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# Hussam M. Azzam, MD, MMedEd, FAcadMEd, FRCSC, FRCOG, FACOG, CCPE

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## EXECUTIVE PROFILE

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- Over ten years of senior executive and leadership experience as Vice President for Medical Services, Chief Medical Officer, Regional Chief of Staff and Medical Director with a track record of achievements.
- Over twenty years of successful clinical practice as an Obstetrician and Gynaecologist with diverse background, training and experience.
- Hold an academic position as an Assistant Professor of Obstetrics & Gynaecology with the Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba (U of M) and Faculty of Medicine, Dalhousie University with a focus on assessment and curriculum development.
- Served as a chair, co-chair and member of many governance boards, working groups, advisory councils, and committees at regional, provincial, national, and international levels.
- Expertise in implementing clinical governance, conducting accreditation, leading research projects, executing clinical audits, and developing programs guidelines and policies.
- Spearheading many Innovative programs to improve health care delivery and highly effective in securing funding.
- Published author of several journal articles. Developed and delivered a multitude of presentations at national and international conferences and events.
- Lead by example to foster a culture that values collaboration, innovation, staff engagement and empowerment.
- Gained successful clinical and leadership experience in different countries with varied health care systems, including Canada, United Kingdom (UK), Jordan, Lebanon and Qatar, providing practical knowledge of strengths and opportunities of each system.
- Experience in leading and working with teams from culturally and linguistically diverse backgrounds.
- Information Technology (IT) adapt and early adopter of new technologies including paperless work environment.

## KEY AREAS OF EXPERTISE

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- **Transformational, collaborative, and empowering senior executive and provincial medical leader with longstanding achievements:** Served four years as the Vice President, Medical Services and Regional Chief of Staff for the Burntwood Regional Health Authority followed by four years as the Vice President, Medical Services and Chief Medical Officer for the Northern Regional Health Authority (NRHA). Appointed as the Vice-Chair of the Provincial Medical Leadership Council (PMLC) to improve medical services and standards across Manitoba. Worked with Chair and Council to create dedicated provincial, interprofessional, and collaborative working groups (WG). The WGs provided recommendations to improve and better link disjointed health services. Acted as executive sponsor for Maternal Health, Child Health, General Surgery as well as Physicians Credentialing and Privileging WGs. Consolidated the three different medical staff credentialing and privileging processes with variable standards into one provincial-wide system. PMLC also had major input into developing new provincial medical staff bylaws adopted by all Regional Health Authorities (RHAs). Influenced PMLC and the government to consider Nurse Practitioners as medical staff under the new bylaws. Pioneered the provincial RHA's joint recruitment process for the International Medical Graduate Programs. Formed joint programs through collaborative partnerships with other organizations in the province for improving services delivery in the NRHA.
- **Highly qualified General Obstetrician and Gynaecologist with wide-ranging experience:** Completed medical degree at the University of Jordan followed by postgraduate training and practice in Jordan, Lebanon, Qatar, and the UK, before moving to Manitoba, Canada in 2008. Medical credentials include certification and fellowship of the Royal College of Physicians and Surgeons of Canada (**FRCSC**), certification and Fellowship of the Royal College of Obstetricians and Gynaecologists (**FRCOG**) in the UK, Certificate of Completion of Training (**CCT**) granted the by the Postgraduate Medical Education and Training Board in the UK and a Fellowship of the American College of Obstetricians and Gynecologists (**FACOG**). During training in the UK, achieved the Royal College of Radiologist / Royal College of Obstetricians and Gynaecologist (RCOG) Joint Advanced Obstetric Ultrasound Diploma, the RCOG Special Skill Module in Foetal Medicine, the Bournemouth University's Leadership in the Birth Environment Module, and the Diploma of the Faculty of Sexual and Reproductive Healthcare (**DFSRH**).
- **Established educator and medical education champion:** Transformed Thompson General Hospital (TGH) to be a centre of excellence in medical education and training which is sought after by learners. Established multiple partnerships with various departments in the U of M. Successful in securing funding for education and teaching programs to financially support learners as well as provide free electronic access for all learners and staff to the latest evidence-based programs such as Up-To-Date. Actively involved in the selection of medical students and assessment of medical students and residents as an undergraduate and postgraduate examiner for the U of M

(Canada) and Southampton University (UK). As a certified Educational Supervisor by the Wessex Institute (UK) and the College of Physicians and Surgeons of Manitoba (CPSM), practiced this role with different levels of learners and colleagues through orientation, regular appraisals, as well as formative and summative assessments. Participated in several task groups working on modernization and renewal of curriculums for the Colleges of Medicine and Midwifery, U of M. Developed the curriculum for third year Obstetrics and Gynaecology Clerkships in TGH, Max Rady College of Medicine, Rady Faculty of Health Sciences, U of M and the Obstetrics and Gynaecology junior doctors (medical residents) educational program in Winchester and Eastleigh NHS Trust, University of Southampton (UoS), UK. As Advanced Life Support in Obstetrics (ALSO) Faculty Advisor and Advances in Labour and Risk Management (ALARM) Course Director, uphold the philosophy, maintain high standards of teaching on courses and act as a role model.

- **Regional and national scholar:** Chaired the Society of Obstetricians and Gynaecologists of Canada (SOGC) Clinical Practice Obstetrics Committee since 2013. Led the development of multiple national obstetrics clinical guidelines. Currently working with researchers, clinicians, and scientists in developing new national guidelines. Contributed as an author and reviewer of many regional and national clinical and non-clinical guidelines, protocols and policies. Functioned as the executive research lead in the NRHA for eight years, promoting research projects as well as supporting experts to process, review, and recommend approval of all research applications.
- **Accreditation and medical standards expert:** Certified as an Accreditation Canada Surveyor in 2012. Participated in multiple national surveys; evaluating health organizations of all sizes and providing expertise in best practices in the delivery of health care. Instrumental in the NRHA achieving Accreditation Canada and CPSM standards. Implemented education sessions for board members and staff focusing on patient safety, quality improvement, mock surveys, and tracers.
- **Mentor and coach:** Appointed many senior staff and medical leaders such as chiefs of staff, medical directors, directors, heads of services and managers. Meet with direct reporting staff and leaders regularly to provide positive and constructive feedback and help them to self-identify areas of improvement. Provide support in skill development and decision-making processes by utilizing mentoring and coaching techniques as appropriate. Cultivate excellent relationships with staff at all levels and support front line staff, and learners in a similar manner. Nominated twice for the Mentor of the Year Award in the Royal College of Physicians and Surgeons of Canada Region 2.
- **Skilled in corporate governance and financial management:** Elected to the SOGC Board of Directors in 2012. Appointed as the chair of the SOGC Obstetrics Clinical Practice Committee and a member of the SOGC Finance Committee. In recognition for role during tough fiscal realities, asked to represent the SOGC on the Salus Global Finance Committee. Elected in 2016 for a three-year term to the Council of the CPSM. Presently the co-chair for the CPSM Complaint Committee and a member of the CPSM Executive Committee. Served in the Diagnostic Service Manitoba (DSM) Board of Directors and a member of the DSM Governance Committee for five years.

