

Section A:

Nursing Leadership Award – Nomination Form

Nominee:

Prefix: Mrs.

Name: Fiona Karmali

Title: Executive Director, Professional Practice, Policy Development & Systems Transformation

Organization: Provincial Health Services Authority (PHSA)

Address: 700-1380 Burrard St.

Vancouver, BC V6Z 2H3

Phone: 604-675-7436

Fax: N/A

Email: Fiona.karmali@phsa.ca

Nominator:

Prefix: Ms.

Name: Susan Schroeder

Title: Senior Director, Patient Care Services

Organization: BC Children's Hospital

Address: 4500 Oak St;

Ambulatory Care Building- K4-224

Vancouver, BC

Phone: 604-875-2385

Fax: N/A

Email: sschroeder2@cw.bc.ca

Nursing Leadership Award – Nomination Template

The following template has been provided to help nominators with the nomination process. Please be sure to complete all sections within the template to the best of your ability. We request that you use this template to submit your nomination.

Summary (Limit: 250 words)

For 25+ years, Fiona Karmali, Executive Director, Professional Practice, Policy Development & Systems Transformation, has been dedicated to improving patient care. She creates a positive collaborative environment, nurturing teams across her complex portfolio. Through her vision, programs have matured to be evidence based and data driven resulting in services based on patient need.

Fiona's guidance to use standardized screening tools and clinical outcome measures has resulted in widespread patient benefits. Her clear vision of the nursing care model aligns with the College of Registered Nurses' (CRNBC) scope of practice changes and new nursing roles. With her fortitude, the organization had moved from low acceptance of Nurse Practitioners (NPs) to funding and integration of 16 NPs over 15 months. Because of her strategic thinking and strength in building partnerships, several of these roles are integrated into primary care settings providing 500+ unattached patients access to care. This is instrumental in Primary Care Physicians' understanding and value of the NP role.

Fiona's mentorship was foundational to the Radiation Therapy Nursing Education program, and geriatric oncology special interest group; both recently recognized by Canadian Association of Nursing Oncology (CANO). In the last year, she secured funding and provided oversight for the vitally required BC Adult Survivors of Childhood Cancer Program. She is a member of the Canadian Task Force on Adolescents and Young Adults (AYA) with cancer and an active member of several professional associations.

Fiona holds a Bachelor of Nursing (UBC), Masters of Science – Nursing (McGill) and is an adjunct faculty member of the UBC School of Nursing and formerly McGill School of Nursing.

Contact Information for Publication

Please use the contact information provided in the nomination form. (Check if applicable.)

Prefix:

Name:

Title:

Organization:

Address:

Phone:

Fax:

Email:

Section B

1. Introduction

In 1984, Fiona Walks graduated from the University of British Columbia (UBC) with a BsN. Her reputation as a strong compassionate nursing leader was already becoming evident during her studies at UBC. She served as a mentor to peers and was elected Class President, UBC School of Nursing - Nursing Undergraduate Society. Immediately upon graduation, her nursing career commenced at Shaughnessey Hospital in Vancouver as a staff nurse on the Spinal Cord Unit. An avid continuous learner, 1986 saw her taking the UBC Critical Care Course and then working in the Intensive Care Units at Shaughnessey & Children's Hospitals; returning to the Spinal Cord Unit in the role of Nurse Clinician in 1988.

In 1989 her studies took her to McGill University in pursuit of a Masters of Science degree. While studying she was also employed at the SMBD Jewish General Hospital, where she held various head nurse and coordinator roles. Fiona continues to maintain strong relationships with colleagues from her graduating nursing class and professionals from early on in her career. Frequently, longtime colleagues express fond memories of Fiona's early passions involving patients in their care, improving quality services and her innate ability to lead groups.

Upon Fiona's return to BC in 1999, she joined the BC Cancer Agency (BCCA), initially at the Fraser Valley Regional Centre and then in 2001 earned the added responsibility of the Vancouver Regional Centre. She was promoted to Chief Nursing Officer (CNO) in 2004 and in 2007 was offered an additional role as Senior Director, Cancer Care. These latter roles were the firsts of their kind at BCCA with responsibilities that spanned the both the province and BCCA. The excitement of a unique new role and the pressure of demonstrating its effectiveness was a perfect match for Fiona and her increasingly diverse skillset. She was able to innovate, work both independently and collaboratively, and ensure new processes and policies were razor focused on evidence based practice, patient safety, quality, and patient centred care. The Senior Director role was very successful for the organization and subsequently evolved into a total of 5 Senior Director roles across the BCCA .

