



NOMINEES

PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD: Emerging Leaders

Organization	Individual
Huron Shores Family Health Team	Alyssa Spooney Executive Director
Hanover Family Health Team	Amy Dow Registered Dietitian Improving Together - Supporting Baby Friendly Practices
Bridgepoint Family Health Team	Dr. Karen Chu Family Physician
Centre for Family Medicine Family Health Team	Dr. Scott Laing Family Physician
South East Toronto Family Health Team	Emily Chan Director of Interprofessional Practice & Programs
Ingersoll Nurse Practitioner-Led Clinic - Tillsonburg Unattached Care Clinic	NP Jessie Rumble Clinical Director and Nurse Practitioner Lead
Minto Mapleton Family Health Team	NP Jodi Colwill Primary Care Nurse Practitioner Guelph Wellington OHT PCN Lead
Tilbury District Family Health Team	Melissa Provost Efficiency and Workflow Coordinator
North York Family Health Team	Selina Suleman Quality Improvement Specialist
Village Family Health Team	Subo Awan Executive Director



NOMINEES

PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Alyssa Spooney

Executive Director

Huron Shores Family Health Team

AT A GLANCE

Alyssa Spooney stepped into executive leadership at Huron Shores Family Health Team and quickly became a steady hand through change. Her leadership combines organizational discipline with a strong focus on staff engagement, relationships and building the conditions for the team to move forward together.

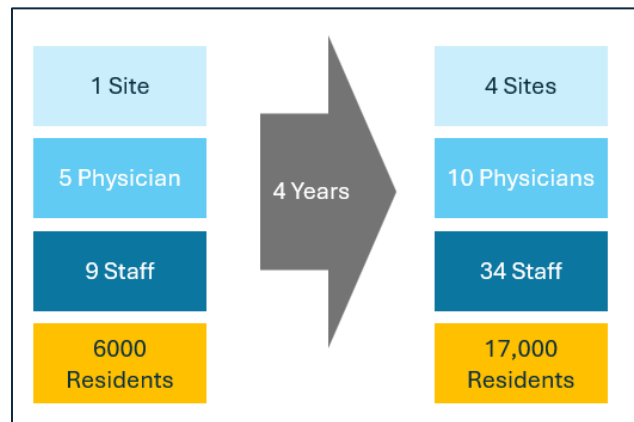
LEADERSHIP IN ACTION:

Since assuming the role of Executive Director of the Huron Shores Family Health Team in May 2022, Alyssa has demonstrated leadership through the successful transformation of a growing rural healthcare organization into an integrated, community-responsive system of care serving communities across the North Shore of the Algoma District.

Prior to becoming Executive Director, Alyssa worked in physician recruitment and helped lead the planning and advocacy efforts that expanded the Huron Shores Family Health Team from one site to four. Alyssa recognizes that sustainable growth required strong organizational



foundations notably, in the 4 years she has led the team, there has been substantial growth in large part due to Alyssa's leadership.



Alyssa led the integration of four independent clinic sites into one cohesive organization. She unified electronic medical records, technology infrastructure, and internal systems while establishing communication and leadership structures that connected geographically dispersed teams and strengthened collaboration.

Despite sector-wide workforce challenges and limited funding increases for compensation, the organization has maintained strong staff retention and stability throughout this period of rapid expansion. Alyssa has fostered a workplace culture where staff feel valued, supported, and empowered to contribute to meaningful change.

Through two successful Interprofessional Primary Care Team funding applications, she secured approximately \$1.5 million in annual base funding, significantly expanding the organization's clinical workforce and increasing access to primary care services. Beyond core funding, she successfully secured more than ten additional grants and partnership-based funding opportunities totaling over \$440,000 to support service expansion, healthy aging initiatives, palliative care, crisis response services, victim services, mental health programming, and workforce development. Perhaps most importantly, Alyssa has built an organization that listens to its staff, responds to community needs, and continuously seeks opportunities to improve access to care. Her ability to align frontline insight, organizational strategy, funding opportunities, and system partnerships has transformed the Huron Shores Family Health Team into a hub of integrated, community-based healthcare and reflects the qualities of an emerging leader whose influence continues to extend well beyond organizational boundaries.

