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

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## EXECUTIVE PROFILE

- Over twelve years of senior executive and leadership achievements as Vice President for Medical Services, Chief Medical Officer, Regional Chief of Staff and Medical Director with extensive expertise in upholding medical practice standards and medical staff engagement
- Developing interest in medical practice regulations and standards and seeking formal education in the form of a Master of Laws (LL.M) in Medical Law & Ethics
- Hold academic positions as an Assistant Professor of Obstetrics & Gynaecology with the Faculty of Medicine, Dalhousie University and the Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba (U of M). Has a particular focus on assessment and curriculum development supplemented by achieving a Master of Medical Education
- Over twenty years of successful clinical practice as an Obstetrician and Gynaecologist with a diverse national and international background, training and experience.
- Served as a 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.
- 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 a paperless work environment

## KEY AREAS OF EXPERTISE

- **Transformational, collaborative, and empowering senior executive and provincial medical leader with a focus on medical staff wellness and engagement:** Worked with the Provincial Medical Leadership to create - and actively participated in - dedicated provincial, interprofessional, and collaborative working groups to recommend improvement and better link disjointed health care services. Key participant in the consolidation of the three different medical staff credentialing and privileging processes with variable standards into one provincial-wide system as well as in developing new provincial medical staff bylaws adopted by all Regional Health Authorities (RHAs). Influential in adding Nurse Practitioners as medical staff under the new bylaws. Pioneered the provincial joint recruitment process for the International Medical Graduate Programs. Formed joint programs through collaborative partnerships with other organizations for improving service delivery. Introduced a Clinical Governance (CG) Framework establishing a global organizational system to maintain and improve the quality of clinical care. Created a framework for clinical accountability and professional development, including medical staff performance appraisals. Successfully amalgamated two medical service portfolios in two former RHAs with different ethos and cultures. Implemented the first Regional Electronic Medical Records (EMR) system in Manitoba and successfully attained government new funding for programming and staffing for the EMR. Developed new programs and services such as chronic pain management, Orthopaedics program, MORE-OB, and closed Intensive Care Unit (ICU) model. Lead projects to address patient flow issues in acute care facilities.
- **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 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 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.

- **Established educator and medical education champion:** In addition to achieving a master's degree in medical education (MMedEd) and other medical education qualifications, awarded Fellowship (FACadMED) by the Academy of Medical Educators, UK in 2015, acknowledging contributions to medical education. 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 and assessment of medical students and residents. As a certified Educational Supervisor, 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. Developed curriculum for local medical schools' chapters in both Canada and the 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 2012. Led the development of multiple national obstetrics clinical Guidelines and statements. 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 Accreditation Canada Surveyor since 2011. 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 helping own organizations achieve accreditation by implementing education sessions for boards and staff, focusing on patient safety, quality improvement, and mock tracers.
- **Mentor and coach:** Appointed 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 of my contributions during tough fiscal realities, asked to represent the SOGC on the Salus Global Finance Committee and, in 2018, elected by the SOGC board and membership for the position of the SOGC treasurer. Elected in 2016 for a one-year term in the CPSM Council and served as the co-chair for the CPSM Complaint Committee and a member of the CPSM Executive Committee. Served on the Diagnostic Service Manitoba (DSM) Board of Directors and was a member of the DSM Governance Committee from 2010 to 2016.

## QUALIFICATIONS AND PROFESSIONAL DESIGNATIONS

### LEADERSHIP, MANAGEMENT, MEDICAL LAW AND ETHICS:

- **Master of Laws (LL.M) in Medical Law & Ethics,** De Montfort University (DMU) in Leicester, UK, expected 2023
- **Canadian Certified Physician Executive (CCPE),** Canadian Society of Physician Leaders, Canada, 2011 & Recertified in 2016:  
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 professionals to provide successful interprofessional leadership strategies in overseeing maternity wards and birthing centres, focusing on developing effective and safe practices and learning environments and developing personal and professional effectiveness.
- **Fellowship in Professional Development**, Wessex Institute, UK, 2006-2008:  
The 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 address trainees' own professional development needs. Facilitated preparation workshops, supervised project leads, liaised with all stakeholders, and monitored project operations and progress.