In 2008, Fiona became Associate Vice President, Cancer Care and in 2010 was offered the role of Vice President, Safety, Quality and Supportive Care. Although, her title and responsibilities encompassed the areas of quality and safety, these concepts are core values to her decision-making and naturally shine as key components in her work. Fiona has recently been offered a new role for the entire Provincial Health Services Authority (PHSA) as the Executive Director, Professional Practice, Policy Development & Systems Transformation. She has once again taken on an original role across the health authority in an area her colleagues are eager to see her lead.

2. Please describe how the nominee's vision as a leader demonstrated an on-going commitment to quality patient care, innovation and leadership in nursing. (30 POINTS)

Fiona can always be counted on to take the conversation to a more thoughtful and higher level focusing on quality, safety and advance nursing practice. In her role as the agency's Quality Council Chair, she demonstrates the key virtues of a great leader. She has an exemplary character and is enthusiastic about quality and patient care. She tolerates ambiguity and can instil structure and process as needed. Fiona is committed to excellence in quality and demonstrates the ability to synthesize and prioritize all the issues coming forward with a quality and safety lens. This provides staff with a strong role model who drives culture change by demonstrating her own commitment to safety and providing the resources to achieve results.

As a testament to Fiona's strong leadership in quality, 4 Quality Awards have been granted to BCCA by the BC Patient Safety & Quality Council; the awards from 2012, 2014 and 2016 are highlighted. All of these award winning projects and staff were working under Fiona's leadership and direction.

The BC Cancer Agency Patient VTE Prophylaxis Team, was awarded the Excellence in Quality – Living with Illness 2012 award. This team recognized that only 15% of patients were receiving VTE prophylaxis (VTEP) to reduce the risk of VTE-related complications, but evidence suggests at least 90% of cancer patients could benefit from the practice. An interdisciplinary and cross agency team, including patients, collaborated and used innovative process redesign to attempt to increase the number of eligible patients receiving VTEP from 15% to 100%. The team met its goals well ahead of their targeted timelines and through audits have been able to confirm that the change is sustainable. Patient reports also indicate that better information is available and shared care decision making is now the norm.

In 2014, Fiona's group was again awarded with the Coping with End of Life Award for the province. This was for Advance Care Planning (ACP) on-line education. The team under Fiona's direction, developed, implemented and evaluated an e-learning module that provided key information needed to implement ACP specific to cancer care at all 6 Regional Cancer Centres. The learning module goals were to teach all BCCA team members about the operational components required to introduce and have the conversation about advance care planning with patients. Fiona advocated that all relevant staff must take the training and ensured a sustainability plan was in place to update the module. Feedback post module training and as part of each new learners' experience is obtained and regularly reviewed. The feedback has been exceptional, providing specific praise regarding the quality of information and the concise but engaging nature of the information. Any suggestions for improvement which were initially provided have all been implemented.

An additional award was presented to BCCA in 2014 for a major initiation that resulted from a patient safety event. This was a large scale project involving multiple program areas, two

health authorities and several groups of professionals; particularly nurses. The project was mistake proofing the entire transition process between the Vancouver Cancer Centre (VCC) and the Vancouver General Hospital (VGH). A Failure Mode Effects Analysis was conducted involving patients, frontline staff and leaders from both organizations. After much critical analysis of the process, including root causes and failure modes, multiple recommendations were put in place between both VGH and VCC. In 3 years, patient safety events related to this process were reduced from 40 over a 12 month period to 1 single event. Awareness of this project and improvements in other transitioning processes led to the reduction of patient safety events across the Agency from 217 to 68 during the same 12 month period. Several resources were created as part of this improvement initiative including a standard transfer tool and a communication handover form. Quarterly audits continue demonstrating 97% compliance with the forms.

This past year 2016, led to yet another BC Quality Award being presented to one of Fiona's Provincial Director - Psychosocial Oncology Program. This director was presented as runner-up to the Leadership in Quality Award. This award demonstrates the development and support Fiona provides to her leaders with a strong focus on quality. The work in her portfolio exudes strength in patient reported outcomes, service outcomes, and innovative provision of therapy to reach speciality populations. Fiona has been a strong advocate for professional development of all leaders across the agency by securing funding and promoting attendance at the BC Patient Safety & Quality Council's six month Quality Academy training.