## QUALIFICATIONS AND PROFESSIONAL DESIGNATIONS

### MEDICAL:

- **Fellowship (FRCOG)**, Royal College of Obstetricians and Gynaecologists, UK, 2018
- **Certification in Obstetrics and Gynaecology and Fellowship (FRCSC)**, Royal College of Physicians and Surgeons of Canada, 2011
- **Fellowship (FACOG)**, American Congress of Obstetricians and Gynecologists, USA, 2010
- **Certificate of Completion of Training (CCT)**, Postgraduate Medical Education and Training Board, UK, 2008
- **Advanced Obstetric Ultrasound Diploma**, Royal College of Radiologists (RCR)/Royal College of Obstetricians and Gynaecologists (RCOG), UK, 2008
- **Special Skill Module in Fetal Medicine**, RCOG, UK, 2007
- **Certification in Obstetrics and Gynaecology and Membership (MRCOG)**, Royal College of Obstetricians and Gynaecologists, UK, 2006
- **Diploma of the Faculty of Sexual and Reproductive Healthcare (DFSRH)**, UK, 2005
- **Certificate of Completion of Residency Training in Obstetrics and Gynaecology (CCRT)**, Hamad Medical Corporation, Qatar, 2001
- **Bachelor of Medicine and Bachelor of Surgery (MBBS)**, Faculty of Medicine, Jordan University, Jordan, 1996

**MEDICAL EDUCATION:**

- **Certified Education Supervisor**, College of Physicians and Surgeons of Manitoba (CPSM), 2016
- **Certified Instructor & Course Director**, Advances in Labour and Risk Management (ALARM), Canada, 2016
- **Fellowship (FACadMED)**, Academy of Medical Educators, UK, 2015
- **Master of Medical Education (MMedEd)**, Winchester University, UK, 2014
- **Clerkship Director Certificate**, Clerkship Director School, Association of Professors of Gynaecology & Obstetrics (APGO), USA, 2012
- **Postgraduate Diploma in Advanced Educational Studies (PGDAES)**, Winchester University, UK, 2010
- **Postgraduate Certificate in Advanced Educational Studies (PGCAES)**, Winchester University, UK, 2009
- **Fellowship in Medical Education**, Wessex Institute, UK, 2008. Fulfilled role as a lead educator for undergraduate and postgraduate learners in Winchester Hospital.
- **Certified Instructor & Faculty Advisor**, Advanced Life Support in Obstetrics (ALSO), UK and Canada, 2007
- **Certified Education Supervisor**, Wessex Institute, UK, 2007

**LEADERSHIP AND MANAGEMENT:**

- **Canadian Certified Physician Executive (CCPE)**, Canadian Society of Physician Leaders, Canada, 2011.  
The CCPE credential is the only national standards-based assessment for physicians in leadership roles in Canada. Candidates are assessed for approved leadership competencies involving quantitative and qualitative components. Distinguished as the first physician in Manitoba to achieve a CCPE.
- **Leadership in the Birth Environment Module**, Bournemouth University, UK, 2007.  
This module was designed for interprofessionals to provide successful leadership strategies in overseeing maternity wards and birthing centres with a focus on developing effective and safe practices and learning environments as well as developing personal and professional effectiveness.
- **Fellowship in Professional Development**, Wessex Institute, UK, 2006.  
Main goal was to create a culture where junior doctors (medical residents) were involved in designing and executing various small projects to improve health care services and/or address trainees own professional development needs. Facilitated preparation workshops, supervised projects' leads, liaised with all stakeholders and monitored projects' operations and progress.

## EMPLOYMENT AND PROFESSIONAL EXPERIENCE

**01/2018 – Present • ASSISTANT PROFESSOR, OBSTETRICS AND GYNAECOLOGY •** Queen Elizabeth Hospital (QEH), Faculty of Medicine, Dalhousie University • Nova Scotia (NS)

- Teaching, training, clinical supervision, and formal assessment of all medical learners

**07/2017 – Present • MEDICAL DIRECTOR •** QEH, Health PEI • Charlottetown, Prince Edwards Island (PE)

- Report directly to the Chief of Emergency Health Services, Long Term Care and Hospital Services East.
- Provide medical leadership and expertise to QEH by liaising, collaborating and prioritizing with the physician community to ensure effective delivery of medical services.
- Uphold best possible standards of medical care across QEH services and programs.

**07/2017 – Present • SPECIALIST / CONSULTANT, GENERAL OBSTETRICS AND GYNAECOLOGY •** Health PEI • Charlottetown, Prince Edwards Island (PE)

**08/2008 – Present • SPECIALIST / CONSULTANT, OBSTETRICS AND GYNAECOLOGY •** NRHA • Thompson, MB

- Practice full spectrum of combined general Obstetrics and Gynaecology scope of practice including out-patient, inpatient, labour ward management, minor and major obstetrics and Gynaecological surgical procedures.
- Utilizing training and experience in fetal medicine and advanced ultrasound to inform practice and decision making to provide best care to patients.
- Participate in a busy on-call rota.

**02/2009 – Present • ASSISTANT PROFESSOR, OBSTETRICS AND GYNAECOLOGY •** NCC and TGH, Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba • MB

- Designed program curriculum and modified assessment tools based on research from the Master's in Medical Education program.
- Involved in daily teaching, training, clinical supervision, and formal assessment of medical students and residents.

