



**CHIEF
EXECUTIVE
FORUM**
SPRING26 SYMPOSIUM

SPRING26

WEDNESDAY, JUNE 17, 2026

**Argyle Level Rooms A1/A2
Halifax Convention Centre
1650 Argyle Street**

8:00 a.m. **Networking Breakfast and Registration**

9:00 a.m. **Opening Remarks**

- **Shelagh Maloney**, Chief Executive Officer, Digital Health Canada

9:15 a.m. **Stronger Together: What Collective Action Unlocks at System Scale**

Collaboration is not free. When it works, it delivers outcomes that individual organizations cannot reach on their own. This session examines a real-world example of cross-provincial collaboration in Atlantic Canada where health system leaders are aligning efforts across data, digital health, and artificial intelligence. The focus is not on structures or pilots but on what collaboration tangibly unlocked, including progress on scale, common standards, and shared accountability. The conversation will explore the leadership conditions that made collective action possible, where collaboration simplified or accelerated decisions, and where tensions persist. Speakers will also reflect on what aspects of this experience are transferable to other systems and what depends on local context. For leaders across policy, delivery, and industry roles, the session offers insight into how financial and governance dynamics influence day-to-day decision-making, and what trade-offs organizations face when scaling digital initiatives within existing structures.

- **Zachary Kilburn**, Chief Digital Officer, Horizon Health (AI working group)
- **Scott McKenna**, Chief Information Officer, Nova Scotia Health & IWK (Data working group)
- **Debbie Molloy**, Vice President Human Resources, Newfoundland and Labrador Health Services, (HR working group)
- **Natalie Urquhart**, Vice President Corporate Services and Chief Finance Officer, Horizon Health, (Procurement working group)
- Moderated by: **Shannon Macdonald**, EY Partner, Health Care Digital Solutions

10:20 a.m. **Networking Break**

10:40 a.m. **The Accountability Gap: When Risk, Authority, and Incentives Don't Align**

Healthcare organizations are being asked to manage rising digital risk, build shared infrastructure, and deliver measurable value within funding models that were not designed for collective investment or prevention. In many cases, the teams responsible for digital infrastructure carry the operational and financial burden, while savings, benefits, and accountability sit elsewhere. This session examines how fragmented funding, misaligned incentives, and diffuse responsibility shape digital health decisions in practice. Using shared digital infrastructure and cybersecurity as stress tests, speakers will explore what these structural gaps enable, constrain, and ultimately cost, and what would need to change to align risk, authority, and investment at system scale.

- **Lyn Baluyot**, President & CEO, TransForm
- **Nimira Dhalwani**, Chief Technology Officer, The Hospital for Sick Children
- **Keltie Jamieson**, CHIO, Bermuda Hospitals Boards
- Moderated by: **Ariane Siegel**, General Counsel & Chief Privacy Officer, OntarioMD

11:50 p.m. **Networking Lunch**

12:50 p.m. **Global Perspectives: The System Decisions Other Countries Made and Canada Continues to Weigh**

If current structures shape behaviour in Canada, how have other systems approached similar trade-offs? This session examines the structural decisions other jurisdictions made and what changed as a result. Rather than highlighting best practices, speakers will explore one concrete system-level choice, such as how authority was allocated, where standards were mandated, or when speed was prioritized over uniformity, and reflect on what those decisions enabled, constrained, or permanently closed off. For Canadian leaders across delivery, policy, industry, and innovation roles, the value lies in understanding how upstream decisions reshape incentives, risk, pace, and accountability at scale.

- **Kate Brill**, Business Development Manager, Product Manager, The Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia
- **Dr. Päivi Sillanauke**, Special Envoy for Health and Wellbeing, Ministry of Social Affairs and Health Finland
- **Peter Sinden**, Chief Digital Information Officer, NHS Online Programme + CEO for Magic Happens Here, UK
- Moderated by: **Elizabeth Keller**, National Healthcare Business Development Lead, AWS

2:00 p.m. **The CHIEF Debate**

Be it resolved: Canadian healthcare should prioritize foundational data infrastructure (and data quality) over further investment in clinical AI at this stage.