Not only did Fiona lead these award winning teams and guide them through these very important impactful projects, she reinvested the funding awards for all 3 projects into the agency. A competition for these funds was elicited across the agency. Criteria for successful projects included ensuring projects targeting patient safety, included patient involvement, were reproducible to all BCCA Centres and were in alignment with other agency initiatives. This competition was held each year that the agency received award funds. The re-investment into the quality improvement culture has resulted in more agency wide activities that improved care for our patients. Successful projects were: 1) Development of Regional Health Authority Electronic Protocol, Pre-Printed Orders and Online Education Resources for Emergency Room Rapid Responses to Severe Chemotherapy Induced Diarrhea, and 2) Care of the Patient at Refeeding Syndrome Risk. This healthy competition has created much dialogue and excitement around patient safety and quality initiatives at a grass roots level.

Fiona is a strong advocate for the nursing profession reflected in her past role as Chief Nursing Officer (CNO). She had represented BC Cancer Agency Nurses at the BCCA Medical Advisory Committee and within the larger PHSA at the Health Authority Nursing Advisory Committee. She currently has oversight for all PHSA agencies; leading Professional Practice. She is leading the creation of a PHSA Policy Office that will standardize processes across the Health Authority.

In her past roles she has had oversight of Infection Control Program work and Privacy responsibilities. This work has included delegated responsibility to act as the Data Steward for

the BC Cancer Agency. She takes all these responsibilities very seriously and acts in the best interest of the patients.

3. Describe how the nominee has worked to advance nursing at every level; has worked to remove barriers between providers and build systems of quality care for patients (30 points)

Fiona has been a member of a variety of nursing organizations relevant to BC Cancer Agency. She ensures she is current and well informed in order to lead and integrate the nursing profession into the care provided at BCCA and that patients require. These memberships include: the College of Registered Nurses of British Columbia (CRNBC); Canadian Association of Nurses in Oncology (CANO); International Society of Nurses in Cancer Care (ISNCC).

Staying connected with appropriate networks of key stakeholders has been beneficial to her vision of promoting the requirement for a diverse nursing skillset at across the Health Authority beyond the basic RN skillsets. Fiona has been instrumental in establishing a Provincial Professional Practice Nursing (PPP) Program at BCCA supporting the standards of practice, education needs and mentorship of RNs working within operational programs at BCCA. The PPP program consists of the Advance Practice Role: Professional Practice Leaders (PPL) and the role: Education Resource Nurses. Through building this program, Fiona has faced the challenge of the natural tension that often exists between operations and professional practice. She has met these challenges with grace, professionalism and objectivity. She relies on evidence-based information, relevant data and patient input. Given that operations occur in the regional centres which are situated within different Health Authorities, she has also strongly advocated to build this program provincially with a consideration of the regional differences. This meant that many of the regional centres needed to adopt new standards to ensure the care delivered across the province was consistent and equitable for all patients. To ensure these changes occurred in a positive way, Fiona used many strategies, ranging from educating the Executive and seeking their approval to bringing in expert speakers to educate leaders about nursing scope of practice and working to top of license, and networking with various PHSA departments such as 'lean consultants' to assist with the operational changes required for changes to standards of practice. The organization now has a committee structure (including Nursing Advisory Council) that coordinates PPP and operational leaders led and supported by the PPP program which helps to support practice standard changes and nursing education.

In 2015, The Canadian Nurses Association (CNA) awarded BCCA an honorable mention for the 2015 CNA Employer Recognition Award. This was specifically for the outstanding support of CNA-certified nurses and the CNA Certification program at BCCA , all a direct result of Fiona's leadership.

In order to provide improved care provision for patients, Fiona's vision of building on the existing nursing skill and abilities has continued. Her vision was to introduce Nurse Practitioners into the agency for improving services received by long term complex cancer

patients. Amidst a political landscape in BC of little to no acceptance from physicians of the Nurse Practitioner role, Fiona forged forward. She was resilient in connecting with key physician leaders and highlighted opportune discussions as around budget and waitlist concerns. By outlining clear data and illustrating patient concerns and safety events, Fiona persuaded key individuals and was able to find funding and the negotiating ability to grow the Nurse Practitioner (NP) program internally at BCCA from 3 positions in 2010 to 17 in 2016. These roles are targeted appropriately to see patients with complex oncology needs, assisting them with many follow up appointments, and navigating through the complex cancer system of care. This has provided oncologists with more time to see initial appointments, and decreased their overtime and waitlisted patients.