**11/2011 – Present • SURVEYOR •** Accreditation Canada • Ottawa, ON

- Assess health care organization's performance against national standards via on-site surveys to provide accreditation. Provide feedback to hospital executives on opportunities for improvement to meet standards.
- Continually learn best practices from national health care institutions.

**11/2016 – 01/2017 • CHIEF MEDICAL OFFICER (CMO) AND EXECUTIVE DIRECTOR, CLINICAL PROGRAMS •** St. Boniface Hospital (SBH) • Winnipeg Regional Health Authority (WRHA) • Winnipeg, MB

- SBH is a tertiary health care facility with 550 beds that maintains a campus of more than 180 departments and services grouped under eight clinical programs: cardiac sciences, emergency, family medicine, medicine, mental health, rehabilitation and geriatric services, surgery, and women and child health.
- SBH employs around 4500 staff in a variety of support capacities. In addition, over 500 doctors have admitting privileges.
- Dual reporting to SBH's Chief Executive Officer (CEO) and the WRHA's CMO.
- Responsible for upholding medical standards of care.
- Together with the Chief Nursing Officer and the Chief Financial Officer constitute the Clinical Programs Leadership Team (CPLT) leading the program management model with a focus on integration, coordination, and support of patient care activities emphasizing interdisciplinary processes by which patient focused care is maximized supporting the health needs of the population; focuses on defined patient care outcomes, ensuring that patient care activities are organized in such a fashion as to ensure operational and cost efficiencies.

**05/2012 – 09/2016 • MEDICAL DIRECTOR •** Northern Consultation Centre (NCC), NRHA • Thompson, MB

- Responsible for ensuring that this large multispecialty clinic upholds the ethical, legal and professional standards as defined in the NRHA and the CPSM bylaws, standards and guidelines.

**08/2008 – 06/2016 • VICE PRESIDENT, MEDICAL SERVICES, CHIEF MEDICAL OFFICER (CMO) AND LEAD FOR CLINICAL GOVERNANCE AND RESEARCH •** NRHA • Thompson, MB

- Commenced in overseeing the Burntwood Regional Health Authority that was amalgamated in 2012 with the Norman Regional Health Authorities to become the current NRHA.
- Planned and led medical services in primary care, speciality services and acute care as well as upheld medical standards in the largest region in Manitoba (covering 61% of the province) serving a population of approximately 100,000, including eight cities/towns and 42 First Nations/Northern Affairs communities with seven hospitals, eight RHA clinics (family physicians and specialists) as well as many health centres and nursing stations.
- Reviewed medical services and associated practices in the region to ensure achievement of accreditation standards, medical bylaws, and regulations. Worked with stakeholders to achieve continuous delivery of safe, effective, high quality, family and patient-centred healthcare to all residents in the region.
- Lead medical education and training as well as clinical governance and research.
- Administered a \$42 million annual operating budget. Worked with the Chief Financial Officer and Manitoba Health on forecasting and fiscal management of medical remuneration.
- Liaised with DSM, an independent organization providing laboratory and diagnostic imaging services for the region.

### **Selected Accomplishments**

- Initiated, lead and implemented the Clinical Governance concept/approach in the NRHA: Introduced a Clinical Governance (CG) Framework. Submitted a successful proposal to establish a global organizational system to maintain and improve quality of clinical care in the region. This framework complements the Required Organizational Practices (ROPs) and the Standards articulated by Accreditation Canada as well as Safer Healthcare Now initiatives. CG provides the structure to monitor/measure compliance with adopted gold standards and is mainly implemented through evidence-based guidelines, clinical audits, performance, and risk management. Established and lead a multidisciplinary CG Committee to identify standards, review current practices, recommend standard revisions, and monitor improved practices to comply with the clinical audit cycle. We also created a framework for clinical accountability, including medical staff performance appraisals. Influenced the new leadership

to adopt CG as the overarching umbrella strategy for quality in clinical care throughout the region. Instituted a four-pillar theme incorporating patient experience, patient safety, clinical effectiveness, and staff focus.

- Worked closely with colleagues and CEO to restructure the regions for the amalgamation.
- First senior executive in the new amalgamated organization to create a portfolio structure (within a few weeks). Successfully amalgamated two medical service portfolios with different ethos and cultures. This was especially challenging considering medical service gaps and vacancies. Developed centres of excellence across the region, rather than the past scattered and unsustainable services, and embraced a more integrated and coordinated provincial service approach.
- Recruiting and retaining northern physicians and health professionals was continuously challenging. Transitioned a region with regular vacancies and service interruptions to achieve a full complement of staff through marketing, networking, and support initiatives. This endeavour was so successful that we had available an additional pool of physicians to help other RHAs in the province.
- Created and secured funding for new medical staff categories in the region such as hospitalists, physician assistants and nurse practitioners which did not exist in the region. Recruited the first Internal Medicine Specialist Hospitalist in the province of Manitoba and the first nurse practitioner lead for medical speciality in Manitoba if not in Canada.
- Implemented the first Regional Electronic Medical Records (EMR) system in Manitoba to provide patient records for both individual clinics and hospital staff. Successfully attained government new funding for programming and staffing for the EMR.
- Pioneered the first Regional Chronic Pain Management Service in 2013 based in Thompson, MB. This was the only one outside of Winnipeg at the time. The program was an immediate success resulting in reduced patient wait time, improved outcomes and more convenient services to northern patients and families while reducing significant travel costs. Secured funding for operating costs and equipment (ultrasound machine, a mobile C-Arm Fluoroscopic x-ray machine, and a pulse radio frequency machine). The project spanned close to three years involving research, strategic planning, briefing notes, and negotiations. Expanded the program to meet increased demand.
- Created the Regional Northern Orthopaedic Surgery Program in partnership with the WRHA. In the past, there were inconsistent visits in the region from orthopaedic surgeons, and the vast majority of patients had to travel to Winnipeg hospitals for services. Submitted a proposal to fund a medical director position for the newly developed Northern Orthopaedic Surgery Program. Over the last few months of my tenure in 2016, finalized the plan and laid the infrastructure for full-time coverage, including after hours orthopaedic services in Thompson and regular consultation visits in smaller centres. Recruited 2.5 FTE Orthopaedic Surgeons. This program will provide services in close proximity to northern patients and will alleviate the pressure on overtaxed WRHA hospitals.
- Established medical education and training rotations/placements across the NRHA with strong affiliation with U of M. Introduced ALSO and ALARM courses to the region and successfully trained new instructors to spread the courses to all centres in the region.
- Introduced a Clinical Governance (CG) Framework. Submitted a successful proposal to establish a global organizational system to maintain and improve quality of clinical care in the region. This framework complements the Required Organizational Practices (ROPs) and the Standards articulated by Accreditation Canada as well as Safer Healthcare Now initiatives. CG provides the structure to monitor/measure compliance with adopted gold standards and is mainly implemented through evidence-based guidelines, clinical audits, performance, and risk management. Established and lead a multidisciplinary CG Committee to identify standards, review current practices, recommend standard revisions, and monitor improved practices to comply with the clinical audit cycle. We also created a framework for clinical accountability, including medical staff performance appraisals. Influenced the new leadership to adopt CG as the overarching umbrella strategy for quality in clinical care throughout the region. Instituted a four-pillar theme incorporating patient experience, patient safety, clinical effectiveness, and staff focus.