- **Cameron Bell**, CEO and Co-founder, CANImmunize
- **Prab Gill**, Chief Clinical Information Officer, PHSA
- **Dr. Ashley Miller**, CMIO, Nova Scotia Health
- **Alexis Villa**, Executive Director, Digital Health & Strategic Program Delivery, UHN Connected Care
- Moderated by: **Anne Forsyth**, Director, Hospital Data Transformation, Canadian Institute for Health Information (CIHI)

3:00 p.m. **Closing Remarks**

- **Shelagh Maloney**, Chief Executive Officer, Digital Health Canada

3:10 p.m. **Networking and refreshments**

SPEAKERS



Opening Remarks

Shelagh Maloney, Chief Executive Officer, Digital Health Canada

Shelagh Maloney's career has been defined by a passion for digital health and its transformative ability to improve the patient and provider experience. Prior to assuming the role of CEO, Digital Health Canada, Shelagh held national executive leadership roles in both the public and private sectors where she earned widespread recognition for her business development, relationship management, consensus-building, and communication skills. A dedicated advocate for innovation and equity through digital health, Shelagh has shaped policy and practice through influential volunteer roles. She is currently Vice-Chair, Vision Loss Rehab Canada and has served as Vice Chair of SNOMED International, Board Chair of Digital Health Canada, and Board Director, Mississauga Halton Local Health Integration Network (LHIN). Shelagh holds a B.Sc. in Applied Health Sciences from the University of Waterloo and is a Certified Professional in Health Information & Management Systems (CPHIMS-CA). In recognition of her contributions to the industry, Shelagh was an inaugural recipient of the Women Leaders in Digital Health in 2017 and was named a Digital Health Canada Fellow in 2023.



Stronger Together: What Collective Action Unlocks at System Scale

Zachary Kilburn, Chief Digital Officer, Horizon Health (AI working group)

Zachary Kilburn is Chief Digital Officer at HorizonNB, where he leads transformative initiatives in digital health innovation. With a focus on patient-centred care, Zach champions technologies like the Symbio Program and self-scheduling platforms to enhance access and efficiency across the health system. He brings a strategic lens to digital modernization, grounded in public accountability and operational excellence. Zach collaborates closely with clinical and administrative leaders to align digital solutions with real-world needs, driving measurable impact. His leadership reflects a commitment to equity, innovation, and continuous improvement in Canada's evolving healthcare landscape.



Stronger Together: What Collective Action Unlocks at System Scale

Scott McKenna, Chief Information Officer, Nova Scotia Health & IWK

Scott McKenna assumed the role of Chief Information Officer (CIO) for Nova Scotia Health and IWK Health in October 2022. Scott has led the development of a Digital Health Strategy which has architecture, data standards, clinical enablement and a citizen-centric focus at its core. He is responsible for day-to-day IM/IT operations as well as digital modernization and transformation. Scott collaborates across health and digital sectors to advance interoperability, AI, and adoption of digital solutions designed to improve clinician and citizen experience. Scott came to Nova Scotia Health after 32 years with the federal government. Most recently he was Chief Information Officer for both Health Canada and the Public Health Agency of Canada supporting the Government of Canada's response to the COVID-19 pandemic. Scott's contributions were nationally recognized in October 2025 when he was awarded the Canadian CIO of the Year, highlighting his exceptional leadership in advancing interoperability, modernizing digital health infrastructure, and enhancing the citizen and clinician experience across Nova Scotia. Scott has significant background in transformation, modernization and innovation while leading people and culture through change. His leadership experience ensures digital tools and solutions support the overall business strategy of the organization and its employees.

SPEAKERS



Stronger Together: What Collective Action Unlocks at System Scale

Debbie Molloy, Vice President, Human Resources, NL Health Services

Debbie Molloy is the vice president – human resources at NL Health Services. In this role, she is focused on ensuring that the provincial health system provides a caring and engaging workplace for the many dedicated professionals who work in the health system. Debbie also has executive responsibility for the clinical efficiency program and integrated capacity management. She is an executive leader with over 25 years of experience in government, health care, energy and hospitality sectors. Having worked in both the public and private sectors, she brings a broad understanding of the challenges and opportunities facing today's competitive, fast-paced work environment. Her career path has allowed her to develop expertise in leadership, organizational effectiveness, talent management and employee relations. Debbie holds a Bachelor of Commerce (Co-operative) and Master's in Education (post-secondary studies) from Memorial University. She has also completed the Rotman Directors Education Program and holds the ICD.D designation. Debbie enjoys being outdoors and active but on cold winter days, you will find her curled up on the couch with her dogs enjoying a good book.