Fiona continued to analyze patient needs and determined there was a need to reduce recurrence and secondary cancers in cancer patients. Unfortunately, it was identified there were over 500 cancer survivors in the Lower Mainland who were unattached patients. Their primary health care needs were not being met, likely resulting in a higher than necessary recurrence and secondary primaries. Primary care is outside of the BCCA mandate, therefore Fiona worked extensively with Doctors of BC, and the Fraser and Vancouver Health Authorities to advocate for Nurse Practitioner roles situated in the Health authorities to be the primary practitioners for cancer survivor patients and their families. To date, under Fiona's leadership, funding for 3 Fulltime NP roles was secured and all 3 roles have been hired in partnership with the 2 other health authorities. These NP roles have secured over 500 patients and their caseloads are growing. These patients primary health needs are now being followed with a special training and understanding of cancer follow up guidelines and screening.

Recognizing that changes in practice must also be supported at the student and educational institutional levels, Fiona has been a member of the Registered Nurses' Foundation of British Columbia (RNFBC) Board for several years. This organization is a funding body for RN education. Over the last year, the board has disseminated \$133,000 in Nursing Scholarships to BC residents for registered nursing school or graduate nursing school studies. This has allowed 124 scholarships/students (2015) to attend a BC University for nursing studies. Fiona is very active with this board and passionate in promoting Registered Nursing Education and also continuing studies. She is also the Vice President of the Board starting in 2016-17.

Also, to assist in upholding high quality RN education programs across BC, Fiona has been an active member of the CRNBC - Education Committee for over 3 years. The focus of this work is reviewing nursing education program and/or course content to ensure it is meeting the criteria as set out by CRNBC and adheres to accredited education program standards. This committee offers recommendations to applicants as needed and feedback to CRNBC on trends and learnings about RN programs.

4. Provide examples of the programs that the nominee has delivered that have resulted in measurable improvements to the organization and the patient population/community that they serve. (20 POINTS)

The many successes and positive impact that Fiona cultivated, achieved and promoted for this organization is immense. Narrowing this down is difficult but the most prominent accomplishments include:

Accreditation Canada 2009, 2013 - Fiona led the organization through these two accreditations. This included the introduction of the new QMentum Accreditation Program in 2009. During these years, BCCA received the highest levels of accreditation; awarded in 2009 with "Accredited" - the highest level award - meeting all the Required Organizational Practices (ROPs) and in 2013 awarded "Accredited with Exemplary Standing". This high level of achievement is consistent with Fiona's work and is a clear demonstration of her drive to go beyond the requirements of Accreditation to demonstrate excellence in quality improvement.

Adults of Childhood Cancer Survivors 2015 - This population was truly being underserved within the province of BC. There had been no follow up subsequent to the patients' discharge from paediatric services, and little understanding of the patient population regarding impact of their cancer treatment. As patients were aging, they were experiencing latent treatment effects and unclear on who to see for care. Education and awareness of these latent effects was limited both for patients and healthcare providers. Follow up cancer services were limited too. Fiona co-chaired a special interest group along with the PHSA Chief Operating Officer to develop a proposal and business case to be presented to the BC Ministry of Health, articulating the need for improved services for this population and a proposal for improved care. This group was very diverse, ranging from patients, advocacy groups, healthcare professionals from both pediatric and adult care, and healthcare administrators. Fiona facilitated meetings with ease, professionalism and equity. The proposal was accepted and over \$500,000 has been allocated for regular clinic services, a follow up recall project of patients as well as other infrastructure needs to best understand this population such as a registry and Telehealth services for remote rural patients. Although this patient population is low volume, that did not alter Fiona from prioritizing this work and improving services for patients.

Advance Care Planning - This has been a project over many years and illustrates Fiona's vision and patience with culture change. Much research has shown the benefits for patients and families in the planning of your wishes and needs for advance care. Cancer care is riddled with society's belief and hope that their cancer will be beaten. This "hope" is a good element and has even been shown to assist in recovery. However, this culture of hope and conquering cancer, as well as society's desire for youthfulness can be in direct contrast to initiating and having a conversation about advance care planning. This was the issue facing Fiona and her team in implementing advance care planning. Methodically, Fiona continued to guide her team in this culture change and championed how to integrate this thinking. After 4 years, the processes has been clearly defined, trialed and audited at all but one centre. This will continue to be a cultural shift, however the critical mass has been established and staff are making valuable critiques to the process, moving away from being obstinate or dismissing the need for this very important initiative. Audits indicate that over 75% of patients are receiving information and conversation about this from their primary oncologist.

