Enhancing the Use of Evidence for Health Human Resource Allocation

Frédéric Ross, Directeur programmes personnes âgées et des soins infirmiers, Centre de santé et de services sociaux de la Côte de Gaspé - Quebec

Project: Implementing an Integrated Services Network for Elderly People

Mary Russell, Director, Community Health, Capital Health District Authority - Nova Scotia

Project: Identifying and Utilizing a Core Set of Community Health Indicators to Guide Healthcare Decision-Making

Nancy Savage, Vice President, Patient Programs, Atlantic Health Sciences Corporation - New Brunswick

Project: Development and Implementation of a Succession Plan for Nursing Leadership

Dan Skwarchuk, Administrative Program Director, Manitoba Renal Program, Winnipeg Regional Health Authority - Manitoba

Project: Improving Home Dialysis Utilization in Manitoba and Northwestern Ontario

Jodi Younger, Operational Service Manager, Mental Health & Addictions Program, St. Joseph's Health Care - Ontario

Project: Development and Implementation of the Treatment and Outcome Report and Plan

2005 EXTRA Improvement Projects

The EXTRA advisory council, chaired by the former Quebec minister of health and social services Dr. Jean Rochon, met on April 28 and 29, 2005 to evaluate the applications received for the competition. Twenty-six fellowships were awarded, including two additional fellowships to nurse leaders in Ontario, thanks to funding from the Ontario Ministry of Health and Long-Term Care's Nursing Secretariat.

The 2005 fellows are listed in alphabetical order, and the list includes the title of their intervention projects. These projects provide an opportunity for fellows to actively apply what they have learned in the EXTRA program in response to a specific issue in their home organization.

Carolyn Baker, Vice-President, Clinical Programs, St. Joseph's Health Centre – Ontario

Project: The Impact of the Development and Implementation of a Formal, Evidence Based Program to Support Priority Setting and Resource Allocation on Selected Patient Care and Health Care System Outcomes in an Urban Community Teaching Hospital

Sam Campbell, Director of Continuous Quality Improvement, Department of Emergency Medicine, Queen Elizabeth II Health Sciences Centre – Nova Scotia

Project: To Investigate and Correct Obstacles to the Transition of Patients from the Care of Caregivers in the Community to those in Secondary and Tertiary Health Care Institutions

Irma Clapperton, Médecin spécialiste en santé communautaire, Direction de santé publique, Agence de développement de réseaux locaux de services de santé et des services sociaux de Montréal – Québec

Project: Développer un processus systématisé et hiérarchisé de mise en oeuvre des programmes régional et local de santé publique, intégré au projet clinique des CSSS pour assurer l'exercice de la responsabilité populationnelle et l'amélioration de la santé du bien-être de la population de la région de Montréal [Develop a Systematized and Structured Process for Implementing Regional and Local Public Health Plans, Integrated into the CSSS Clinical Project to Ensure the Exercise of Population-Based Responsibility and Improvement of the Health and Well-Being of the Population in the Montreal Area]

Helen Clark, Chief Allied Officer, HSC and Regional Director, Respiratory Therapy, Patient Transport/EMS Liaison, Winnipeg Regional Health Authority and HSC – Manitoba

Project: The Use of Clinical Evidence, Research and Best Practice to Support the Role of Allied Health Professionals in Improving Consistency in Practice, Contributing to Improvements in Length of Stay, and Enhancing Continuity of Care for Patients, Clients and Residents

Wendy Fucile, Vice-President, Clinical Programs and Chief Nursing Officer, Peterborough Regional Health Centre – Ontario

Project: A Critical Examination of the Cost/Benefit of Clinical Nurse Educators in a Community Hospital Setting

Lucie Grenier, Directrice générale adjointe, Affaires cliniques, Centre hospitalier affilié universitaire de Québec – Quebec