Stronger Together: What Collective Action Unlocks at System Scale

Natalie Urquhart, Vice President Corporate Services and Chief Finance Officer, Horizon Health Network (Horizon)

Natalie Urquhart is the Vice President Corporate Services and Chief Financial Officer for Horizon Health Network (Horizon). She is responsible for the Financial Services provided to patients and staff and leads Horizon's annual budget process. Natalie is also responsible for the financial internal controls of the organization and oversees Horizon's Accounting; Accounts Receivable; Accounts Payable; Payroll; Budgeting; Reporting functions; Capital Equipment, Capital Infrastructure, Engineering and Maintenance, Environmental Services, Nutrition & Food Services, Property Management; and Space Planning. With over 25 years of private-sector experience, and 20 years as a chartered professional accountant (CPA), Natalie brings a wealth of knowledge in the areas of finance, leadership, strategy, team building and communication to her new role. Natalie holds a Bachelor of Commerce degree from St. Mary's University in Nova Scotia and recently attained a Master of Business Administration (MBA) degree from the Ivey Business School at Western University in Ontario. With a passion for lifelong learning and continuous improvement, Natalie has led significant projects in a senior leadership role. She also enjoys participating in her community and sits on the board of a local non-profit organization. Natalie resides in Quispamsis with her husband Earl. Their two sons, Owen and Eric, are currently attending university. Together, they enjoy travel and engaging in outdoor activities such as golfing, camping, and hiking.

SPEAKERS



Stronger Together: What Collective Action Unlocks at System Scale **Shannon MacDonald, EY Partner, Health Care Digital Solutions**

Shannon MacDonald leads the digital health elements of the Health Care practice at EY Canada. She has deep experience with executive teams in strategic planning, leading and designing facilitated client sessions, and project leadership and governance. Her experience centres on the continuously evolving digital health sector and driving the innovations and transformations that move it forward in an inclusive and citizen-centred manner. Previous to EY, Shannon was a Managing Director and Client Account Lead at Accenture for five years. During 27 years at Deloitte, Shannon served in various roles including Chief Inclusion Officer, Government of Ontario Lead Client Service Partner, Managing Partner — Atlantic, and National Health Care Leader. –Shannon is also the Board Chair of the University of Prince Edward Island Board of Governors. Shannon has an ICD.D designation, with experience on several not-for-profit boards over the past 25 years.



The Accountability Gap: When Risk, Authority, and Incentives Don't Align **Lyn Baluyot, President & CEO, TransForm**

Lyn is a seasoned healthcare leader with over 25 years of experience as a nurse, administrator and consultant. As a dynamic healthcare executive, Lyn has led global enterprise-wide complex clinical transformations attaining sustainable results. Her collaborative style enables her to work with multiple different stakeholders to achieve transformational change with sustainable results. Her deep operational experience enables her to work with other health system partners to shape and achieve the vision for future healthcare delivery while sustaining financial efficiency, improving quality and enhancing the patient and family experience. After almost 20 years as a consultant with Deloitte US and Deloitte Canada, Lyn joined TransForm in 2018 and led the Clinical Systems and Transformation office at TransForm and was responsible for all clinical systems including Cerner throughout the Erie St. Clair region, as well as any ongoing transformation programs. She successfully led the most comprehensive clinical transformation program (e-VOLVE) within the former Erie St. Clair region with her hospital partners resulting in the successful implementation of the Cerner Millennium hospital information system across four hospital organizations in big bang style during probably the most trying time of healthcare: the COVID-19 Pandemic. The e-VOLVE program has resulted in a longitudinal, contiguous patient record for all patients being served in Windsor-Essex and Chatham-Kent that can be readily accessed by any provider at any of the four hospital organizations as well as the 4 hospitals achieving EMRAM 6. She is currently co-chair of the Cerner Provincial Collaborative representing 10 instances of Cerner, 58 hospitals. In April 2022, she was promoted to the position of Chief Executive Officer of TransForm where she continues to work with the 5 hospitals in Erie St. Clair and the 3 Ontario Health Teams to deliver Information Technology and Supply Chain Services.