Patients in Rural or Remote Settings - As a provincial organization, over 40% of the patient population resides outside of the metropolitan Vancouver - Victoria regions. Fiona led the organization in the planning, development and opening of the BC Cancer Centre for the North.

This provincial capital project with a budget of over \$20 million was completed under budget and within all targeted timelines. This highly political process was led by Fiona's professionalism, objectivity and focus on patient need. The Centre has now been fully functional for the last 4 years and provides closer to home services for all of the Northern Health Authority Cancer patients.

Advocacy for Patients Needs

Since 2010/11, Fiona has grown her portfolio budget by 50% from an operating budget of \$7.4 million to an annual operating budget of \$11.08 million. This increase of over \$3.5 Million has led to direct patient care roles, including Nurse Practitioners, a new Adult of Cancer Survivor Clinic as well as increased Full Time Employee for healthcare professionals due to demonstrated workload and volume growth.

Fiona has guided her Provincial Directors in applying for grants and submitting funding proposals where appropriate. Over the last 3 years, her programs have received over \$2 million in grant and special one-time funding. These grants have resulted in building capacity to serve our patients through education and training, making improvements to patient care processes and improved service delivery models for cancer patients provincially.

Fiona's long term commitment to Patient Centred Care and ensuring Patient Voice is heard throughout BCCA has been supported by her development of the BCCA Patient and Family Engagement and Experience Committee. This first of its kind cross agency committee is made up of key patient engagement champions from all programs, as well as, patient/family advisors. The committee follows evidence-based practices to instill its mandate of allowing the patients voice to be heard at all levels of the organization. Its first strategy, currently being implemented, is partnering with the BCCA Volunteer services to recruit, manage and support this new volunteer role; Patient Advisor. The committee is also working through the culture shift and education needed to all staff to begin this transformational change. It is recognized that this is a large culture change for the organization, however that the first step has been initiated and strongly supported by the Agency Executive thanks to Fiona's leadership.

5. Provide highlight's of the nominee's leadership and impact outside their organization. (20 POINTS)

Keeping in line with patients' needs and improving access to care, Fiona has had focused attention on the fact that many rural or remote patients continue to be isolated and vulnerable with an inability to access the Regional Centres across the province. She has worked tirelessly with the Provincial Director of Supportive Care services to promote distance services either via Telehealth or as on-line support groups and services. She has strongly supported the work of

the Patient Family Counselling group to research, develop and access funding for the implementation of a Pan-Canadian Professionally-facilitated on-line support group through what is known as Cancer Chat Canada. To date, over 100 on-line support groups have been operational and over 20 facilitating counsellors have been trained across Canada.

Fiona has also been a key representative on the Canadian Task Force on Adolescents and Young Adults (AYA) with Cancer. This group is dedicated to addressing the priority challenges in AYA Cancer. This has helped as a catalyst to looking at this specific population needs locally, with the formulation of Fiona's leadership on a cross agency Task force for both BC Children's Oncology Departments and BC Cancer Agency.

Fiona's abilities and interests also lie in the world of research. She promotes, designates resources and focuses attention on ensuring research activities are pursued within her portfolio. She has been a member of the Canadian Cancer Society - Short Term Award Selection Panel. Her role has been to review appropriateness and validity of research studies, particularly in the psychosocial areas. Over 3 years, she has reviewed over 25 proposals, providing feedback and approvals.

6. Conclusion

Fiona Karmali is most deserving of the 2016 CCHL Nursing Leadership Award. Quality, Safety and Patient inclusivity are the core foundation of her leadership decisions, always with the intent of ensuring the best patient outcomes. She is a strong advocate for the nursing profession and optimizing nursing roles to ensure all nurses are practice at the top of their licence and within scope.

Fiona's leadership style is to empower, mentor, and guide her staff to allow them to achieve their very best. She demonstrates strategic thinking, although can be detailed and hands on if needed. She is uncompromising when it comes to patient safety and quality. She is passionate about making processes operate at their smoothest and therefore is a true champion of quality improvement. She leads by example and carries significant responsibilities with dignity. She embodies professionalism and integrity in healthcare. She is a tremendous asset to our health authority and the nursing profession.



