

MEMO

To: TBRHSC Senior Leadership, Directors, Managers and Coordinators
SJCG Senior Leadership, Directors, Managers and Coordinators

From: Tram Dao, Interim Director, Quality and Risk Management

Date: December 22, 2025

RE: Manager, Quality and Risk Management and Transition Plan for Bioethicist Role

I am pleased to announce that **Michelle Allain** has accepted the position of **Interim Manager, Quality and Risk Management**, effective January 12, 2026.

Michelle brings more than thirteen years of experience as a Bioethicist at Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group. Throughout this time, she has supported leaders, staff and physicians in navigating complex clinical, legal and operational issues. This work has directly contributed to quality improvement, risk mitigation and patient safety initiatives aligned with the Hospital's mission, vision and values.

Michelle's experience involves leading and co-leading various committees, including serving as Chair and Vice-Chair of the Research Ethics Board, developing corporate ethics decision-making tools, contributing to Just Culture implementation, supporting policy development with operational and reputational risk considerations, and mentoring colleagues in academic and healthcare settings. As the organization prepares for the next Accreditation on-site survey in May 2026, Michelle's experience supporting eight Accreditation Canada cycles will be invaluable.

Michelle's systems-thinking approach and collaborative leadership style will continue to be a strong asset to the Quality and Risk Management portfolio. Please join me in congratulating and welcoming Michelle to her new role.

Michelle can be reached at Michelle.Allain@tbh.net or extension 6251. Michelle's office will be located in room 3007.

Bioethicist Coverage

I am pleased to inform that **Katherine Stewart** will be providing **Bioethicist** coverage effective January 12, 2026, while Michelle is covering the Manager, Quality and Risk Management role. Katherine is not new to this role and has provided this coverage before. We are pleased she has accepted this interim position. Please also join me in congratulating and welcoming back Katherine to this role.

Katherine can be reached at Katherine.Stewart@tbh.net or through switchboard.