



PROFILE

A collaborative healthcare leader, and former Vice President of Alberta Health, who has successfully led innovative system wide change projects that streamline care – bending the cost curve, while providing superior patient outcomes, and increased care provider buy-in.

Focussed skill lies in facilitating a common vision with key sectoral stakeholders, and in implementing system change processes to achieve that vision – demonstrating value for money and quality system change through transparent quality improvement dashboard metrics. Has been recognized with team awards including the Premiers Award of Excellence in the Public Service and the Prime Ministers Award in Innovation and Learning.

Leading and participating in research teams, demonstrates creative ways of turning theoretical exploration into implementable change. Participatory action based research work in Patient Shared Decision Making was the impetus for Dartmouth Ivy League College's invitation to accept a Faculty position at the 2012 Summer Institute. The Spine pathway project she lead in Saskatchewan, created changes that reduced MRI's for Spine Pathway Patients by 65% while improving patient and care provider satisfaction, and reducing wait times for consult and surgery.

Balance of practical hands-on project skills, strategic policy implementation skills and a keen understanding of medical issues, coupled with leadership acumen in system metrics and IT health registries, has made a sought after presenter and member of national and international research collaboratives. This has included leadership in a Canadian International Development Agency holistic wellness project in Central America.

A dynamic, collaborative leader, with a passion to create sustainable system changes in the health care system.

EDUCATION

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| • Collaborator International research team on shared decision making | 2012 |
| • Project Management Professional Management Institute | 2008 |
| • Master of Science Kinesiology and Health, University of Regina | 2003 |
| • BPas University of Regina | 1993 |
| • PFLC Canadian Society of Exercise Physiologists | 1994 |

PROFESSIONAL EMPLOYMENT HISTORY

Alberta Health Services Vice President – Strategic Clinical Networks **2012-2013**

- Provided strategic leadership in visioning, development and delivery of creative provincial strategies to redesign bone and joint healthcare delivery
- Led a network of health care providers, administrators, patients and physicians in high-performing strategic teams that collaboratively created successful strategic system change
- Led the team in the development of Priority Planning and Business Plan development focusing on three main components
 - ✓ Bending the Cost Curve – demonstrating the impacts of projects using Value for Money evaluations
 - ✓ Putting the Patient First – Created processes that streamlined patient care and provided high quality patient care throughout the important transitions in the healthcare maze
 - ✓ Created new efficiencies by joining hands with stakeholders throughout the system to advance programs and services
- Fostered the development of system champions



- Worked with numerous academic and NGO health organizations to advance projects supporting wellness of Albertans
- Developed and led a successful Bone and Joint Health Team

Saskatchewan Ministry of Health

2005-2012

Director, Research and Clinical Pathways

- Member of Provincial Leadership Team responsible for the Saskatchewan Surgical Initiative
- Accompanied Minister of Health and Deputy Minister on inaugural visit to Britain (National Health Services)
- Provided leadership in research, design and delivery of improvement strategies that supported provincial vision and mission
- Engaged health care providers, administrators, patients and physicians in high-performing strategic teams that collaboratively created successful clinical pathways
- Fostered the development of system champions
- Created CME courses in conjunction with physician champions.
- Led the highly successful spine pathway program which reduced MRI's in pathway participants by 65%, improved access for consult from 43.5 weeks to 3 weeks, and reduced patients waiting more than 12 months for surgery by 850%
- Projects met and exceeded provincial targets for improving access, increasing patient flow and patient satisfaction and ensuring appropriate care
- Managed the development of dashboards and data collections system to demonstrate effectiveness of programs
- Worked with Canadian Centre for Healthcare Engineering to develop and implement a successful Operating Room Allocation model that increased surgical efficiencies and facilitated strategic planning within regional health authorities
- Successfully facilitated the transition of the program through a change of government, establishing the importance of the patient-first vision of pathways in meeting government mandates for improved access

Director, Specialized Services

- Provided leadership in achieving provincial mandates for surgical and diagnostic programs
- Negotiated surgical volumes and budgets with regional health authorities
- Provided oversight to the provincial surgical registry and surgical information systems
- Fostered a provincial Surgical Services Committee aimed at gaining collaboration and insights into successful strategies to create change in the healthcare system.
- Implemented a Pathways portfolio in the Ministry of Health

Canadian Centre on Disability Studies *Executive Director*

2003-2005

- A consumer-directed, university-affiliated centre involved in research and education on disability issues
- Worked with a large board of directors representing Universities across Canada
- Developed research proposals, conducted research studies in conjunction with embedded and dispersed researchers
- Worked with Universities across Canada to develop Disabilities Studies Programs
- Co-Chaired the Disabilities Studies section of the Canadian Federation for the Humanities and Social Sciences 2005, 2006
- Developed a strategic reorganization



- Developed the organizational budget and provided administrative leadership

Community Outreach Group *Executive Director*

1999-2003

- Led a provincial collaboration of organizations- from the non-profit, healthcare and education sector – to provide e-learning solutions to empower individuals with disabilities, youth-at-risk and aboriginal persons
- Invited presenter to UNESCO to present the organizations work
- Won the Prime Ministers award of Innovation – National Summit on Innovation and Learning for “Best Practice Mobilizing communities”.

National Sports Medicine Group *Western Canadian Manager*

1988-1997

- Led a national organization that supported professional sports teams, universities, hospitals and rehabilitation clinics in selection of and education in Isokinetic training for health improvement and superior team performance.

PROFESSIONAL RECOGNITION

- Selected to accompany the Minister of Health and Deputy Minister on a visit to the National Health Services in Britain to gain insights into high performing health care system
- Appointed member of the Provincial Guiding Coalition – setting strategic direction for the Saskatchewan Surgical Initiative quality improvement strategies
- Selected by CIDA (Canadian International Development Agency) to lead an international holistic health project in El Salvador
- Presenter at National and International Conferences and symposiums including UNESCO, and CIHI Data Users conference closing plenary panel, the Institute for Healthcare Economics and the Canadian Association of Radiologists
- Invited Faculty – Dartmouth Ivey League College for Health Policy and Clinical Practice Summer Institute

PROFESSIONAL AWARDS

- **The Premier’s Award of Excellence in the Public Service** 2006
Awarded “The Premier’s Award of Excellence in the Public Service” as part of the Saskatchewan Team who provided leadership in establishing the Surgical Care Initiative
- **Prime Minister’s Innovation and Learning Award** 2002
Awarded the Prime Minister’s Innovation and Learning Award for “Best Practice in Mobilizing Communities”
- **Woman of Distinction Nomination** 1997
Nominated for “Woman of Distinction” by YMCA, Women of Distinction Awards

PROFESSIONAL EXPERIENCE AND PRESENTATIONS – see Addendum