**06/2012 – 02/2013 • HONORARY CONSULTANT, OBSTETRICS AND GYNAECOLOGY •** Great Western Hospitals NHS Foundation Trust • Swindon, UK

**04/2007 – 03/2008 • MEDICAL EDUCATION FELLOW •** Faculty of Professional Development • Wessex Institute • Southampton, UK

**03/2006 – 09/2006 • PROFESSIONAL EDUCATION FELLOW •** Faculty of Professional Development • Wessex Institute • Southampton, UK

**02/2002 – 08/2008 • SENIOR SPECIALIST REGISTRAR, SPECIALIST REGISTRAR and SENIOR HOUSE OFFICER, OBSTETRICS AND GYNAECOLOGY • Royal Hampshire, Poole, South Tyneside, and Royal Bolton Hospitals • UK**

**10/1997 – 02/2002 • SENIOR RESIDENT AND RESIDENT DOCTOR, OBSTETRICS AND GYNAECOLOGY • Women's Hospital, Hamad Medical Corporation • Doha, Qatar**

**07/1997 – 10/1997 • SENIOR HOUSE OFFICER / Medical Intern, GENERAL SURGERY • Makassed General Hospital-American University • Beirut, Lebanon**

**06/1996 – 06/1997 • ROTATING INTERN, GENERAL SURGERY, OBSTETRICS & GYNAECOLOGY, PAEDIATRICS, AND INTERNAL MEDICINE • University of Jordan & Ministry of Health • Amman, Jordan**

## VOLUNTEER LEADERSHIP APPOINTMENTS

**01/2016 – 01/2017 • COUNCILLOR, COLLEGE COUNCIL • CPSM • Winnipeg, MB**

- Elected by the northern district to represent physicians on the CPSM Council.

**07/2012 – Present • DIRECTOR, BOARD OF DIRECTORS • SOGC • Ottawa, ON**

- Supported the development of a new governance model and developed the organization's strategic plan.
- Elected to represent 3500 members in this leading association focusing on women's health on a global level.

**04/2011 – 06/2016 • DIRECTOR, BOARD OF DIRECTORS • DSM • Winnipeg, MB**

- Nominated by the Board of Chairs/Directors of the Regional Health Authorities of Manitoba and appointed by the Minister of Health. Provide strategic leadership and collaborate with the health care community in providing clinical, scientific, operational, and personnel expertise.

## AWARDS, PRIZES, AND SCHOLARSHIPS

- **SOGC Regional Achievement Award**, Central Region, 2017
- **RCPSC Regional Mentor of the Year Award Nominee** (Manitoba and Saskatchewan), 2011 and 2012
- **Manitoba's Health Innovation Award** (Knowledge Transference and Training Category), 2011
- **Royal Bolton Hospital Best Clinical Audit Prize**, 2002
- **Qatari Government Scholarship** (for the study of Medicine), 1986

## CLINICAL AUDITS AND RESEARCH EXPERIENCE

### RESEARCH:

- **Utilization of HIV Point of Care Testing in Rural ERs • TGH • 2014 – 2015**
- **Pass or fail, is this really the question? An enquiry into assessment tools used in the University of Manitoba, Faculty of Medicine, Obstetrics and Gynaecology clerkship in Thompson General Hospital, Northern Health Region, Manitoba, Canada • TGH, U of M and Winchester University • 2012 – 2014**
- **Ectopic Pregnancy in Northern Manitoba • TGH • 2012 – 2013**
- **Breast Feeding Initiation and Maintenance in NRHA • TGH • 2010**
- **Effects of Dose-delivery Time Interval on Cord Blood Levels of Diamorphine and its Effect on APGAR Scores and Neonatal Respiration • Royal Bolton Hospital • 2002**
- **Medical Management of Missed Miscarriages: Mifepristone & Misoprostol Vs. Only Misoprostol • Royal Bolton Hospital • 2002**
- **Outcome of Grand and Great Grand Multiparity • Women's Hospital (Qatar) • 2000**
- **Effects of Diabetes on Pregnancy Outcomes • Women's Hospital (Qatar) • 2000**
- **Peripartum Hysterectomy in the State of Qatar • Women's Hospital (Qatar) • 1999**

### CLINICAL AUDITS:

- **Managing Diabetic Pregnant Women Near Term • TGH • 2010**
- **Preoperative Referral to Quitters Service • Winchester and Eastleigh NHS Trust • 2008**

- **Outcome of Twin Management** • Winchester and Eastleigh NHS Trust • 2007
- **Repeated Surgical Evacuation of Retained Products of Conception** • Dorset County Hospital • 2006
- **Management of Third and Fourth Degree Perineal Tear** • Poole Hospitals NHS Trust • 2004
- **Classification and Categorization of Caesarean Section** • Poole Hospitals NHS Trust • 2004
- **Management of Post Menopausal Bleeding/Rapid Access Clinic** • South Tyneside District Hospital • 2003
- **Medical Management of Missed Miscarriages, Mifepristone & Misoprostol Vs. Only Misoprostol** • Royal Bolton Hospital • 2002
- **Management of Singleton Breech Presentation at Term** • Royal Bolton Hospital • 2002