Julie Bruyere- Coordinator; Corporate Partnership and Events
c/o Canadian College of Health leaders
292 Somerset Street West
Ottawa, ON K2P 0J6

January 23, 2017

Dear Selection Committee for CCHL Nursing Leadership Award 2017:

It is with great honour and privilege that I nominate Ms. Fiona Karmali for the CCHL Nursing Leadership Award. Fiona is currently, Executive Director; Professional practice, Policy Development & Systems Transformation at Provincial Health Services Authority (PHSA) in British Columbia. She has been with the health authority for over 17 Years. Her career has spanned the areas of operations, quality, safety, infection control and project work. I've had the fortune of working with Fiona in various capacities over the last 9 years.

Fiona is an outstandingly intelligent, knowledgeable and personable professional, mentor, teacher and colleague. However, most importantly she is viewed as a phenomenal authentic leader. She has been a leader for nurses across the BC Cancer Agency (BCCA) and Provincial Health Services Authority (PHSA) as well as the nursing profession itself. Her leadership extends beyond the nursing profession to ensure that all patients' needs are met in a collaborative, effective appropriate way by providing her support to and involvement of all disciplines. She has served as an extraordinary role model to senior professionals as well as staff developing at the beginning or mid-career levels. Throughout much change in leadership at the agency, Fiona has provided consistency, clear transparent direction and leadership to staff, interim senior level professionals as well as exhibited stability to the organization as a whole. She supports innovation and creativity within her group. She is always available, but gives space to others to solve problems independently. She is supportive, kind, and always patient focused.

Fiona's support of the nursing profession has always been strong. She is involved in a variety of nursing committees and boards in order to progress, support and develop the profession. She has served on the faculty of the UBC Nursing faculty for more than a decade. She has mentored and taught nursing preceptors, nursing staff, nursing directors as well as nursing colleagues throughout her career.

Patient safety, patient quality and patient centred care are areas that are always foremost in Fiona's work. This is never an effort or afterthought for her as it is coupled and integral to the decisions and values that are part of her character. I look forward to you learning more about the excellent work that she has accomplished and continues to be involved in as demonstrated in the

application.

Healthcare organizations need more leaders like Fiona Karmali. I offer my fullest endorsement of Fiona's nomination and know of no one more deserving of the CCHL Nursing Leader Award.

Sincerely,



Susan Schroeder, M.S., MBA- CCHL Member
Senior Director, Patient Care Services
Medical/Surgical & Hematology/Oncology Inpatient & Ambulatory Patient Care Services
BC Children's Hospital
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November 24, 2016

Letter of Support for the Nomination of Fiona Walks for the CCHL Nursing Leadership Award

Dear Sir/Madame:

It is my privilege to nominate Fiona Walks for the CCHL Nursing Leadership Award. I have had the distinct pleasure of knowing and working closely with Fiona for the past seven years in her capacity as Vice-President with the BC Cancer Agency and now as Executive Director for Professional Practice in Provincial Health Services Authority. Our paths crossed much earlier in our careers when I was a nursing supervisor and she was a charge nurse in the spinal cord unit of Shaughnessy Hospital in Vancouver. I recall how even at the beginning of her career, she was already demonstrating leadership qualities that have of course evolved to the leadership excellence she embodies to this day.

It is difficult to know where to begin in describing the achievements and impacts she has had on the lives of patients, families, nurses, physician and allied health colleagues and on the nursing profession as a whole in her career. Her CV speaks for itself in terms of the superlative reach and relevance of her leadership provincially and nationally.

Fiona has been transformational in her leadership to improve the quality of patients' lives, continually focused on patient centered care and evidence based practices that make significant benefits to health outcomes. Indeed she has been a role model and mentor in leading the way for best practices in cancer care and professional practice not only throughout B.C. but nationally. Her leadership in forging collaborative partnerships and advancing excellence in practice has been acknowledged and appreciated not only by her nursing colleagues but by medical and allied health professionals, and interdisciplinary teams alike. The executives that Fiona works with regard her as a trusted and wise colleague who consistently demonstrates integrity and value based leadership.

On a more personal note, I have had the pleasure to experience directly and also observe with others, Fiona's infectious enthusiasm, optimism and sense of humour. These virtues enable her to affect positive and proactive changes in practice and systems of health care. Fiona continually thinks and acts both locally and globally in her executive role, always with a view to driving excellence in patient centred care. Her volunteerism and ambassadorship for the profession is exemplary, having dedicated much of her own time to advancing practice excellence by leading provincial and national nursing and interdisciplinary collaboratives as well as supporting professional associations nationally, such as the Canadian Association of Oncology Nurses.

