

Sandra (Sandi) Homeniuk
R.N., M.Sc.N.

Profile

Thirty-two years' experience in health care; twenty-five managing a variety of hospital and community based health care programs within Thunder Bay and Northwestern Ontario; diverse experience in program development and administration; experience in community, district, regional and provincial health planning initiatives; skilled in team building and conflict resolution.

Professional Experience and Abilities

North West Local Health Integration Network (LHIN), (April 1, 2013 to present)
Senior Planning and Integration Consultant

Planning consultant responsible for mental health and addictions services throughout the North West LHIN: serves as a resource for community stakeholders including the management of community issues and concerns, as well as providing support to other LHIN program areas to identify and implement appropriate communication and stakeholder engagement methods.

- Responsible for assisting with the management of complex planning projects, and integration activities
- Provides advice to the executive team and staff regarding planning and research
- Provides project management and strategic direction to the community engagement and planning group.
- Responsible for planning, community engagement and identifying gaps and barriers in the local health system, to better coordinate, plan, develop and support implementation of strategies to advance Integrated Health Service Plan priorities and improve outcomes of care.
- Analyzes and prioritizes opportunities for local system integration and coordination in alignment with the Ministry's strategic directions
- Coordinates and conducts analysis of local health-care system based on provincial data, community input and other sources for purpose of identifying gaps and establishing planning and integration priorities.
- Identifies, selects and uses appropriate planning approaches, such as: needs-based predictive models and community input, to be used in the development of the Integrated Health Services Plan and health capacity planning.
 - Conducts effective stakeholder consultation related to planning, assesses impact of planning recommendations and decisions

- Manages project plans. Provides advice and input from the planning and integration perspective to the development of health care system funding plans.
- Develops innovative approaches for provider partnerships
- Works with and engages staff, providers and stakeholders to facilitate the development of strategies and activities that improve access, coordinate care and promote integration.
- Participates in and contributes to provincial and inter-LHIN planning and community engagement activities.
- Provides group leadership to division planners/staff and manages their work and priorities during project assignments and manages project plans and budget allocations for planning, integration and coordination initiatives.
- Builds internal and external collaborations and partnerships to advance planning integration outcomes.
- Shares leading practices for coordination of planning or projects with other LHINs and participates in dialogue on community engagement methods and performance evaluation.
- Negotiates integration and coordination agreements with providers and stakeholders.

Thunder Bay Regional Health Sciences Centre, (September, 2010 to March, 2013)
Regional Director, Northwestern Ontario Regional Stroke Network

Responsible for providing leadership for the Regional Stroke Network, directing and leading the regional planning, implementation, coordination, monitoring and evaluation of an integrated system of stroke care that is based on best practices.

- Established and implemented a regional plan for the Regional Stroke Network across the continuum of care
- Oversaw the development and integration of best practices and system changes in consultation with stakeholders
- Worked with the Regional Steering Committee to achieve HSAA accountabilities
- Participated in province wide committee to examine the role of stroke rehabilitation care in reducing ALC days and ER pressures
- Led the development and monitoring of goals and objectives for the Stroke Team
- Collaborated with and oversaw the work of Ontario Stroke System staff regarding education, rehabilitation and community reintegration and long term care
- Collaborated with and oversaw the Secondary Stroke Prevention Clinic and consulted with and supported nursing staff in four Community Stroke Prevention Clinics throughout the region

- Facilitated development of relationships among care providers and collaborated with administrators, physicians and clinical leaders and community partners at all levels
- Led the development of a four year plan for the NWO Regional Stroke Network; coordinated a facilitated planning day with regional stakeholders to engage them in the development of goals and short and long term objectives to inform the plan
- Managed regional stroke team resources, ensured appropriate balance of skills and capabilities and allocated team resources to support the regional plan
- Chaired the Hospital Wide Policy and Procedure Team, initiated a review of development and approval processes and proposed a revised framework

North West Community Care Access Centre (NW CCAC) (May 2008 to September 2010)
Client Services Manager

Responsible and accountable for managing a portfolio of services related to Long Term Care (LTC) Homes, including Convalescent Care beds, respite beds and day programs.