#### MEDICAL:

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

#### MEDICAL EDUCATION:

- **Master of Medical Education (MMedEd)**, Winchester University, UK, 2014
- **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
- **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, 2006-2008. 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

### 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

### EMPLOYMENT AND PROFESSIONAL EXPERIENCE

03/2022 – Present • **ASSOCIATE PROFESSOR, OBSTETRICS AND GYNAECOLOGY** • Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba • MB

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

- 08/2008 – Present • CONSULTANT, OBSTETRICS AND GYNAECOLOGY • NORTHERN HEALTH AUTHORITY (NRHA) • Thompson, MB**
- 01/2017 – Present • PRESIDENT AND HEALTH CARE SYSTEMS CONSULTANT • Olive Branch Consultancy • Winnipeg, MB**
- 03/2020 – 02/2021 • DEPUTY OPERATION DIRECTOR FOR THE HOSPITALS BASED DIVISION, OPERATIONS BRANCH • Health PEI • Charlottetown, Prince Edwards Island (PE)**
- 01/2018 – 06/2022 • ASSISTANT PROFESSOR, OBSTETRICS AND GYNAECOLOGY • Queen Elizabeth Hospital (QEH), Faculty of Medicine, Dalhousie University • Nova Scotia (NS)**
- 07/2017 – 09/2021 • CONSULTANT, GENERAL OBSTETRICS AND GYNAECOLOGY • Health PEI • Charlottetown, Prince Edwards Island (PE)**
- 07/2017 – 02/2021 • MEDICAL DIRECTOR • QEH, Health PEI • Charlottetown, Prince Edwards Island (PE)**
- 11/2016 – 02/2017 • CHIEF MEDICAL OFFICER (CMO) AND EXECUTIVE DIRECTOR, CLINICAL PROGRAMS • St. Boniface Hospital (SBH) • Winnipeg Regional Health Authority (WRHA) • Winnipeg, MB**
- 05/2012 – 09/2016 • MEDICAL DIRECTOR • Northern Consultation Centre (NCC), NRHA • Thompson, MB**
- 02/2009 – 03/2022 • ASSISTANT PROFESSOR, OBSTETRICS AND GYNAECOLOGY • NCC and TGH, Max Rady College of Medicine, Rady Faculty of Health Sciences, University of Manitoba • MB**
- 08/2008 – 06/2016 • VICE PRESIDENT, MEDICAL SERVICES, CHIEF MEDICAL OFFICER (CMO) AND LEAD FOR CLINICAL GOVERNANCE AND RESEARCH • NRHA • Thompson, MB**
- 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

- 06/2018 – Present • TREASURER • SOGC • Ottawa, ON**
- Chairs the SOGC finance committee.
  - Work closely with the Chief Financial Officer on all fiscal and budgeting matters.
  - Elected by the board and then by the membership at large for three years term.

**06/2012 – 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.

**06/2012 – 06/2019 • CHAIR, CLINICAL OBSTETRICS COMMITTEE • SOGC • Ottawa, ON**

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

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

**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.

**05/2005 – 08/2008 • SPECIAL POLICE CONSTABLE / OFFICER • DORST POLICE • Bournemouth, Dorset, UK**

- Been through the same selection process for regular police officers and passed the same rigorous educational and physical testing.
- Graduated with the same skills and powers as regular police officers
- Performed many policing duties on my own time as a volunteer / Special police officer.

## 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

- Gu, J., Karmakar-Hore, S., Hogan, M., Azzam, H., Barrett, J., Adrian Brown, A., Cook, J., Jain, V., Melamed, N., Smith, G., Zaltz, A., Gurevich, Y., (2020). **Examining Caesarean Section Rates in Canada Using the Modified Robson Classification–full publication**, *Journal of Obstetrics and Gynaecology Canada (JOGC)*, Volume 42, No. 06, pp757-763.
- Dore, S., Ehman, W., Azzam, H., Basso, M., Bow, M., Morin, F., Mundle, W., Rivard, L., Sawchuck, D., Wilson, K., Young, D., (2020). **Fetal Health Surveillance: Intrapartum Consensus Guidelines–full publication**, *Journal of Obstetrics and Gynaecology Canada (JOGC)*, Volume 42, No. 03, pp316-348.
- Campbell, K., Carson, G., Azzam, H., (2019). **Statement on Planned Homebirth–full publication**, *Journal of Obstetrics and Gynaecology Canada (JOGC)*, Volume 41, No. 02, pp223-227.
- 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. (2015). **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, and 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 and Treasurer** • Finance Committee • SOGC
- **Member** • Project Advisory Group on Obstetrics • Canadian Medical Protection Association (CMPA)
- **Member** • Joint CIHI-SOGC Planning Committee • Canadian Institute for Health Information (CIHI)
- **Member** • Choosing Wisely Committee • SOGC

### PROVINCIAL / REGIONAL:

- **Member** • Provincial Medical Advisory Committee • HPEI
- **Member** • Disaster Management Committee • HPEI
- **Member** • Patient Flow Committee • HPEI
- **Member** • Provincial Surgical Services Planning Committee • HPEI
- **Member** • Infection Prevention and Control Committee • HPEI
- **Member** • Operation Room and Surgical Utilization Committee • HPEI
- **Member** • Surgical Utilization Committee • NRHA