I am so fortunate to continue to know, work with and learn from Fiona. She truly has had a positive impact on my leadership growth as a nurse and health care leader. As a CCHL member, I know that Fiona's leadership style, abilities and commitment align with the qualities and competencies that CCHL strives to promote in all healthcare leaders. She is an incredible asset to health care leadership and has made significant contributions to advancing the profession of nursing. I can think of no other individual more worthy of receiving this award and thank you for considering Fiona.

Sincerely,

A handwritten signature in black ink that reads "Trish Hunt". The signature is written in a cursive, flowing style.

Trish Hunt, RN, BSN, MSc, NP, CPHRM

Senior Director, Health Promotion, Chronic Disease and Injury Prevention
Population and Public Health

Adjunct Professor, School of Nursing, University of BC

CCHL Member: BC Lower Mainland Chapter

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FIONA KARMALI

5677 Timbervalley Road, Delta, BC, V4L 2H8 | 604 230 1196 | fionakarmali@gmail.com

SUMMARY

I am a leader committed to evidence informed practice, integrated and comprehensive care delivery, and continual process improvement. With over 30 years in practice, operation and executive leadership positions, I have successfully embraced the imperative to transform health care delivery processes in keeping with best practice, optimal resource utilization and academic/research development.

Utilizing informatics, LEAN management and health systems research, I have been able to bring interdisciplinary teams together across health authorities in achieving significant transformative initiatives. The opportunity to have worked across the continuum of health care, I am acutely aware and responsive to, the unique needs of patients and families, professional nursing practice, care delivery sectors and geographic regions in BC.

PROFESSIONAL EXPERIENCE

Executive Director, Professional Practice, Clinical Informatics, and Policy Office **2016-present**
Provincial Health Services Authority, Vancouver, B.C.

- Leads and manages long range strategic plans, goals across PHSA.
- Develops strategies to address inconsistent approaches to maximizing patient outcomes through professional practice, clinical informatics and the creation of a PHSA Policy Office.
- Builds alliances across the health authorities to improve patient care.
- Advocates for changes to practice to ensure consistent and meaningful improvements.

Vice President, Safety, Quality and Supportive Care, **2010-2016**
PHSA - BC Cancer Agency, Vancouver, B.C.

- Provides strategic clinical operations and nursing practice leadership.
- As part of the PHSA team, responsible for agency specific activities related to Quality Assurance, Quality Improvement, imPROVE, Infection Control, Risk Management, professional practice implications of Clinical Systems Transformation, and Nursing Practice, in general.
- Develops strategies to promote improvement in patient experience through engagement of patients, families and staff.

Associate Vice President and BCCA Chief Nursing Officer, **2006-2010**
PHSA - BC Cancer Agency, Vancouver, B.C.

- As a member of the provincial Chief Nursing Officer table participated in strategic discussions geared to improving patient care through such initiatives as the implementation of the Nurse Practitioners and specialty education funding.
 - Led the integration of cancer care processes across programs as well as health authorities.
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FIONA KARMALI

Page 2

Resume

PROFESSIONAL EXPERIENCE *continued*

Senior Director, Cancer Care, <i>PHSA - BC Cancer Agency, Vancouver, B.C.</i> <ul style="list-style-type: none">• Led clinical and operational process redesign• Led multidisciplinary teams with a focus on integration of care• Promoted an interdisciplinary academic work environment	2003-2006
Systemic Therapy Process Leader <i>PHSA - BC Cancer Agency, Vancouver and Surrey, B.C</i>	1999-2003
Head Nurse and Director in Training <i>SMBD Jewish General Hospital, Montreal, Quebec</i>	1994 - 1999
Project Manager <i>SMBD Jewish General Hospital, Montreal, Quebec</i>	1991-1994
Staff Nurse <i>Montreal Neurological Institute, Montreal, Quebec</i>	1988-1991
Nurse Clinician <i>Shaughnessy Hospital, Vancouver, B.C.</i>	1987-1988
Staff Nurse <i>Shaughnessy Hospital, Vancouver, B.C.</i>	1984-1987

EDUCATION

Transforming LINX
Executive Leader Training,
BC Health Leadership Development Collaborative, 2015