Early in her tenure, Alyssa also demonstrated forward-thinking leadership by guiding the transition from a physician-led Board to a mixed community Board of Directors, strengthening accountability to the population served and reinforcing a commitment to patient-centered care.

Alyssa Spooney BUILDS COLLABORATION:

Alyssa fosters collaboration by creating an environment where staff feel heard, valued, and empowered to lead innovation. In a flat organization spanning four sites and more than thirty staff, she has cultivated a distributed leadership model where frontline insight directly informs program development. Rather than designing programs herself and assigning staff to implement them, Alyssa often starts by identifying the passions and expertise already present within her team. She invests in her staff, their ideas, and works to remove barriers, secure resources, and create the conditions for those ideas to succeed.

This approach has resulted in multiple staff-led initiatives evolving into formal programs that now serve communities across the North Shore. Examples include physiotherapy-led preventative programming that evolved into a comprehensive Healthy Aging Program; social work initiatives that expanded into mental health groups, crisis partnerships, and the Mobile Crisis Response Team; a Nurse Practitioner-led Women's Health Clinic that improved access to specialized care; and the expansion of palliative care services through investment in staff education and advanced training opportunities.

Alyssa's commitment to supporting people extends beyond program development. Drawing on her background in recruitment, she recognizes that strong healthcare systems are built through investment in people. She consistently encourages staff to pursue specialized education, certifications, and leadership opportunities that strengthen both individual careers and organizational capacity.

By investing in both current staff and future providers, Alyssa has created a culture where people feel connected to meaningful work, empowered to innovate, and inspired to contribute to lasting improvements in patient care.

Alyssa Spooney INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Alyssa consistently demonstrates creative problem-solving, particularly in navigating funding limitations and systemic barriers to care. The most recent example has been the development of the **Victim Services program for the collection of Sexual Assault Evidence Kits for the North Shore of the Algoma District**. Recognizing that survivors were required to travel several hours—often in distressing circumstances and frequently in police vehicles—to access specialized care. **When primary care organizations were deemed ineligible for the available funding, Alyssa adapted her approach by building a collaborative partnership model involving the North Shore Health Network, the Town of Blind River, and Mississauga First Nation.** Through this multi-sector collaboration, she helped secure funding, support the renovation of a dedicated private care space, and develop a coordinated regional model of care serving individuals presenting to multiple emergency departments across the North

Shore. This initiative reflects Alyssa's willingness to think beyond organizational boundaries and traditional funding structures in order to solve complex healthcare challenges. This

The program now improves access to **compassionate, trauma-informed care for more than 17,000 East Algoma residents across nine municipalities and three First Nation communities**, creating a regional point of access that significantly reduces travel barriers for individuals seeking care during times of crisis

ability to mobilize partnerships, adapt creatively to system barriers, and build sustainable regional solutions reflects the qualities of an emerging leader with growing system-level impact.

[Blind River launches new victim services program for sexual assault survivors - Elliot Lake News](#)

Alyssa Spooney'S IMPACT

Under Alyssa's leadership, the Huron Shores Family Health Team has experienced significant growth in both service capacity and patient access across the North Shore. Programs and services have expanded across all four sites, reducing the need for patients to travel outside their communities for care and improving the timeliness and continuity of service delivery. The introduction of local diagnostics, crisis response services, specialized clinics, and preventative programming has strengthened continuity of care and enhanced the overall patient experience for rural residents. Team performance has also strengthened under Alyssa's leadership, with high levels of staff engagement, interprofessional collaboration, and program development. Providers have become increasingly involved not only in direct patient care, but also in shaping and supporting innovative community-based programming alongside allied healthcare professionals. Several measurable outcomes reflect the impact of Alyssa's leadership and the organization's expanded capacity: •

Expanded vaccination clinics in partnership with Algoma Public Health across all four Huron Shores Family Health Team sites, reducing barriers to preventative care and improving local access to immunization services. Notably, 42% of participants accessing Healthy Aging services did not have a primary care provider, demonstrating the program's role in improving access to care for underserved residents and connecting individuals to healthcare services they may not otherwise have received. • The COPD Spirometry Program completed 70 assessments during its first year of operation (2025–2026), improving access to local diagnostic testing and reducing the need for patients to travel outside the region for care. •