## PUBLICATIONS

- Campbell, K., Azzam, H., Rowe, H., Lane, C. (2016). **Nausea and Vomiting in Pregnancy—full publication**, *Journal of Obstetrics and Gynaecology Canada (JOGC)*, Volume 38, No.12, pp1127-1137.
- Lee, L., Dy, J., Azzam, H. (2016). **Management of Spontaneous Labour at Term in Healthy Women—full publication**, *Journal of Obstetrics and Gynaecology Canada (JOGC)*, Volume 38, No. 9, pp843-865.
- Mustafa, A., Azzam, H. M., Azzam, L. (2016). **A Case Report of a Primary Intussusception in Pregnancy—full publication**, *American Journal of Medical Case Reports*, 2016, Vol. 4, No. 11, 357-360.
- Mustafa, A., Azzam, L., Azzam, H. M. (2016). **Case Report of a Struma Ovarii—full publication**, *American Journal of Medical Case Reports*, Volume 4, No. 8, pp272-274.
- Azzam H., Dayyana, S., Tomplinson, J. (2012). **The Dilemma of Bilateral Tubal Pregnancy: Case Report and Literature Review—full publication**, *Journal of Clinical Case Reports*, Volume 2, Issue 14.
- Azzam H.M., Daayana S., and Bankroft K. (2012). **Spontaneous Rupture of the Uterine Artery—full publication**, *Science Journal of Medicine and Clinical Trials*, Volume 2012.
- Azzam, H., Khenyab, N., Saleh, N., and Azzam, L. (2005). **Emergency Peripartum Hysterectomy—full publication/research**, *Pan Arab Medical Journal*, Volume 2, No. 4, August.
- Azzam, H., Khenyab, N., Saleh, N., and Azzam L. (2006). **Non-puerperal Uterine Inversion: Case Report—full publication**, *Pan Arab Medical Journal*, Volume 2, No. 7, December.
- Ahmed, B., Khenyab, N., Saleh, N., Azzam, H., and Almohanadi, H. (2005). **Pregnancy Outcome in Grand and Great Grand Multiparity—full publication/research**, *The Qatar Medical Journal*, Volume 14, No.1, June.
- Azzam H. et. al. (2002). **Medical Management for Missed Miscarriage—abstract**, *The Transactions of the North of England Obstetrical & Gynaecological Society*, New Series, Volume 12.

## SPEAKING ENGAGEMENTS AND PRESENTATIONS

### NATIONAL/INTERNATIONAL:

- **Nausea and Vomiting in Pregnancy—oral presentation** • SOGC West/Central CME • Banff, AB • 2017
- **Evidence for the Second Stage of Labour—oral presentation** • SOGC West/Central CME • Banff, AB • 2016
- **Pass or Fail, Is this Really the Question? A Canadian Prairie Experience—oral presentation** • Medical Education Research Forum • University of Winchester • Winchester, UK • 2015
- **Ectopic Pregnancy in Northern Manitoba, Are we Different?—oral presentation** • Annual Medical Conference • SOGC • Ottawa, ON • 2012
- **Factors Affecting the Duration of Babies Being Breastfed—oral presentation** • Maternal and Child Healthcare Services in Manitoba Annual Round Table: Evidence to Action • Winnipeg, MB • 2011
- **Factors Affecting the Duration of Babies Being Breastfed—poster presentation** • Health Innovations Conference • Winnipeg, MB • 2011
- **Skin to Skin in Caesarean Section, Myth and Reality, My Journey and Convictions—oral presentation** • Baby Friendly Manitoba, Leading Best Practice & Sharing Success Conference • Winnipeg, MB • 2011
- **Factors Predicting the Duration of Breast Feeding in the NRHA—oral presentation** • Manitoba Baby Friendly Education • Winnipeg, MB • 2011
- **Second Ectopic Pregnancy, Out of the Box Case Management—poster presentation** • RCOG's 8<sup>th</sup> International Scientific Meeting in Obstetrics and Gynaecology • Abu Dhabi, UAE • 2009
- **Advanced Access in Primary Healthcare—oral presentation** • Health Innovations Conference • Winnipeg, MB • 2009
- **Lessons Learned, our Experience—keynote speaker** • The Second International (H1N1) Swine Flu Conference • Toronto, MB • 2009

- **Management of Twin Pregnancy**—poster presentation • RCOG's 7th International Scientific Meeting • Montreal, QC • 2008
- **Primary Sclerosing Cholangitis - Not your Every Day Antenatal Case**—poster presentation • RCOG's 7th International Scientific Meeting. Montreal, QC • 2008
- **Third and Fourth Degree Perineal Tears**—poster presentation • 31st British International Congress of O & G • London, UK • 2007
- **Non-Elective Caesarean Section, NICE or Not NICE, This Is the Question?**—poster presentation • 31st British International Congress of O & G, London, UK • 2007
- **Becoming a Doctor for the Final Year Medical Student**—oral presentation • Southampton University • Southampton, UK • 2006
- **My Experience as a Gynaecologist and a Police Officer in the UK**—oral presentation • Rotary Club Al-Mansouria • Cairo, Egypt • 2006
- **Obstetrics and Gynaecological Emergencies**—oral presentation • Accident and Emergency Study Day • Dorchester, UK • 2006
- **Non-elective Caesarean Section, NICE or not NICE**—oral presentation • Joint Obstetrics and Anaesthesia Clinical Governance Meeting • Poole, UK • 2005
- **Management of Post Menopausal Bleeding via Rapid Access Clinic in South Tyneside District Hospital**—poster presentation • BGCS • Newcastle, UK • 2003
- **Medical Management of Missed Miscarriage**—oral presentation • North of England Meeting for Obstetricians & Gynaecologists • Blackburn, UK • 2002 and Medical Education and GPs Meeting • Bolton, UK • 2002
- **Bilateral Tubal Pregnancy**—poster presentation • Zeneca Case Presentation Evening • Manchester, UK • 2002
- **Spontaneous Rupture of the Uterine Artery in the Third Trimester**—poster presentation • Zeneca Case Presentation Evening • Manchester, UK • 2002
- **B-Lynch Suture in Postpartum Bleeding**—oral presentation • 11<sup>th</sup> Qatar Medical Symposium • Doha, Qatar • 2001
- **Non-puerperal Uterine Inversion**—oral presentation • 8<sup>th</sup> Qatar Medical Symposium • Doha, Qatar • 2000
- **Intra Uterine Fetal Death due to Severe Pre-eclampsia**—oral presentation • 7<sup>th</sup> Qatar Medical Symposium • Doha, Qatar • 2000