The Accountability Gap: When Risk, Authority, and Incentives Don't Align **Nimira Dhalwani, Chief Technology Officer, The Hospital for Sick Children**

Nimira Dhalwani is the Chief Technology Officer at SickKids with oversight of cybersecurity, infrastructure modernization, and clinical systems integration and innovation. Her work is rooted in integrative thinking and a commitment to patient-centered transformation. Beyond her professional role, she serves as President of the Ismaili Council for Toronto and sits on the Board of Directors for Regent Park Community Health Centre. Her leadership is guided by values of service and lifelong learning.

SPEAKERS



The Accountability Gap: When Risk, Authority, and Incentives Don't Align **Keltie, Jamieson, CHIO, Bermuda Hospitals Boards**

Keltie Jamieson is a visionary leader in digital health, with extensive experience both in Canada and internationally. Currently serving as the Chief Digital & Health Information Officer at Bermuda Hospitals Board, Keltie oversees digital health and transformation, driving forward comprehensive digital strategies to enhance healthcare delivery. With previous leadership roles at Horizon Health Network and Nova Scotia Health & IWK Health. Keltie has consistently demonstrated the ability to lead large teams and implement innovative solutions. Keltie's passion for digital health is evident in her commitment to advancing digital health strategies and initiatives. She brings a global perspective, having worked in diverse healthcare environments, which allows her to adapt best practices from various health systems to the Canadian context. Her dedication to equity, diversity, and inclusion ensures that digital health initiatives are accessible and beneficial to all communities. With a track record of enabling change through technology, Keltie is known for her ability to drive innovation and lead successful digital transformations. Her commitment to continuous learning and professional development positions her as a mentor and supporter of the digital health community.



The Accountability Gap: When Risk, Authority, and Incentives Don't Align **Ariane Siegel, General Counsel & Chief Privacy Officer, OntarioMD**

Ariane joined OntarioMD as General Counsel and Chief Privacy Officer in 2016. She has been recognized internationally for her achievements in privacy and security. She was recently awarded the 2023 Women in IT Award for Canada's Security Leader of the Year. She has also been recognized by Who's Who as a global leader in technology law, privacy and data protection. Ariane provides OntarioMD with strategic and legal advice. Her current focus is on technology and legal issues with respect to use of Artificial Intelligence in Primary Care. Through her leadership, OntarioMD provides health system partners with a practical perspective on privacy and security from the lens of community-based physician practices. Ariane developed OntarioMD's Privacy & Security Training Module for the Ontario health-care sector and a second Module focused on virtual care. Prior to joining OntarioMD, Ariane supported global corporations with technology law advice as a Partner in Canada's largest law firm and from her own practice. She worked as a Senior Investigator for the federal Privacy Commissioner, Law Clerk to the Chief Justice of the Ontario Court of Justice and as Constitutional Counsel to the Attorney General of Ontario. Ariane was part of the launch team for Richard Branson's Virgin Mobile Canada.

SPEAKERS



Global Perspectives: The System Decisions Other Countries Made and Canada Continues to Weigh

Kate Ebrill, Business Development Manager, Product Manager, The Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia

Kate works with the Australian e Health Research Centre of CSIRO as the Interoperability Lead. Kate has over 22 years of experience in leading delivery and implementation programs in health care with a key focus on initiatives that build community and drive the adoption of standards to enable an interoperable, digital health system. Kate is responsible for the global business development of Ontoserver and other associated terminology and FHIR based products, working with government, healthcare and industry organisations to enable the meaningful adoption of clinical terminologies and FHIR. Kate is a Director of HL7 Australia. Kate is National Coordinator for Sparked- Australia's FHIR Accelerator responsible for developing nationally agreed data models, FHIR Implementation Guides and SNOMED CT ValueSets. Kate is also a Strategic Advisor for the CSIRO Strengthening Standards Capability Program, which is funded by the Australian Government Department of Foreign Affairs and Trade.