In response to increasing mental health and crisis presentations identified by the social work team, Alyssa supported the expansion of community-based crisis and therapeutic services, including mental health groups, local crisis partnerships, and the launch of the Mobile Crisis Response Team (MCRT) in September 2025. Within the remainder of the fiscal year alone, the MCRT worker attended 161 calls for service, reflecting both the significant level of unmet need and the impact of improved local access to support. • Over the past

three years, 556 residents have participated in therapeutic mental health group programming, improving access to evidence-based mental health supports within their own communities and reducing barriers to care in a rural setting. • Within the first month of operation in May 2026, the Sexual Assault Evidence Kit Program supported three survivors locally, eliminating the need for vulnerable individuals to travel to larger urban centres to access specialized care during times of crisis. Over the past three years, 749 individual women have accessed the program, resulting in more than 2,000 first-time and follow-up appointments. Collectively, these outcomes demonstrate Alyssa's ability to build responsive, community-based healthcare services that improve access, strengthen collaboration, and deliver measurable impact across the region.

WHY Alyssa Spooner LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

In four years, Alyssa has overseen the integration of four sites, expanded staffing from 9 to 34 employees, increased provider capacity from 5 to 10 physicians and from 1 to 3 nurse practitioners, secured approximately \$1.5 million in annual base funding, and obtained more than \$440,000 in additional grant funding, all while significantly expanding access to healthcare services across the North Shore of the Algoma District. Her leadership is defined by a commitment to accessibility, collaboration, and system-level thinking. She consistently identifies gaps in care and works across organizational and sector boundaries to develop solutions that extend beyond the scope of a single agency. Her ability to influence system change is demonstrated through initiatives such as embedding a social worker within local OPP detachments to support real-time crisis response, as well as leading the development of regional Sexual Assault Evidence Kit services through multi-agency partnerships. These initiatives reflect her capacity to bring together health services, law enforcement, municipal partners, and Indigenous communities to address complex system challenges in an integrated and coordinated way, resulting in improved access to care closer to home for rural residents. She approaches healthcare improvement with a long-term perspective, prioritizing programs that are sustainable, scalable, and responsive to evolving community needs. Frontline insights are consistently translated into system-level opportunities, ensuring service development is grounded in real-world demand while simultaneously strengthening regional healthcare capacity. Through her support of student placements, workforce development, and advanced training opportunities for staff, she has helped build capacity not only within her organization but also within the broader healthcare system. At a time when the healthcare system is increasingly focused on integration, equity, and access, Alyssa's trajectory positions her as a leader well-suited to contribute to broader health system transformation across Ontario.



AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Amy Dow

Registered Dietitian, Lactation Consultant

Improving Together - Supporting Baby Friendly Practices

Hanover Family Health Team

AT A GLANCE

Amy Dow is turning evidence on infant feeding into practical improvement at the point of care. Through the Improving Together initiative, she brings clinical expertise, quality improvement and partnership-building together to strengthen Baby-Friendly practices and better support families making informed feeding decisions.

LEADERSHIP IN ACTION:

The Breastfeeding Committee of Canada, Canadian Institutes of Health Research and University of Manitoba have deployed this model in a national Community Baby-Friendly Initiative Collaborative (CBFI-C). Hanover Family Health Team is one of 22 sites from across Canada participating in this collaborative. Being selected to be one of 22 sites would not have happened without Amy's passion, initiation and leadership to submit the project proposal, contact and convene a cross organizational working group to guide our work and provide content expertise as well as project management leadership to this multi-faceted clinical service improvement initiative.

Amy Dow BUILDS COLLABORATION:

Amy is known for her passion and expertise for supporting new parents with making informed choices about how they will feed their newborn. She carries on this passion through knowledgeable, compassionate supportive care and teaching with new mothers and their newborns. One can see the relief on parents faces after spending time with Amy during critical stages on infant growth and development. Others at the FHT and clinic follow Amy knowing this work is so valuable to new parents and their children and knowing they do not have to do it on their own.