#### LOCAL/REGIONAL ORAL PRESENTATIONS:

- **Management of Second and Third Stages of Labour and Beyond:** • Grand Round • QEH • 2017
- **Medical Services, Past, Present and Future:** • Senior Management Team Meeting • TGH • 2016
- **Clinical Governance: Time to Start** • Executive Leadership Council Meeting • Flin Flon General Hospital • 2013 and TGH • 2011
- **Outcome of Twin Management, Caesarean or Not?** • Clinical Governance Meeting • Royal Hampshire County Hospital • 2008
- **Primary Sclerosing Cholangitis, Not your Ordinary Case!** • Clinical Governance Meeting • Royal Hampshire County Hospital • 2007
- **Now She is Stable, Now She is Not! Obstetricians Worst Nightmare** • Clinical Governance Meeting • Royal Hampshire County Hospital • 2007
- **To Quit or Not to Quit? Preoperative Smoking Cessation Project** • Clinical Governance Meeting • Royal Hampshire County Hospital • 2007
- **Management of Third and Fourth Degree Tears** • Clinical Governance Meeting • Poole General Hospital • 2005
- **Management of Post Menopausal Bleeding** • Clinical Governance Meeting • South Tyneside Hospital • 2004
- **External Cephalic Version** • Clinical Governance Meeting • Royal Bolton Hospital • 2003
- **Is CTG Helpful?** • Departmental Meeting • South Tyneside Hospital • 2003
- **Cardiogenic Shock/LVF in post Op. Patient** • Grand Round • South Tyneside Hospital • 2003
- **Gestational Trophoblastic Disease** • Local Teaching • South Tyneside Hospital • 2003
- **Endometriosis** • Local Teaching • South Tyneside Hospital • 2003
- **Antenatal Screening** • Local Teaching • Royal Bolton Hospital • 2002
- **Antenatal Umbilical Cord Accident** • Grand Round • Royal Bolton Hospital • 2002
- **Medical Management of Missed Miscarriage** • Clinical Governance Meeting • Royal Bolton Hospital • 2002
- **Bilateral Tubal Pregnancy** • Departmental Meeting • Royal Bolton Hospital • 2002
- **Intrauterine Fetal Death Due to Severe Pre-eclampsia** • Departmental Meeting • Women's Hospital • 2000



## COMMITTEE, ADVISORY COUNCIL, AND PANEL ACTIVITIES

### NATIONAL:

- **Chair** • Central Regional Committee • Society of Obstetricians & Gynaecologists of Canada (SOGC)
- **Chair** • Clinical Practice - Obstetrics Committee • SOGC
- **Member** • Finance Committee • SOGC
- **Member** • Finance Committee • Salus Global
- **Member** • Project Advisory Group on Obstetrics • Canadian Medical Protection Association (CMPA)
- **Member** • Regional Advisory Committee • Region 2 • Royal College of Physicians and Surgeons of Canada
- **Member** • Joint CIHI-SOGC Planning Committee • Canadian Institute for Health Information (CIHI)

### PROVINCIAL:

- **Chair** • QEH Medical Advisory Committee • HPEI
- **Member** • Provincial Medical Advisory Committee • HPEI

### PAST NATIONAL AND PROVINCIAL ACTIVITIES:

- **Vice-Chair** • PMLC • Manitoba Health
- **Co-Chair** • Complaints Committee • College of Physicians and Surgeons of Manitoba
- **Member** • Executive Committee • College of Physicians and Surgeons of Manitoba
- **Executive Sponsor** • Maternal Health Working Group • PMLC
- **Executive Sponsor** • Child Health Working Group • PMLC
- **Executive Sponsor** • General Surgery Working Group • PMLC
- **Executive Sponsor** • Physicians' Privileges and Credentials Working Group • PMLC
- **Member** • Governance Committee • DSM
- **Member** • Working Together to Improve Health Outcomes/Patient Safety Advisory Group • Manitoba Health
- **Member** • Advisory Council, Northern & Remote Family Resident Program • U of M
- **Member** • International Medical Graduates Advisory Committee • U of M
- **Member** • Clinical Privileges Advisory Panel • RHAM
- **Member** • Clinical Advisory Committee (ECAC) • eHealth
- **Member** • Specialist Access for Maternal/Child Consultation Advisory Panel • Manitoba Health
- **Member** • Clinical Midwifery Services Norway House Working Group • Manitoba Health
- **Member** • Medical School Curriculum Development: Scientific Basis of Medicine Task Group • U of M
- **Member** • Medical School Curriculum Renewal: Task Group on Scientific Basis of Medicine • U of M
- **Member** • Provincial Orthopaedics Planning Committee • Manitoba Health
- **Member** • Bridging Generalist to Specialist Care Project • Manitoba Health
- **Member** • Optimization of Health Sciences Education Working Group • U of M

### PAST REGIONAL NRHA ACTIVITIES:

- **Chair** • Medical Advisory Committee
- **Chair** • Continuous Medical Education Committee
- **Co-Chair** • Multidisciplinary Integrated Services Committee
- **Chair** • NRHA and RCMP Inter-Agency Meeting
- **Co-chair** • Diagnostic Utilization Committee
- **Chair** • General Practitioner and Specialist Collaborative Panel
- **Co-Chair** • Family Medicine Physicians and Specialist Bridging Team Meetings
- **Member** • Surgical Utilization Committee
- **Member** • Transfusion Medicine Practice Committee
- **Member** • Pharmacy and Therapeutic Committee
- **Member** • Regional Infection Control Committee
- **Member** • Regional Management Meetings

**PAST UK REGIONAL ACTIVITIES:**

- **Member** • Thromboprophylaxis Committee • Winchester and Eastleigh NHS Trust
- **Member** • Labour Ward/Maternity Forum • Dorchester and Winchester Hospitals
- **Member** • Family Services Directorate's Clinical Governance Committee • Dorchester Hospital

## POLICY, PROFORMA, AND GUIDELINE DEVELOPMENT

**NATIONAL (SOGC) GUIDELINES AND STATEMENTS (2013 – Present)**

- Author, Management of Spontaneous Labour at Term in Healthy Women
- Author, Nausea and Vomiting in Pregnancy
- Reviewer, Folic Acid in Pregnancy
- Obstetrical Management at Borderline Viability
- Reviewer, Amniotic Fluid: Technical Update on Physiology and Measurement
- Author, Electronic Fetal Monitoring (in progress)
- Reviewer, Non-Pharmacological Pain Management in Labour
- Reviewer, Routine Non-invasive Prenatal Prediction of fetal RHD Genotype in Canada: The Time is Here
- Reviewer, Obstetrical Management at Borderline Viability
- Reviewer, Substance use in Pregnancy

