




	Domain	Capability	Evidence of alignment
<p>Leads Self</p>		Self-Awareness	<p><i>I have worked to understand my assumptions, values, principles, strengths and limitations through a variety of mechanism. Clinically an awareness of my strengths and limitations are an essential component of providing safe patient care. I have demonstrated a commitment to patient safety through my work in this area. I have also regularly engaged in annual appraisals as well as through participation in activities such as simulation and formal courses. I have used tools such as leadership/personality profiles as well as seeking our individual and multi-source feedback in order to improve and validate my self-assessment as well as to help shrink the size of my ‘blind-spot’. Further, through the course of formal leadership training and personal coaching, I’ve taken the time to reflect up on my values and principles, including developing an understanding of how they inform my decisions, behaviours and emotions.</i></p>
		Manages Self	<p><i>I personally take responsibility for my own performance and health. Having an intrinsic locus of control, I hold myself to account for both my performance and behaviours. Although certainly setting high standards for myself, I have also learned through time and experience the need to be kind and compassionate with myself, something I quite naturally felt for others but have had to work at developing myself. I have come to realise the need for self-compassion through my experiences with exposures to trauma and burn out. As a result of these experiences, I believe I have developed a robust level of resilience and have used my personal experience to share these lessons with colleagues through talks I have given, media interviews and projects related to psychological resilience and well-being. I utilise exercise, both as a cyclist commuter as well as long-distance tour cycling to maintain my physical fitness as well as an outlet to decrease stress and spent time with my husband. Having come to recognise the challenges I experience with stepping away from work, I’ve found time on a bike is the perfect way to help me disconnect from work and focus my time with my husband or loose myself in my own thoughts. I similarly use yoga to aid relaxation, disconnect from work and maintain physical fitness. I strive to create a health work-life balance for myself enjoying time at home with family and friends as well as travelling around the world (usually on a bike) with my husband.</i></p>
		Develops Self	<p><i>I actively seek opportunities and challenges for personal learning, character building and growth. Evidence of this can be found numerous areas. I actively participate in the Royal College of Physicians & Surgeons of Canada’s maintenance of competency program and every year far exceed the required number of CME credits through my constant pursuit of learning and professional development. In addition to formal courses, I have also engaged with a personal coach in order to help me further understand myself and identify opportunities for further development. Finally, several times throughout my career rather than stay in my comfort zone I have sought out and undertake experiences that push me further to develop including joining the Canadian Armed Forces and moving abroad to the UK to undertake training and work in the pre-hospital care system doing HEMS.</i></p>
		Demonstrates Character	<p><i>I believe I model qualities, such as honesty, integrity, resilience and confidence through my work, relationships and actions. I believe my actions, and the words of others are the best way to provide evidence to support this. I believe the actions if have displayed both on a day-to-day basis at work as well as my specific experience during SARS, COVID-19, the Haiti earthquake and London Bridge Terrorism attack illustrate my character and values. The feedback that I have received through 360’s, annual appraisals and my ‘Best Reflective Self’ exercise also provide a valuable perspective on my character.</i></p>
<p>Engages Others</p>		Fosters the development of others	<p><i>I have been a teacher constantly from my earliest experiences in health care as a first-aid & CPR instructor through to my current role. I continuously aim to support and challenge those around me to achieve professional and personal goals. The drive to do this comes from a combination of my interest in others, passion for quality improvement, curiosity and desire to continue to learn myself. I have mentored numerous students and colleagues as well as enjoying an active and very successful academic career. My teaching and mentoring activities have received recognition at both the local and International society levels as well as through my appointment to the Critical Care Medicine Examination Board of the Royal College of Physician of Canada.</i></p>