LEAN Leader Certification
PHSA, 2009

Master of Science (Thesis)
McGill University, Montreal
1994

FIONA KARMALI

Page 3

Resume

EDUCATION *continued*

Intensive Care Nursing Certificate

University of British Columbia

1986

Bachelor of Science, Nursing,

University of British Columbia

1984

PROFESSIONAL MEMBERSHIPS AND ACTIVITIES

- College of Registered Nurses of British Columbia - practicing member
 - UBC School of Nursing, Adjunct Faculty - current
 - McGill University, School of Nursing, Adjunct Faculty - past member
 - Canadian College of Health Care Leaders - member
 - Canadian Nursing Informatics Association - member
 - Registered Nurses' Foundation of British Columbia - President of the Board
 - University of Northern BC, Seed Grant Award Selection Panel - member
 - Canadian Association of Nurses in Oncology - past member
 - Canadian Cancer Society, Short Term Awards Selection Panel - past member
 - College of Registered Nurses of BC, Education Committee - past member
-



Megan Stowe RN BN MScN
Chief Clinical Information Officer
Fraser Health Authority
Suite 400, Central City Tower
13450-102 Avenue
Surrey, BC, V3T 0H1

November 25, 2016

Julie Bruyère

Corporate Partnerships and Events
Canadian College of Health Leaders
292 Somerset Street West
Ottawa, ON K2P 0J6

Dear Ms Bruyère ,

I am pleased to endorse Fiona Karmali for the Nursing Leadership Award with the Canadian College of Health Leaders. Fiona embodies professionalism and integrity in healthcare. I worked within Fiona's portfolio for nearly three years at BC Cancer. It was a great experience simply because she supported innovation and creativity within her group. She is a strong, kind and patient-focused leader; it is an honour to provide a letter of support for this award.

I worked with Fiona whilst she was the Vice President, Safety, Quality and Supportive Care at the BC Cancer Agency, Provincial Health Services Authority in British Columbia. Within this role and given her oversight of nursing practice she has consistently demonstrated an on-going commitment to quality and leadership in nursing. I have seen Fiona reliably advocate, articulate and promote patient-centred decision making within the senior leadership team at BC Cancer. This clear voice enables and champions strategies that reflect patient-centred approaches and advancement of policy that is reflective of quality.

Not only does Fiona do this herself, but she enables her team to do this as well. She consistently supports her team to take risks and even make unpopular decisions to enable improved quality. During my time with Fiona, she created the foundations for a Nurse Practitioner network within primary care to support cancer patients that did not have access to General Practitioners. The new approach wasn't entirely supported by all colleagues or physicians, however she enabled success and integration of this program into the Cancer Agency. She also spearheaded a new Survivorship Portfolio that brought in over 1 million dollars of grants within the first year. These progressive achievements would not have been possible without Fiona's focus on





enabling leadership and supporting improved quality for cancer patients across British Columbia.

Fiona great advanced nursing practice across BC Cancer. As her scope and role is provincial, she focused on regionalization of guidelines and policies for patient care and interdisciplinary practice. This not only created improved quality, but effectively utilized resources to create more opportunity and improvements within her reach. In the most oppositional conditions, I have witnessed Fiona rise above adversity and champion what is best for patients. This clear direction reaches broadly and moves many.

Whilst working with Fiona she achieved many accomplishments for BC Cancer. It's an honour to describe the most memorable achievements. The first is the opening of the Centre of the North. Fiona championed and supported a new cancer centre to be built in Northern British Columbia. This centre supported patient in remote regions of BC and was an essential step in providing access to life saving treatment. Without her leadership, this accomplishment for the Cancer Agency would not have been possible.

Fiona also led the advancement and integration of advanced care planning into BC Cancer. This feat had broad impact across the Agency, enabling patients to articulate wishes for care decisions and treatment options. This initiative was quite controversial given the impact of care discussions with multiple professions across the organization. Fiona supported her team to navigate through this with great success, enabling the new initiative to be integrated at each of the six cancer centres. Fiona has supported and championed a multitude of initiatives, consistently taking her teams to success.

Outside of the Cancer Agency, Fiona has made a large impact nationally with her participation in the Canadian Association of Nurses in Oncology. Fiona is also an adjunct professor with the University of British Columbia

Once again, I would like to wholesomely support Fiona for this award. It was an honour to write this letter of support. If you have questions or require clarification, please do not hesitate to contact me.

Kind regards,

A handwritten signature in black ink that reads "Megan Stowe".

Megan Stowe
Chief Clinical Information Officer
Fraser Health Authority