**NRHA POLICIES (2008 – 2016)**

- Medical Services Granting Privileges
- Medical Staff Appraisal
- Exam Leave Entitlement for Physicians
- Gunshot and Stab Wounds – Mandatory Reporting
- Medical Staff/Physicians Clinic Schedules at NCC
- Admission and/or Assessment through TGH
- Emergency Department
- Cancellation of Privileges
- Pharmacist Privileges
- Outpatient Management of DVT/PE with LMWH
- Sample Medications
- Services Responsibility - Respiratory Therapy
- Medical Services Complaint Review and Follow-up
- Vacation Time for Physicians
- Continuing Medical Education Entitlement for Physicians
- Essential Services On-Call Physician Signature and Designation
- Heads of Physicians' Services
- Black Tag Chart for Locum physicians
- Management of Patient with Adverse Reactions
- Inpatient Anticoagulation
- Verbal/Telephone Orders
- Intubation by a Respiratory Therapist
- Respiratory Therapist Response to a Code Blue

**NHS UK GUIDELINES AND PROFORMAS (2003 – 2008)**

- Thromboprophylaxis in Obstetrics Guideline
- Thromboprophylaxis in Gynaecology Guideline
- Referral to Quitters Services Forms and Guideline
- Caesarean Section Proforma
- Third and Fourth Degree Tears Proforma
- Augmentation of Labour Guideline
- Vaginal Birth After Caesarean Section Guideline
- Obstetric Cholestasis Guideline
- Operative Delivery Guideline
- Medical Management of Missed Miscarriage Guideline

## PROFESSIONAL DEVELOPMENT

**COURSES AND WORKSHOPS****MANAGEMENT AND LEADERSHIP:**

- **Conflict Management and Negotiation** • Physicians Leadership Institute (PLI) • Winnipeg, MB • 2016
- **Physician as a Coach** • Physicians Management Institute (PMI) • Winnipeg, MB • 2015
- **Self-Awareness and Effective Leadership** • PMI • Winnipeg, MB • 2013
- **Effective Governance for Quality and Patient** • Manitoba Health • Winnipeg, MB • 2013
- **Disruptive Behaviour: Resolving Personalized Conflict** • PMI • Winnipeg, MB • 2012
- **C-Level Leadership Training: Lean Six Sigma Principles and Tools** • LTS Consulting • Winnipeg, MB • 2011
- **Health Ethics Level 1 Workshop** • WRHA Ethics Services • Thompson, MB • 2011
- **Risk Management Workshop** • ACOG Annual Meeting • Washington, DC • 2011
- **Effective Governance for Quality and Patient Safety Education Program** • Manitoba Institute for Patient Safety (MIPS) • Winnipeg, MB • 2011

- **Master Classes in Adaptation in Healthcare Organizations, Accountability, Managing Priorities, Performance Appraisals and Cultural Awareness** • Dr. Amer Kaissi, Ph.D., Professor of Health Care Administration at Trinity University • Thompson, MB • 2009
- **A Sense of Leadership VI: Designing an Effective Business Case** • London, UK • 2007
- **A Sense of Leadership VI; CV and Interviewing Skills** • Old Windsor, UK • 2007
- **Tools and Techniques for Project Management** • Bournemouth University, Bournemouth, UK • 2007
- **An Introduction to Project Management** • Bournemouth University • Bournemouth, UK • 2007
- **Master Class in Influencing with Integrity** • Southampton General Hospital • Southampton, UK • 2007
- **First Annual Leadership Lecture** • The Wessex Professional Program • UK • 2007
- **The Art of Negotiation** • A Sense of Leadership V • London, UK • 2006
- **Leadership Development Centre** • Wessex Professional Program Part 2 • Brockenhurst, UK • 2006
- **Lead or Be Led** • Wessex Professional Program Part 1 • Brockenhurst, UK • 2005
- **Art and Skills in Dealing with the Public** • University of Qatar • Doha, Qatar • 1997

#### MEDICAL EDUCATION:

- **The Nitty Gritty of Feedback, Evaluation & Assessment** • U of M • Thompson, MB • 2016
- **Education Supervisor Certification** • CPSM • Thompson, MB • 2016
- **Clerkship Director Certification** • Association of Professors of Gynaecology & Obstetrics (APGO) • Amelia Island and Orlando, FL • 2011 & 2012
- **Multiple Mini Interview (MMI) Training Session** • U of M • Winnipeg, MB • 2011
- **Teaching Small Groups** • University of Southampton (UoS) • Southampton, UK • 2008
- **Teaching in Clinical Settings** • UoS • Southampton, UK • 2008
- **Teaching Tomorrow's Doctors** • UoS • Southampton, UK • 2007
- **Tomorrow's Teachers** • UoS • Ampfield, UK • 2007
- **Education Supervisor Development** • UoS • Ampfield, UK • 2007
- **Understanding and Resolving Problems with Doctors in Training** • UoS • Southampton, UK • 2007
- **Clinical Supervision of Doctors in Training: What's it All About? Assessment of Doctors in Training** • UoS • Southampton, UK • 2007
- **Teaching and Learning in the Clinical (Practice) Setting** • UoS • Southampton, UK • 2007
- **Developing Your Skills as an Educational Supervisor** • UoS • Southampton, UK • 2007
- **Course on Assessment and Appraisal** • UoS • Southampton, UK • 2006
- **The Assessment during Foundation Program** • Wessex Institute • Dorchester, UK • 2006