- Supervised professional staff assigned to conduct assessments of eligibility, determine eligibility, manage the waitlist and offer beds in LTC Homes to clients
- Supervised administrative staff whose role was to support the application process, manage respite bed bookings and day program wait lists
- Developed new schema for determining eligibility and priority for LTC and participated in disseminating the system throughout the province for use in all other CCACs
- Responsible for key deliverables, such as reduction in mean days waiting for placement, ensuring that clients whose needs can still be met through community based care are not on waitlists for LTC
- Assumed a lead role in planning for and interpreting new legislative standards related to the Long Term Care Home Act, 2010
- Participated on a committee to develop a specialized behavioural program in LTC as part of a new proposed Centre of Excellence

Responsible for day to day management of community case management programs

- Participated in the development and implementation of the Intensive Case Management Program and the Wait at Home Program: programs aimed at reducing the number of Alternate Level of Care days in acute and tertiary care hospitals
- Participated in two Flo Collaborative projects at Thunder Bay Regional Health Sciences Centre and Wilson Memorial Hospital (Marathon)
- Supervised staff assigned to eastern branch offices in Nipigon, Geraldton and Marathon
- Supervised staff assigned to the End of Life Program
- Supervised generalist community care coordinator staff with client case loads

Assumed a lead role in developing standards for therapy services

- In conjunction with key therapy service providers, developed a new system for prioritizing therapy interventions based on client need
- Chaired the regional Therapy Committee
- Participated in the Stroke Rehabilitation and Community Engagement Advisory Committee at Thunder Bay Regional Health Sciences Centre
- Supervised staff responsible for coordinating the provision of specific therapies in LTC

Thunder Bay Regional Health Sciences Centre (August 1994 – May 2008)

Director, Mental Health Services

Responsible and accountable for 8 hospital and community mental health programs for adults comprising 80 FTE multidisciplinary staff and a budget of several million dollars; responsible for strategic planning for forensic mental health services; diverse experience in program development and administration; experience in community, district and regional mental health reform planning initiatives.

With the assistance of 3 Coordinators, was responsible and accountable for a 30 bed acute care Schedule 1 adult mental health inpatient unit, an outpatient program, a psychology department, an emergency mental health assessment service, two Assertive Community Treatment Teams, a community counselling program, a shared mental health care service and a community treatment order service.

- Provided administrative support, mentoring, coaching and guidance to the coordinators of the inpatient unit and two Assertive Community Treatment Teams, all of whom were responsible for day to day operations of their programs.
- Responsible for operations of all other programs: staffing, performance appraisals, recruitment, orientation, application of four collective agreements, attendance management, identification of educational needs and coordination of educational activities for multidisciplinary staff.
- Developed, presented and monitored budgets for staffing, capital and operating expenses, including Operating Plans for separate vote community mental health programs.
- Developed formal liaison protocols with other mental health service provider agencies in the city and district.
- Assumed a leadership role in representing Thunder Bay Regional Health Sciences Centre on various community and regional committees to plan for mental health reform initiatives and provincial mental health restructuring opportunities.
- Provided leadership in the development of quality improvement processes, accreditation teams, annual goals and objectives and consumer input processes.