Global Perspectives: The System Decisions Other Countries Made and Canada Continues to Weigh

Dr. Päivi Sillanaukee, Special Envoy for Health and Wellbeing, Ministry of Social Affairs and Health Finland

Päivi Sillanaukee (MD, PhD, eMBA) is the Special Envoy for Health and Wellbeing at the Ministry of Social Affairs and Health of Finland. Previously she has served as Ambassador for Health and Wellbeing at the Ministry for Foreign Affairs, Director-General and Permanent Secretary at the Ministry of Social Affairs and Health, Deputy Mayor and Director of Social and Health Services in the City of Tampere, and held clinical and managerial positions in the Pirkanmaa Hospital District. Dr Sillanaukee is a specialist in public health and management and doctor honoris causa from the University of Helsinki. She has worked on policies to promote public health, social protection, gender equality, innovation and digitalization. She represented Finland in the WHO Executive Board from May 2018 to May 2021 and served as its first and third Vice Chair from 2018 to 2020. From September 2021 to September 2022 she served as Executive President of the WHO Regional Committee for Europe. She has been the co-chair of the Alliance for Health Security Cooperation (AHSC), a member of the Steering Group of the Global Health Security Agenda (GHSA) and member of Health Advisory Board of the UN Global Pulse Finland. She has served as a member of the HIMSS Board of Directors from July 2021 to June 2025 and is a Member of the HealthAI International Board.

SPEAKERS



Global Perspectives: The System Decisions Other Countries Made and Canada Continues to Weigh

Peter Sinden, Chief Digital Information Officer, NHS Online Programme + CEO for Magic Happens Here, UK

Peter is currently Chief Digital Information Officer for the NHS Online Programme, and CEO for Magic Happens Here, a company that specializes in strategic consultation and technology-driven business transformation at scale. As the recent CIO for Genomics England and Chief Technology Officer for NHS Improvement, Peter brings an experienced view to enabling large health systems to use data and transform at scale. He is notably influenced by thought leaders such as Dan Pink (motivation principles), Lou Downes (service design), Matthew Skelton (organisational design), Jonathan Smart (value creation), and Jez Humble (continuous delivery) to bring change in a meaningful way.



Global Perspectives: The System Decisions Other Countries Made and Canada Continues to Weigh

Elizabeth Keller, National Healthcare Business Development Lead, AWS

Elizabeth Keller is a leading executive, strategist and integrator in Canadian digital health and a recognized health expert internationally. She was named as one of the Top 10 Women in Digital Health in Canada. As the National Canadian Business Development Leader for Amazon Web Services (AWS) in Public Sector (Healthcare), Elizabeth works with government and public sector clients to transform their businesses and improve citizen experiences. She has also worked with some of the largest private sector consulting firms in the world (IBM and PwC), and in the public sector for 10 years as VP at OntarioMD. Elizabeth volunteers her time and expertise extensively in the industry as an elected advisor to CHIEF (Canada's Health Informatics Executive Forum) and the Head of Delegation for Canada (Digital Health Standards) for the Standards Council of Canada. Elizabeth also guest lectures at University of Toronto and University of Regina, and enjoys mentoring and helping the next generation of leaders in this exciting space of AI, Healthcare and Innovation!

SPEAKERS



The CHIEF Debate

Cameron Bell, CEO and Co-founder, CANImmunize

Cameron Bell has extensive work experience in the technology and healthcare sectors. Cameron is currently serving as the Chief Executive Officer of CANImmunize, where they have been since November 2022. Prior to their current role, Cameron was the Chief Technology Officer of CANImmunize from July 2019 to November 2022. Before joining CANImmunize, Cameron worked at the Ottawa Hospital Research Institute from 2015 to 2019. During their time there, they held the position of Lead, Design and Development at the Ottawa Hospital mHealth Lab. From 2014 to 2015, Cameron served as the Chief Technology Officer at Sigvaria Mobile Technologies Inc. Cameron's work experience also includes roles at the Ottawa Hospital Research Institute from 2011 to 2014, where they were the Lead Developer for the Immunize Canada and ImmunizeON projects. Additionally, Cameron worked at the Centre for Intelligent Machines at McGill University and OntarioMD in earlier roles. Cameron Bell attended Ridgfield High School from 2007 to 2010 where they earned their High School Diploma. Cameron then went on to study at McGill University from 2010 to 2014, where they obtained a B.Eng in Electrical Engineering.