This "go to" support provided by Amy inspire others to support her and the Hanover FHT to create and celebrate a baby-friendly community spanning our local hospital, medical clinic and neighbouring agencies.

Amy Dow INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Amy's knowledge of the local and provincial research and support systems related to BFI have helped Hanover FHT be connected with a range of examples and learnings from other sites. We have also found that with Amy leadership that we are a leader in providing evidence-based, comprehensive, publicly funded infant feeding support. With Amy's leadership and following QI methodology, we have: - hosted training sessions to bring nursing and other staff up to date - updated and vetted patient information sources - improved documentation practices

Amy Dow'S IMPACT

The Canadian Community Health Survey reports a decline in 2 key measures for newborns from birth to 6 months. Any Breastfeeding rates decline from 90% at birth to 68% at 6 months while Exclusive Breastfeeding rates decline from 90% at birth to 38% at 6 months. Targets set from the CBFI-C for Exclusive Breastfeeding on Entry to Community Health Service is 75% and at 6 months is 50%. Hanover FHT data for the first action period (January 2026-April 2026) reflect variation (as expected with any QI initiative) with both measures oscillating above and below the respective run chart target. Amy is leading our working group through the Ten Steps to Successful Breastfeeding to achieve Gold level status with CBFI-C's structured Baby-Friendly Initiative Recognition Program by 2027. Hanover FHT's aim is to achieve these target rates in a coordinated and sustained way to

the benefit of infants and parents, FHT team members and partnering community health service providers. Early improvements tested at Hanover FHT include focused education and training informed by clinical leads and patient advisor, improved documentation practices and clearer referral pathways for access to timely, evidence-informed, publicly funded parent/newborn support.

WHY Amy Dow LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Amy believes in a strong, team-based, knowledgeable publicly funded primary care system. With changing mandates from other different health system partners and shift to private pay (out of pocket or benefit plan), this belief is important to maintaining a strong, accessible, equitable primary care system. Amy has demonstrated using quality improvement approaches to achieve gains. She routinely works with other allied health professionals, physicians, administrative staff to meet patient needs and design improvements that benefit patients and team members.





NOMINEES

PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Dr Karen Chu

Family Physician

Bridgepoint Family Health Team

AT A GLANCE

Dr. Karen Chu's leadership reaches well beyond her own practice. From helping build the East Toronto Primary Care Network to advancing team-based supports for physicians outside FHTs and planning for physician retirements, she is helping shape the infrastructure primary care needs to work as a connected system.

LEADERSHIP IN ACTION:

Dr. Karen Chu's leadership extends well beyond her role as a family physician. As a founding Executive Board member of the East Toronto Family Practice Network, she has helped strengthen the role of primary care within the broader East Toronto health system and create stronger connections between family practices, specialist services, hospitals and community care.

Dr. Chu is also deeply committed to developing the people around her. A lecturer with the University of Toronto's Department of Family and



Community Medicine since 2008, she has been recognized for excellence in teaching and education and continues to mentor medical learners, new graduates and interprofessional staff. In her role as Medical Director, she brings that same commitment to coaching new team members and helping them build confidence, capability and long-term careers in primary care.

Dr Karen Chu BUILDS COLLABORATION:

Dr. Chu has built her influence through relationships. She understands the day-to-day realities of family practice, while also being able to bring those realities into larger system conversations.

Across East Toronto, she has taken on leadership roles within the Ontario Health Team, the East Toronto Family Practice Network and broader provincial primary care tables. Through these roles, she has helped connect family physicians with one another and with hospital, community and specialist partners around shared priorities such as integrated care pathways, chronic disease management, physician engagement and patient attachment.

Her ability to work comfortably across these different environments matters. Dr. Chu does not approach collaboration as representation for its own sake. She uses those relationships to make sure primary care realities are understood, to identify practical opportunities for partnership, and to help turn system-level conversations into changes that are meaningful to clinicians and patients.

One example is the introduction of SCOPE to East Toronto in 2019. The program gives family physicians a single point of access to interdisciplinary supports and specialist expertise, helping reduce fragmentation and improve care coordination. For Bridgepoint Family Health Team patients, this has meant more timely access to services that are not available within the FHT itself, including child psychiatry and other specialized supports.