- Chaired an interagency task force to plan and implement a citywide crisis response service. Chaired the Advisory Committee following service introduction and supported the expansion of the service to the district.
- Co-chaired regional transition teams related to acute and forensic mental health services in order to depopulate a provincial psychiatric facility and shift services to a general hospital Schedule 1 facility. Chaired the Acute and Forensic sub-committee of the Northwestern Mental Health Implementation Task Force.
- Chaired two committees that developed Functional Programs for Acute Mental Health Services and Forensic Mental Health Services and collaborated with architects and others to design, equip and furnish a new regional health sciences centre with respect to these areas.
- Spear-headed the implementation of two Assertive Community Treatment Teams from proposal development to start-up in an off-site location.
- Developed and implemented a shared mental health care service at a family practice clinic with mental health counsellors, psychiatrists, family physicians and a research assistant.
- Developed and implemented a mental health assessment and consultation service in the Emergency Department 24 hours per day, 7 days per week using specialized psychiatric/mental health nurses; developed protocols with the Emergency Department and community services, such as the district Crisis Response Service. Extended the role of the service to the child and adolescent population.
- Developed a service to assist physicians and mental health agencies in the region to implement and monitor Community Treatment Orders.
- Participated on a steering committee related to Tier II Divestment as prescribed by the provincial Health Services Restructuring Commission in order to transfer regional Forensic Mental Health Services and 6 adult acute care beds from St. Joseph's Care Group to Thunder Bay Regional Health Sciences Centre.
- Participated in the development and implementation of audiovisual teleconferencing and provided administrative support for the research study "Comparing Patient Outcomes and Cost of Psychiatric Care Provided Through Videoconferencing with Psychiatric Care Provided in Person".
- Participated actively in a district mental health and addiction directors' network in order to support and facilitate leadership and coordination of an integrated and sustainable addiction and mental health system.
- Organized and chaired an interagency committee to sponsor and host an annual regional conference on Concurrent Disorders.
- Collaborated with three other agencies to streamline and centralize intake systems for 9 case management programs and 3 counseling and psychiatry programs.

Lakehead Psychiatric Hospital (August 1987–August 1994)

Clinical Nurse Specialist

- Functioned as a change agent and expert psychiatric nursing consultant to all clinical programs, disciplines and external mental health services in the provision of mental health services at this tertiary care provincial psychiatric hospital.
- Ensured the provision of quality psychiatric nursing care by planning, organizing, coordinating and managing nursing practice, research, education and quality assurance.
- Participated in the development and implementation of specialty programs such as rehabilitation and community case management.
- In conjunction with the psychiatrist/Unit Director, envisioned, planned, organized and established a new Treatment Evaluation Unit and developed and coordinated a two week training program for all staff prior to implementation.

Professional Appointments/Development

- Member of the North West Local Health Integration Network Mental Health and Addictions Advisory Committee (April 2008 to May 2010)
- Secretary and Trustee, Board of Directors, Canadian Mental Health Association, Thunder Bay Branch (May 1998–November 2002).
- Professional Associate, School of Nursing, Faculty of Professional Studies, Lakehead University, Thunder Bay, Ontario (July 1994–1997).
- Lecturer and clinical instructor, Confederation College of Applied Arts and Technology, Psychiatric Nursing for Registered Practical Nurses, (June 1991–September 1992).
- Consultant to the Nodin Mental Health Program, First Nations Health Authority (formerly under the auspices of the University of Toronto), Sioux Lookout, Ontario (October 1989–June 1997).
- Lead investigator of research study, “Aboriginal Patients’ Views of Health and Nursing” (1994–1995)
- Lead investigator of research study, “Documentation in Psychiatric Nursing” (1991).
- Received the annual Thunder Bay Regional Health Sciences Centre “Walk the Talk” Leadership Award in 2002

Education

- University of Toronto, Toronto, Ontario (1988)
Master of Science in Nursing, Psychiatric/Mental Health specialty
- Lakehead University, Thunder Bay, Ontario (1983)
Honours Bachelor of Science in Nursing
Dean Braun Gold Medal recipient

- Beaver Brae Secondary School, Kenora, Ontario (1979)
Ontario Secondary School Honours Graduation Diploma

Professional Affiliations

- Canadian Nurses' Association certification in Psychiatric/Mental Health Nursing, 1997–2012.
- College of Nurses of Ontario (Registered Nurse).
- American Heart Association

References

Available upon request