Project: Développement de la pratique professionnelle des infirmières dans un contexte de mise en place de réseaux intégrés de services, d'élargissement du champ de pratique des infirmières dans un centre hospitalier universitaire (CHA) à vocation régionale [Development of Professional Nursing Practice in a Context of Implementation of Integrated Services Networks, Expanded Fields of Nursing Practice in a University Hospital with a Regional Role]

Owen Heisler, Medical Director, Department of Medical Affairs, Red Deer Regional Hospital, David Thompson Health Region – Alberta

Project: Implementation of a Region-Wide Breast Cancer Access Program

Kateri Leclair, Directrice, Direction des technologies de réadaptation, Institut de réadaptation de Montréal – Québec

Project: Création d'une unité d'évaluation des technologies de réadaptation pour assister les gestionnaires de l'Institut de réadaptation de Montréal (IRM) à prendre des décisions éclairées d'achat ou d'octroi de technologies [Creation of a Rehabilitation Technology Assessment Unit to Assist Managers at the Institut de Réadaptation de Montréal (IRM) in Making Informed Technology Purchasing or Awarding Decisions]

Noella Leydon, Director, Department of Food & Nutrition Service, Saskatoon Health Region – Saskatchewan

Project: Malnutrition in Continuity of Care: No One's Problem and Everyone's Problem – An Integrated Systematic Approach to Improving Nutritional Outcomes, and Therefore the Quality of Life for Residents of Special Care Homes in the Saskatchewan Health Region (SHR)

Karen MacRury-Sweet, Director, Heart Health and Emergency, Department of Acute Care, Capital District Health Authority – Nova Scotia

Project: Developing a Predictive Model to Improve Patient Flow in a Tertiary Care Setting, with a Focus on Predicting and Responding to Variability in Volumes in the Emergency Department

Benoit Marchessault, Directeur général, Centre de santé et de services sociaux de Sorel-Tracy – Québec

Project: Mise en place d'un réseau intégré de services: Utilisation des données probantes pour la détermination de l'offre de services, principalement à l'égard des clientèles présentant des maladies chroniques [Implementation of an Integrated Services Network: Use of Evidence to Determine the Provision of Services, Primarily for Clients with Chronic Diseases]

Kevin Mercer, Executive Director and Chief Executive Officer, Department of Administration, Community Care Access Centre of Waterloo Region – Ontario

Project: Advancing Health System Integration Through the Amalgamation of Community Care Access Centres in LHIN3 in Ontario

Christine Penney, Director, Health Services, Performance Management and Improvement Division, British Columbia Ministry of Health Services – British Columbia

Project: Towards evidenced-based performance assessment methods to measure "timely access to appropriate care in the appropriate setting" for British Columbians

Jacques Ricard, Directeur général adjoint et directeur, Département des affaires médicales, Centre de santé et des services sociaux Haut-Richelieu-Rouville – Québec

Project: Recherche sur les préoccupations des employés et médecins du Centre de santé et des services sociaux Haut-Richelieu-Rouville dans le cadre de la création du réseau local de services [Research on the Concerns of Employees and Physicians at the Haut-Richelieu-Rouville Healthcare and Social Services Centre as Part of Creation of the Local Service Network]

Susan Richardson, Vice-President, Patient Services & Allied Health, Department of Administration, Children's Hospital of Eastern Ontario – Ontario

Project: Implementing Leadership Rounds to Improve Quality and Safety

Lise Roy, Vice présidente et PDG Adjointe, Département de planification et évaluation, Régie régionale de la santé 4 – New Brunswick

Project: Une gestion et une culture organisationnelle centrées sur la qualité et la sécurité
[Organizational Management and Culture Centred on Quality and Safety]

John Ruetz, Vice-President, Long Term Care & Home Services and Administrator, St. Peter's Residence at Chedoke, St. Peter's Health System – Ontario

Project: Enabling Frontline Participation to Create a Quality Improvement Culture

Angèle Saint-Jacques, Directrice, Direction des soins infirmiers et des services d'hébergement, CHU Sainte-Justine – Québec