Dr Karen Chu INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Dr. Chu has consistently looked for practical ways to solve problems that extend beyond the walls of a single practice.

She has played leadership roles in collaborative quality improvement and population health initiatives across East Toronto, including work related to COPD, lower-limb preservation, chronic disease management, preventive cancer screening and adult mental health and substance use.

What connects these initiatives is her focus on integration. Rather than treating each clinical issue as a stand-alone program, she works to strengthen the connections between primary care, specialty care and community services so that patients experience a more coordinated system.

She is also an early adopter of new approaches and technologies when they can improve care. Her leadership combines clinical credibility with a willingness to test new ideas, bring partners together and work through the operational realities required to make them useful in practice.

Dr Karen Chu'S IMPACT

Dr. Chu's impact can be seen both in the programs she has helped build and in the primary care relationships she has strengthened across East Toronto.

When new provincial investment created opportunities to expand team-based care, her longstanding relationships with local family physicians helped Bridgepoint Family Health Team respond quickly. Those relationships contributed to two successful rounds of funding designed to extend interdisciplinary team supports to family practices that were not already part of a Family Health Team.

She is also working directly with family physicians approaching retirement to reduce the risk that patients become unattached when practices close or transition. This involves looking beyond simple patient transfer and considering factors such as geography, language, social determinants of health and the needs of individual patient populations. In one example, Mandarin-speaking patients from a retiring physician's practice were connected with Bridgepoint FHT physicians able to provide appropriate continuity of care.

These may appear to be individual transitions, but they reflect a larger approach: anticipating where the system may fail patients, using relationships to identify solutions, and acting before people lose access to care.

WHY Dr Karen Chu LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

The future of primary care will require leaders who can connect the realities of individual practices with the opportunities of broader networks, teams and health systems. Dr. Chu is already working at that intersection.

She brings decades of experience as a family physician, a strong understanding of team-based care, and a track record of building relationships across organizational boundaries. Just as importantly, she has retained the perspective of the practicing clinician. Her system

leadership remains grounded in what family physicians, teams and patients actually experience.

As Ontario continues to expand team-based care, strengthen primary care networks and improve patient attachment, leaders will need to bridge the distance between policy, system planning and frontline delivery. Dr. Chu has demonstrated an ability to do exactly that: bring people together, identify practical solutions and keep primary care firmly at the centre of system transformation.





NOMINEES
PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Dr. Scott Laing

Family Physician

Centre for Family Medicine Family Health Team

AT A GLANCE

Dr. Scott Laing has made digital improvement intensely practical. By redesigning EMR tools and workflows, including solutions that can turn dozens of clicks into one, he is reducing administrative burden and giving clinicians and staff more time and better information for patient care.

LEADERSHIP IN ACTION:

Dr. Laing leads the Centre for Family Medicine's Digital Health Committee, where his impact has been transformative. Over the past three years, he has dedicated countless hours to improving workflows within our electronic medical record system. By designing quality improvement initiatives, developing backend solutions, and customizing tools for individual clinicians and team members, he has significantly reduced administrative burden and improved efficiency across our team.

Dr. Scott Laing BUILDS COLLABORATION:

Dr. Laing has an essential skill set as a clinician with digital health expertise, and he shares it generously and enthusiastically to improve patient care. Dr. Laing is always willing to take the lead on trialing new technologies, troubleshooting issues, and figuring out how they can

best work within our team. When a clinician or receptionist on our team requests a change or has a quality improvement idea, Dr. Laing is quick and responsive to turn this into a useful digital solution. When a solution is implemented, he is always just a phone call away for those involved. His work ensures that clinicians have access to evidence-based tools embedded directly into their workflow, allowing them to spend more time focusing on patient care. These tools and workflow innovations allow for better collaboration within and across teams, improving patient care in a meaningful way. Through his leadership in the Primary Care Network, he actively shares these tools and quality improvements with other practices across the region. Laing is also a passionate and effective advocate for primary care and currently serves as Board Chair of the KW4 Primary Care Network. In this role, he collaborates closely with our Ontario Health Team and regional partners to address system barriers, improve primary care attachment, and advance provincial priorities.