### PAST NATIONAL, PROVINCIAL AND REGIONAL ACTIVITIES:

- **Vice-Chair** • PMLC • Manitoba Health
- **Chair** • Clinical Practice - Obstetrics Committee • SOGC
- **Chair** • Medical Advisory Committee • NRHA
- **Chair** • Continuous Medical Education Committee • NRHA
- **Chair** • Inter-Agency Meeting • NRHA and RCMP
- **Chair** • General Practitioner and Specialist Collaborative Panel • NRHA
- **Chair** • QEH Medical Advisory Committee • HPEI
- **Co-Chair** • Rural Task Force • SOGC
- **Co-Chair** • Complaints Committee • College of Physicians and Surgeons of Manitoba
- **Co-Chair** • Family Medicine Physicians and Specialist Bridging Team Meetings • NRHA
- **Co-Chair** • Multidisciplinary Integrated Services Committee • NRHA
- **Co-chair** • Diagnostic Utilization Committee • Joint DSM & NRHA
- **Executive Director** • Provincial Maternal Health Quality Improvement Team/Committee • HPEI
- **Executive Director** • Provincial Paediatrics Quality Improvement Team/Committee • HPEI
- **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** • Regional Advisory Committee • Region 2 • Royal College of Physicians and Surgeons of Canada
- **Member** • Executive Committee • College of Physicians and Surgeons of Manitoba
- **Member** • Governance Committee • DSM
- **Member** • Finance Committee • Salus Global
- **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 and U of M
- **Member** • Medical School Curriculum Development: Scientific Basis of Medicine Task Group • U of M
- **Member** • Medical School Curriculum Renewal: Task Group on Scientific Basics 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
- **Member** • Transfusion Medicine Practice Committee • NRHA
- **Member** • Pharmacy and Therapeutics Committee • NRHA

- **Member** • Regional Infection Control Committee • NRHA
- **Member** • Regional Management Meetings • NRHA
- **Member** • Thromboprophylaxis Committee • Winchester and Eastleigh NHS Trust • UK
- **Member** • Labour Ward/Maternity Forum • Dorchester and Winchester Hospitals • UK
- **Member** • Family Services Directorate's Clinical Governance Committee • Dorchester Hospital • UK

## POLICY, PROFORMA, AND GUIDELINE DEVELOPMENT

### NATIONAL (SOGC) GUIDELINES AND STATEMENTS (2012 – Present)

- Author, Management of Spontaneous Labour at Term in Healthy Women
- Author, Nausea and Vomiting in Pregnancy
- Reviewer, Folic Acid in Pregnancy
- Reviewer, Routine Non-invasive Prenatal Prediction of fetal RHD Genotype in Canada: The Time is Here
- Reviewer, Obstetrical Management at Borderline Viability
- Obstetrical Management at Borderline Viability
- Reviewer, Amniotic Fluid: Technical Update on Physiology and Measurement
- Reviewer, Substance use in Pregnancy
- Author, Fetal Health Surveillance: Intrapartum Consensus Guidelines
- Reviewer, Management of Pregnancy Subsequent to Stillbirth
- Reviewer, Non-Pharmacological Pain Management in Labour
- Author, Statement on Planned Homebirth

### 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:

- **Physicians Leadership Focus** • Physicians Leadership Institute (PLI) • Zoom Virtual • 2021
- **Managing disruptive behaviour** • Physicians Leadership Institute (PLI) • Charlottetown, PEI • 2020
- **Leading Change** • Physicians Leadership Institute (PLI) • Winnipeg, MB • 2018
- **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:

- **ALARM (instructor)** • SOGC, Winnipeg, MB • 2016, 2017, 2018, 2019 & 2020
- **Fluoroscopy for Non-Radiologist** • TGH, Thompson, MB • 2016
- **Obtaining Informed Consent** • Canadian Medical Protection Association (CMPA) • Webinar • 2014
- **Breast 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 Obstetric 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:**

- **Canadian Conference on Physician Leadership** • CSPL • Vancouver, BC • 2015 & Montreal, QC • 2019
- **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
- **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: Celebrating Innovations in 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 • Virtual • 2021, Virtual • 2020, Halifax, NS • 2019, Victoria, BC • 2018, 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 • 2020, 2019, 2018, 2017, 2016, 2015, 2013 and 2012, Lake Louise, AB • 2014
- **57<sup>th</sup> Annual Meeting** • Atlantic Society of Obstetricians and Gynaecologists • 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