	Contributes to the creative of a health organization	<i>Again, the main drive for my creative contributions to organisations has been my drive for quality improvement and system development. In particular through my roles as the CSO (Chief Safety Officer) in the Niagara Health System, Clinical Lead at Essex & Herts Air Ambulance and Research & Quality Lead at London's Air Ambulance I have led initiatives which have both directly developed the organisations as well as using my influence to create engaging environments where others have meaningful opportunities to contribute. Academically I have developed collaborations that have provided the opportunity to advance both the profession and practice of medicine in numerous areas.</i>
	Communicates effectively	<i>Key to my ability to communicate is my practice in listening and encouraging an open exchange of information and ideas using with my colleagues. I have developed expertise in communication through numerous media including writing, public speaking, social media, the press as well as on an individual basis with people.</i>
	Builds effective teams	<i>Teamwork is important to me and I thrive most when working in collaboration with multi-disciplinary colleagues. The vast majority of my results have been delivered through collaborative efforts with others. This includes small team-based collaborations on a day-to-day basis in clinical practice responding to emergencies or medical crises through to large international collaborations delivering projects or developing policy and guidelines. These are evidence of my ability to facilitate collaboration and cooperation to achieve results.</i>
Achieves Results	Sets direction	<i>Although I lead with a collaborative style, I work to inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes. I have demonstrated my ability to do this through my ability to drive positive change in many of the organisations in which I have held leadership roles. Examples include restructuring reporting lines and operations at EHAAT with the introduction of the Clinical Cabinet and its associated work streams, the digital transformation within London's Air Ambulance, and the development of the resuscitation service aligned with patient safety, quality & risk at Mount Sinai Hospital as well as the design, training and implementation of a Critical Care Response Team in Niagara.</i>
	Strategically aligns decision with vision, values and evidence	<i>Within all the work I have done, I have always aimed to integrate organizational missions, values and reliable, valid evidence to make decisions. One of the most recent examples of this has been the Digital Transformation Program I have led within London's Air Ambulance. In developing the strategy that guided the Digital Transformation we ensured that first and foremost the strategy was centred on improving patient care and secondly that it aligned with the strategic goals set by the board for the organisation.</i>
	Takes action to implement decisions	<i>There are several examples from my past deliverables which demonstrate that I act in a manner consistent with organizational values to yield effective, efficient public-centred service. One of the earliest examples of this is my work following SARS on the Public Health Agency Implementation task force when our team was given the mandate by the Minister of Health to act upon the finding of the Public Inquiry into the SARS outbreak to restructure the Public Health System in Ontario in order to improve the safety and services provided to the citizens of Ontario. Following on from this, my extensive work in the field of patient safety as the Medical Director for the Resuscitation Service & Critical Care Response Team at Mount Sinai, Chief Safety Officer for the Niagara Health System, Clinical Lead at EHAAT, and Research & Clinical Effectiveness Lead at London's Air Ambulance all provide numerous projects that demonstrate this.</i>
	Assesses and evaluates results	<i>As both a patient safety leader, clinician and academic there are numerous examples from my work where I measure and evaluate outcomes. I always strive to hold myself, and others, accountable for results achieved against benchmarks and use this information to correct course when required. Within the Digital Transformation Program at LAA, I implemented a process within the Program itself for setting objectives and measuring the performance on meeting these as well as an aspect of the program was to develop performance indicators for the organisation as a whole in order to advance quality of care and performance. At EHAAT implemented performance management processes for the consultant physicians which included monthly conference calls, and annual appraisals. In addition, at EHAAT I undertook a review of the emeritus physician program the recommendations from which led to a redesign of the program including the introduction of a clinical passport and competency validation system. On a personal level I use feedback such as my annual appraisal and 360 evaluations to help evaluate my personal performance.</i>
	Builds partnerships & networks to create results	<i>Key to my success in my roles has been my ability to create connections, trust and shared meaning with individuals and groups. Although there are many examples from my work given the collaborative nature of my projects, two key examples of this I would point to are the rapid guidelines for Ebola I led the development of during the epidemic in 2014. Faced with the pending threat of imported cases of Ebola given the largest ever multi-national outbreak of cases in Africa, at the request of the Public Health</i>