Dr. Laing is widely respected both within and beyond our organization for his thoughtful leadership, strategic perspective, and commitment to improving the delivery of care and the joy and sustainability of practicing primary care

Dr. Scott Laing INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Dr. Laing leads our Digital Health Committee, and has supported countless hours standardizing workflows and reducing the administrative burden on our team by creating better workflows in our EMR. For example, he has standardized custom forms, created tool bars to maximize workflow for physicians, receptionists, and every discipline of health professional within our team. He has taken the time and initiative to understand the teams' needs, and then made suggestions on how we could be more efficient with digital tools through to implementing each quality improvement idea. He takes the needs of our team and translates them digitally through the shoes of a clinician. From designing the work, to the back end coding, to personalizing it for each professional, his digital expertise has saved our team time, created better tools that are evidence and guidelines based. Laing supports our admin and reception team by creating and updating toolbars, and training and supporting the team to reduce their administrative burden through digital solutions. Laing has supported eReferral forms standardization, Evidence2Practice EMR tools development, and validated the automated tools. He has also created digital tools that are used in various clinics, broader than the Centre for Family Medicine, but across family practices in our province - which include referral forms, quick tools to simplify common EMR tasks (prescribing, completing forms, sending messages, chart reviews, etc.).

Dr. Scott Laing'S IMPACT

The implementation of digital tools within our family health team has significantly increased administrative efficiency for our clinicians, allied health professionals and reception staff. For example, one toolbar can reduce several administrative workflows from up to 40 clicks to just one. Our team is able to spend more time and energy on patient care, provide more efficient communication with patients, and ensure patient needs are met in a timely manner e.g. cancer screening reminders. These EMR improvements also allow us to collect better patient data in more efficient ways, allowing us to track clinical impacts with greater detail and accuracy. The resulting data allows us to use resources more effectively and identify opportunities for improvement, so that we can continually evolve to best meet the needs of our patients.

WHY Dr. Scott Laing LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Through his leadership in primary care system planning, Dr. Laing's dedication to patient-centered clinical practice, and his innovative work in digital health, Dr. Laing has quietly improved care delivery for thousands of patients while meaningfully supporting the physicians and teams who serve them. Dr. Laing is always willing to trial new technologies and figure out how they can work best within our team, and the wider health system. His willingness to contribute his expertise and time for the benefit of the broader healthcare community reflects his deep commitment to strengthening primary care at a system level. Many of these initiatives have been essential to clinician and administrative team well-being by reducing administrative workload and addressing contributors to burnout. His leadership, innovation, dedication to patient care, and commitment to improving the healthcare system and the lives of primary care providers have had a profound impact on our team, our community, and the practice of primary care more broadly.

In a remarkably short time since joining the Centre for Family Medicine in 2022, Dr. Laing has become one of the most impactful physician leaders in our region.





NOMINEES
PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Emily Chan

Director of Interprofessional Practice & Programs

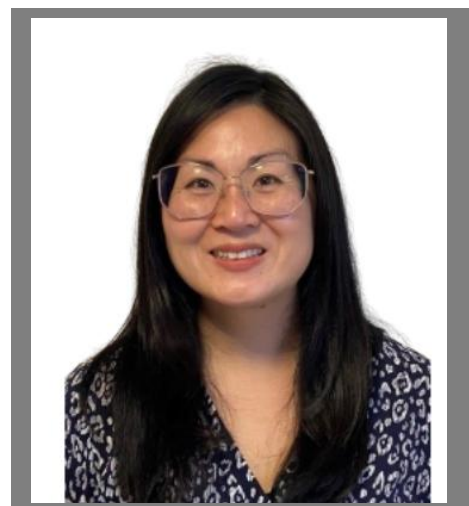
South East Toronto Family Health Team

AT A GLANCE

Emily Chan leads by building other people's capacity. As Director of Interprofessional Practice & Programs at South East Toronto FHT, she combines program leadership, mentorship and change management to strengthen interdisciplinary teams and create the conditions for coordinated, responsive care.