#### CLINICAL:

- **Fluoroscopy for Non-Radiologist** • TGH, Thompson, MB • 2016
- **Obtaining Informed Consent** • Canadian Medical Protection Association (CMPA) • Webinar • 2014
- **Brest Feeding Awareness and Counselling** • TGH • Thompson, MB • 2011
- **Update on Sexual & Reproductive Health** • King's College • London, UK • 2010
- **Neonatal Resuscitation Provider (NRP)** • Thompson, MB • 2010
- **Making the Mark, Comprehensive Review in Obstetrics and Gynaecology** • Toronto, ON • 2009
- **Fetal Medicine Advance Training Special Module (ATSM)** • RCOG • London, UK • 2008
- **Update on Infertility Management** • Bournemouth Hospital • Bournemouth, UK • 2008
- **Theory and Practice of Fetal Echocardiography** • Wessex Fetal Medicine Unit • Southampton, UK • 2007
- **Advances in Bladder Management** • Rhinefield House, Brockenhurst, UK • 2007
- **Paediatric and Adolescent Gynaecology** • Winchester Postgraduate Centre • Winchester, UK • 2006
- **Maternal Medicine in Obstetrics** • Princess Anne Hospital • Southampton, UK • 2006
- **Forensic Gynaecology** • The Great Western Hospital • Swindon, UK • 2006
- **Advanced Obstetrics Ultrasound Scanning** • RCOG • London, UK • 2005
- **Theoretical Course in Family Planning and Sexual Health Care** • Emmanuel College • Gateshead, UK • 2003
- **ALSO** • Resuscitation Centre • Manchester, UK • 2002
- **National Induction Course for Overseas Doctors** • University of Manchester, Manchester • 2002
- **Counselling, Insertion, and Removal of Implanon** • Royal Bolton Hospital • Bolton, UK • 2002
- **Fetal Monitoring Training System** • Royal Bolton Hospital • Bolton, UK • 2002
- **Advanced Life Support Provider and Instructor** • European Resuscitation Council • Doha, Qatar • 2000

## CONFERENCES

### MANAGEMENT AND LEADERSHIP:

- **National Surveyor Conference** • Accreditation Canada • Ottawa, ON • 2013 & 2016
- **7<sup>th</sup> FAC Summit** • Royal College of Physicians and Surgeons of Canada • Ottawa, ON • 2016
- **Canadian Conference on Physician Leadership** • CSPL • Vancouver, BC • 2015
- **5<sup>th</sup> RAC Summit** • Royal College of Physicians and Surgeons of Canada • Ottawa, ON • 2014
- **Manitoba eHealth Conference: Connecting Solutions to Care** • Winnipeg, MB • 2011
- **Northern Health Conference: Creating Partnerships in Healthcare** • Thompson, MB • 2011
- **Health Innovations Conference: Developing & Celebrating Innovations in Healthy Living & Health Care Delivery** • Winnipeg, MB • 2009
- **The Canadian Healthcare Safety Symposium 8; Healthcare and the Law** • Winnipeg • 2008
- **Junior Members Forum** • The British Medical Association • Dundee and Bournemouth, UK • 2006 & 2007
- **The Dorset Police Special Constabulary Conference: Lead the Change** • Poole, UK • 2005

### MEDICAL EDUCATION:

- **Annual Update Conference** • Advanced Life Support in Obstetrics (ALSO) • Newcastle, UK • 2010 & 2014
- **International Conference** • International Conference • Newcastle, UK • 2012
- **Annual Medical Education Conference** • CREOG and Association of Professors of Gynaecology & Obstetrics (APGO) • Orlando, FL • 2012
- **Faculty Development Conference** • APGO • Amelia Islands, FL • 2011
- **Annual Medical Education Conferences for Trainees** • Wessex Institute • Southampton, UK • 2006 & 2007

### CLINICAL:

- **Annual Clinical and Scientific Conference (ACSC)** • SOGC • Ottawa, ON • 2017 and 2011, Vancouver, BC • 2016, Quebec City, QC • 2015, Niagara Falls, ON • 2014, Calgary, AB • 2013 and 2012,
- **West and Central CME** • SOGC • Banff, AB • 2018, 2017, 2016, 2015, 2013 and 2012, Lake Louise, AB • 2014
- **57<sup>th</sup> Annual Meeting** • Atlantic Society of Obstetricians and Gynaecologist • Charlottetown, PE • 2017
- **24<sup>th</sup> Annual Congress** • ESGE • Budapest • 2016
- **Maternal and Child Healthcare Services in Manitoba Annual Round Table: Evidence to Action** • Manitoba Health • Winnipeg, MB • 2011
- **Leading Best Practice & Sharing Success Conference** • Baby Friendly • Winnipeg, MB • 2011
- **Annual Meeting** • American College of Obstetricians and Gynecologists (ACOG) • Washington, DC • 2011
- **Chronic Disease Prevention Conference** • NRHA • Thompson, MB • 2011
- **Breast Feeding Conference** • NRHA • Thompson, MB • 2011
- **International Scientific Meetings in Obstetrics and Gynaecology** • RCOG • Abu Dhabi, UAE • 2009 and Montreal, QC • 2008
- **The Second International (H1N1) Swine Flu Conference** • Toronto, ON • 2009
- **The 31st British International Congress of Obstetrics and Gynaecology** • RCOG • London, UK • 2007
- **First Gulf Cooperation Countries Cardiovascular Conference** • Hamad Medical Corp. • Doha, Qatar • 2002
- **Second International Conference on Obstetrics & Gynaecology** • Hamad Medical Corp. • Doha, Qatar • 2001
- **International Conference on Erectile Dysfunction & Infertility** • Hamad Medical Corp. • Doha, Qatar • 2000

## **PROFESSIONAL MEMBERSHIPS**

- Fellow, SOGC
- Fellow, Academy of Medical Educators (AoME)
- Fellow, International College of Surgeons (FICS)
- Member, American College of Physician Executives (ACPE)
- Member, Canadian Society of Physician Executives (CSPE)
- Member, Association of Professors of Gynaecology and Obstetrics (APGO)
- Member, Association of Professors of Obstetrics and Gynaecology of Canada (APOG)
- Member, Association for the Study of Medical Education (ASME)

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## VOLUNTEER AND EXTRACURRICULAR ACTIVITIES

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### **POLICING:**

- Performed voluntary police duties in Bournemouth, UK from 2005 to 2008 as a special police constable.
- Gained practical experience and transferable skills as a special police constable that has been invaluable in my medical career, including decision-making, problem-solving, communication, leadership, negotiation, team building, and conflict resolution.

### **MOTORSPORTS:**

- Passionate about cars, motorbikes, and snowmobiles; reading publications, watching sports programs, partaking in motor biking in the countryside and exploring trails and pathways on my snowmobile.