D velops Coalitions		<p>Agency of Canada, I brought together the leadership and representatives from the Canadian Critical Care Society, Canadian Association of Emergency Physicians, and the Association of Medical Microbiology and Infectious Disease Canada together to develop two rapid clinical guidelines. Similarly, in order to deliver the Digital Transformation Program at LAA I had to build and foster the relationship between the three partner organisations with work together to deliver the Air Ambulance Service which includes the London's Air Ambulance Charity, Bart's Health NHS Trust and the London Ambulance Service Trust. This involved developing a governance structure for the Digital Transformation Program at the strategic, operational and tactical levels to deliver the projects within the program.</p>
	Demonstrates a commitment to customers & service	<p>A patient centred approach is at the heart of both my clinical care and leadership. In numerous of my roles I have facilitated collaborations, and coalitions among diverse groups including multi-disciplinary teams, patients and families aimed at learning to improve service. Examples of these include the processes I put in place and participated as the CSO in Niagara and as Clinical Lead at EHAAT to learn from safety incidents.</p>
	Mobilizes knowledge	<p>In several of the roles I have held I have employed methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system. Specific examples of these include the reform of the processes at Niagara Health which brought together, Patient/Family complaints, internal incident reports, and external reporting such as coroner reports into a single system to enable the identification of related issues, particularly 'near-misses' within a department or related to an individual provider in order to take proactive actions to improve the quality of care. Similarly, at EHAAT I implemented an entirely new computer-based safety management system again combining reporting from multiple sources and integrating a safety committee comprised of front-line staff and managers to improve the quality of care delivered by the organisation.</p>
	Navigates socio-political environments	<p>This certainly remains an area of development for me. Although I would say that I am politically aware, I would not go so far as to claim that I am politically astute. However, over time and with experience, sometimes through failure, my skills in this area have improved. Despite my challenges in this area I have on many occasions successfully negotiated through conflict and mobilize support from peers, colleagues and senior leaders in order to deliver significant change projects in organisations. Key to achieving this has been the relationships I have been able to establish with people and the goodwill I have been able to bank and draw upon when necessary to deliver the project I was leading.</p>
S ystem Transformation	Demonstrates system/critical thinking	<p>Systems thinking, innovation and the development of people are areas in which I have been noted to excel. In an annual appraisal it was commented that "quality improvement in all aspects of your professional work is part of the weave" (EHAAT annual GMH annual appraisal 2018). Questioning and challenging the status quo to identify issues, solve problems and design and implement effective processes across systems and stakeholders is what compels me to come to work every day and pursue the roles that I have. The vast majority of my academic work and the roles I have held focus on the domain of system development. I have previously developed clinical/patient pathways and programmes to improve patient safety and drive quality improvement by stimulating a culture of curiosity and leveraging data. My experience includes numerous leadership roles participating in defining clinical strategy and policy at hospital and Ministry levels.</p>
	Encourages & supports innovation	<p>I have worked to create a climate of continuous improvement and creativity aimed at systemic change. This has been a key deliverable for each of my last three roles (Research & Clinical Effectiveness Lead, Clinical Lead – Safety, Education & Development, and Chief Safety Officer). Not only has these been a mandate of the roles that I've served in, these represent a core element of my values and personality.</p>
	Strategically oriented to the future	<p>Driven by my optimism and curiosity, I continually scan the environment for ideas, best practices and emerging trends that will shape the system. Many of the projects and initiatives I have led have been recognised to be setting the direction of travel for the field or examples of early adoption of novel ideas and concepts. Examples include the work I led within the Digital Transformation at London's Air Ambulance which was profiled by Microsoft UK also the Electronic Order-set development at Niagara Health which won both local and provincial recognition and the tool-kit we developed to help departments implement the order-sets was adopted as the standard across the Province.</p>



Champions & orchestrates
change

Through all of my roles over the past 15 years I have contributed to change processes that improve health service delivery. Evidence of this is the recognition I have received including the The Karen McGibbon Award of Excellence, Mount Sinai Hospital (2011) for implementing a Mass Transfusion Protocol as but one example.