Project: Réorganisation stratégique du travail au sein des unités de soins dans un Centre hospitalier universitaire Mère-enfant : Impact sur les soins infirmiers évalué par des indicateurs de résultats
[Strategic Reorganization of Work in Care Units in a Mother-Child Hospital: Impact on Nursing Care Assessed Through Outcomes Indicators]

Jocelyne Sauvé, Directrice, Direction de santé publique, Agence de développement de réseaux locaux de services de santé et de services sociaux de la Montérégie – Québec

Project: L'identification et la mise en oeuvre de stratégies visant le développement des compétences requises par les leaders locaux aux fins de la réalisation des plans locaux de santé publique
[Identification and Implementation of Strategies Designed to Develop the Skills Required by Local Leaders for Carrying Out Local Public Health Plans]

Andrea Seymour, Vice President Health Information and CIO, River Valley Health – New Brunswick

Project: Advancing Employee Engagement through the Implementation of a Healthy Workplace Strategy

Carl Taillon, Directeur, Direction des services professionnels, Centre hospitalier universitaire de Québec/Hôpital Saint-François d'Assise – Québec

Project: Mise en place d'un programme de gestion de l'exercice professionnel devant conduire à l'introduction d'un plan de pratique à partir de nouveaux paradigmes de gestion [Implementation of a Management Program for Professional Practice Leading to Introduction of a Plan of Practice Based on New Management Paradigms]

Gaetan Tardif, Vice-President & Physician in Chief, Toronto Rehabilitation Institute – Ontario

Project: Development of a Quality of Patient Care and Patient Safety Framework in a Rehabilitation Hospital

Annemarie Taylor, Director, Department of Quality, Safety & Risk Management, Children's & Women's Health Centre of B.C., Provincial Health Services Authority – British Columbia

Project: Implementation of a Province-Wide Electronic Safety Reporting System to Help Create a Culture of Safety

Dylan Taylor, Site Medical Director, University of Alberta Hospital/Stollery Children's Hospital, Capital Health – Alberta

Project: Integration of Evidence-Based Best Practice in Ambulatory Care Into the Operations of a Large, Tertiary-Level Academic Hospital Within a Large Health Region

Bonnie Urquhart, Director of Financial Planning and Analysis, Department of Finance, Northern Health Authority – British Columbia

Project: Clinical Information System – A Tool for Organizational Change Management

Debra Vanance, Community Area Director, River East & Transcona, Department of Community Services, Winnipeg Regional Health Authority & Manitoba Family Services and Housing – Manitoba

Project: Primary Care Reform – A Systems Approach

2004 EXTRA Improvement Projects

The EXTRA advisory council, chaired by the former Quebec minister of health and social services, Dr. Jean Rochon, met on April 29 and 30, 2004 to evaluate the 47 applications eligible for the competition. Twenty-four fellowships were awarded.

The 2004 fellows are listed in alphabetical order, and the list includes the title of their intervention projects

Pierre Jean Allard, Chef, Division de Médecine Palliative, Service de Santé SCO - Ontario

Project: Developing a Strategic Plan to Ensure Basic Palliative Care Skills in Physicians Trained at the University of Ottawa

Luc Boileau, Président-directeur général, Agence de développement de réseaux locaux de services de santé et de services sociaux de la Montérégie - Québec

Project: Development and Systematic Adjustments in Regional Supervision of RLSs to Maximize Supply of Services and Action on Health and Wellbeing Based on a Population-Based Approach

Lindsay Campbell, Interim Vice-President, Population Health & Resources, Cape Breton District Health Authority - Nova Scotia

Project: Hospitalization for Ambulatory Care Sensitive Conditions: Reduction in Admissions Through Chronic Disease Prevention and Management

Maureen Cava, Manager, Professional Practice, Planning and Policy Directorate, Toronto Public Health - Ontario

Project: Professional Practice Framework for Toronto Public Health

Marilyn Field, Assistant Deputy Minister, Human Resources, Public Service Secretariat, Government of Newfoundland & Labrador - Newfoundland and Labrador