The CHIEF Debate

Prab Gill, Chief Clinical Information Officer, PHSA

Prabhjot (Prab) Gill is the Chief Clinical Information Officer at the Provincial Health Services Authority (PHSA), providing strategic leadership at the intersection of clinical practice and digital health. A Registered Nurse with a Master of Nursing from the University of British Columbia, Prab brings deep expertise in clinical informatics, quality and patient safety, and health system transformation. She has extensive experience leading electronic health record implementations and large-scale improvement initiatives. Prab works closely with senior leaders across the health system to advance clinical informatics governance, strengthen clinical-IT partnerships, and ensure digital solutions support safe, effective, and patient-centred care.



The CHIEF Debate

Dr. Ashley Miller, CMIO, Nova Scotia Health

Dr Miller joined the Division of General Internal Medicine in 2017. Following her graduation from the faculty of medicine at the University of Ottawa, she completed her residency in internal medicine and general internal medicine at Memorial University. She holds a Master of Science in Health Policy, Planning and Financing from the London School of Economics and Political Science and the London School of Hygiene & Tropical Medicine. Dr Miller's academic expertise relates to digitally-enabled health care transformation, leveraging technology and virtual care to improve clinical service delivery. She led the digitization of GIM's ambulatory care processes and significantly improved ambulatory waits with a multifaceted intervention including incorporation of eConsult and synchronous provider to provider consultation. She served as Interim Division Head for GIM in 2020. Dr Miller took on the role of Chief Medical Information Officer for Nova Scotia Health and IWK Health in January 2021. In that leadership capacity, she is a leader of the One Person One Record initiative that will bring a single integrated clinical information system to all hospital-based care in the province.

SPEAKERS



The CHIEF Debate

Alexis Villa, Executive Director, Digital Health & Strategic Program Delivery, UHN Connected Care

Alexis strives to improve the way care is delivered and experienced using trusted relationships and partners, honed delivery skills and digital enablers. She has 18 years of healthcare leadership experience, developing strategies and delivering large-scale, transformational initiatives across the continuum of care. She currently holds a dual role, leading regional digital initiatives in support of provincial priorities and provides digital leadership at Altum Health, a rehabilitation division of University Health Network. Outside of work Alexis volunteers on several community boards and contributes to the learner community at the Institute of Health, Policy and Evaluation at University of Toronto.



The CHIEF Debate

Anne Forsyth, Director, Hospital Data Transformation, Canadian Institute for Health Information (CIHI)

Anne is a digital health and data strategy leader with two decades of experience advancing large-scale data infrastructure, clinical digital transformation, and interoperable health systems across Canada. She has a proven ability to build strong teams that bridge clinical operations, data governance, and emerging technologies to deliver practical, scalable innovation with the goal of improving care delivery and system performance. Her current role is with the Canadian Institute for Health Information (CIHI), where she is the Director of Hospital Data Transformation. She serves as the Vice Chair of the Board of Directors for Digital Health Canada, as well as the co-chair of Ontario's chapter of Networked Health. She is an adjunct professor in the Master in Health Informatics program at the University of Toronto, where she teaches Leadership in Digital Health Transformation. Anne holds a Master of Health Administration from the University of Toronto, as well as CPHIMS-CA and CIPP/CA designations. She is a recognized Top 40 under 40 winner and frequently speaks at digital health conferences across the globe. Anne also serves as Vice-Chair on the Board of Directors at Digital Health Canada and is a frequent speaker at local and international conferences on the intersection of healthcare and technology.

Digital Health Canada's CHIEF Executive Forum provides a place for senior professionals and leaders in digital health and healthcare to collaborate, exchange best practices, address professional development needs, and offer their expertise in setting the agenda for the effective use of information and technology to improve health and healthcare in Canada. Members contribute their active participation, industry experience, and in-depth insight to working groups, publications, and health informatics discussions at the semi-annual CHIEF Symposia, and throughout the membership year. Learn more at digitalhealthcanada.com.

CHIEF EXECUTIVE FORUM CORPORATE MEMBERS