Project: Increasing Organizational Performance by Cultivating Stronger Employment Relationships: How Human Resource Management Strategies Can Increase Quality of Care

Sonja Glass, Corporate Manager, Risk Management and Quality Improvement, Grey Bruce Health Services - Ontario

Project: Creating a Patient Safety Culture at Grey Bruce Health Services

David Goldstein, Medical Director, Acute Pain Services, Kingston General Hospital - Ontario

Project: Promoting the use of portable computers for the assessment of patients on acute pain services

Heather Hoxby, Director of Nursing Practice, St. Joseph's Hospital - Ontario

Project: Implementation of Nursing Best Practice Guidelines in an Ontario Urban Teaching Hospital

Kirsten Krull-Naraj, Vice-President and Chief Nursing Officer, Patient Care Services, Royal Victoria Hospital - Ontario

Project: An Integrated System of Primary and Secondary Care to Deliver Health Care at the Right Place, at the Right Time, and at a Research-Based Standard

Esther Leclerc, Directrice, Direction des soins infirmiers, Centre hospitalier de l'Université de Montréal - Québec

Project: Review of Delivery/Quality-Security-Continuity Models in a Context of Scarce Human, Financial, and Material Resources

Nancy Lefebvre, Vice-President, Knowledge and Practice, Saint Elizabeth Health Care - Ontario

Project: K2P: Integrating the Use of Research Evidence in Decision-Making at Saint Elizabeth Health Care

Denise Mauger, Directeur, Développement organisationnel et adjoint au D.G., Institut de réadaptation de Montréal - Quebec

Project: Implementing a Long-Term Organizational Development Strategy

Heather McPherson, Chief of Health Disciplines, Professional Advisory Committee, Sunnybrook & Women's College Health Sciences Centre - Ontario

Project: A Women's Health Institute Model for Sunnybrook & Women's and Beyond

Patricia O'Connor, Associate Director of Nursing, Montreal Neurological Hospital, McGill University Health Centre - Quebec

Project: Increasing Patient Safety by Reducing Risk Related to Falls and Other Adverse Events

Jean-Claude Plourde, Directeur général, CLSC Mer et Montagnes - Québec

Project: Responsibilities and Influential Relationships of Executives in Developing an Integrated Services Network in a Rural Setting

Linda Sawchenko, Site Director, Kootenay Boundary Regional Hospital, Interior Health - British Columbia

Project: Introducing Advanced Practice Registered Nurses to Promote Primary Healthcare in Rural British Columbia

Corinne Schalm, Vice-President, Business Planning & Resources, Shepherd's Care Foundation - Alberta

Project: Development and Implementation of a Balanced Scorecard

Iain Smith, Pharmacy Manager, Queen Elizabeth Hospital - Prince Edward Island

Project: An Evidence-Based Functional Plan for the Integration of Institutional-Based Pharmacy Services into a Regional Health Care System

Susan Smith, President, Wayfinder Consulting Incorporated - Nova Scotia

Project: Physician Resource Planning - Impact Assessment

Steven Soroka, Associate Professor, Division of Nephrology, Capital District Health Authority - Nova Scotia

Project: Determining and Implementing Components of an Electronic Data Management System to Enhance Management of Chronic Kidney Disease in Nova Scotia

Lynn Stevenson, Leader, Professional Practice/Chief Nursing Officer, Fraser Health Authority - British Columbia

Project: Patient Safety: Moving from Theory to Practice

Vincent Tam, Directeur des Services de Réadaptation, Hôpital de Réadaptation Lindsay - Québec

Project: Application of the Case-Mixed Group Model in Neurology Client Triage and Referral

James Worthington, Vice-President, Medical Affairs, The Ottawa Hospital - Ontario

Project: With Service Reductions at Hospitals During Christmas/New Year, What are the Savings and how is Access and Quality Affected?

Brock Wright, Chief Operating Officer, Health Sciences Centre and Vice President & Chief Medical Officer, Winnipeg Regional Health Authority - Manitoba

Project: Striving for Excellence in Patient Care