LEADERSHIP IN ACTION:

Emily has demonstrated exceptional leadership through her work as Director of Interprofessional Practice (IHP) & Programs at the South East Toronto Family Health Team (SETFHT). In addition to overseeing a diverse team of healthcare professionals, she has played a key role in advancing organizational priorities, supporting program development, and leading change initiatives that strengthen team-based primary care. A particularly strong example of her leadership is her commitment to building team capacity and supporting staff development. She leads with a collaborative and



inclusive approach, ensuring that team members feel heard, supported, and empowered to contribute to organizational goals. Through periods of organizational growth and change, Emily has successfully brought together IHP teams, aligned staff around shared priorities, and supported the implementation of program and workflow improvements that enhanced care coordination and improved the patient experience. Through her leadership, teams have successfully adapted to evolving healthcare demands while maintaining a strong focus on patient-centered care.

Emily Chan BUILDS COLLABORATION:

As a trained RN, Emily is widely respected for her ability to bring people together across disciplines, roles, and perspectives. She actively fosters collaboration by creating opportunities for open dialogue, shared problem-solving, and collective decision-making. Whether working with physicians, nurses, social workers, dietitians, pharmacists, administrative staff, or members of the senior leadership team. Emily is approachable, generous with her knowledge, and consistently encourages others to grow and succeed. Team members

Emily promotes an environment where all voices are heard, valued, and where collaboration is viewed as essential to delivering high-quality care. She inspires others through her authenticity, professionalism, and unwavering support of her colleagues

frequently seek her guidance because of her ability to listen thoughtfully, provide meaningful feedback, and help others find solutions to complex challenges. She leads by example, fostering a culture of continuous learning, accountability, and mutual support.

Emily Chan INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Emily has consistently demonstrated creativity and initiative in addressing operational and clinical challenges within a complex primary care environment. One example is her ability to identify opportunities to strengthen communication and collaboration across teams, ensuring that patient care remains coordinated and effective despite increasing demands on the healthcare system. Recognizing the importance of supporting both staff and patient needs, Emily has helped develop and implement processes that improve care coordination, streamline workflows, and enhance interdisciplinary collaboration. Rather than relying on traditional top-down approaches, she actively engages frontline staff in identifying challenges and developing practical solutions. By bringing together diverse perspectives and encouraging shared ownership of change initiatives, this collaborative approach has resulted in more sustainable improvements, stronger team engagement, and better alignment between operational processes and patient care goals. Drawing on her previous

experience as a frontline RN, Emily's ability to translate team member feedback into meaningful and lasting improvements has helped strengthen both team effectiveness and the delivery of patient-centred care.

Emily Chan'S IMPACT

Emily's leadership has had a meaningful impact on both team performance and patient care. Through her mentorship, program leadership, and commitment to collaboration, she has helped create an environment where interprofessional providers can work effectively together to meet the complex needs of patients and families. Her support of staff development and team cohesion has strengthened morale, improved communication, and enhanced the ability of care teams to respond to patient needs. As a result, teams are better equipped to collaborate, adapt to changing demands, and delivery high-quality, patient-centred care. Her positive influence also extends beyond individual programs, helping to build a culture of collaboration, accountability, and excellence that strengthen both staff performance and the quality of care delivered to patients across the organization.

WHY Emily Chan LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

. She consistently demonstrates emotional intelligence, adaptability, and a commitment to continuous learning. Her collaborative approach, combined with her passion for equitable, patient-centered care, positions her to make meaningful contributions beyond her own organization. Emily has a demonstrated ability to identify opportunities for improvement, navigate complexity, and build consensus among diverse stakeholders, skills that are essential for advancing health system transformation. As healthcare systems continue to evolve, Emily's leadership, innovation, and commitment to team-based care will continue to support the development of stronger, more integrated models of care that benefit both patients and the providers who care for them.

Emily possesses many of the qualities that define future health system leaders. She combines strategic thinking with a deep understanding of frontline care, allowing her to connect organizational priorities with the realities of patient and provider experiences





NOMINEES

PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

NP Jessie Rumble

Clinical Director and Lead Nurse Practitioner

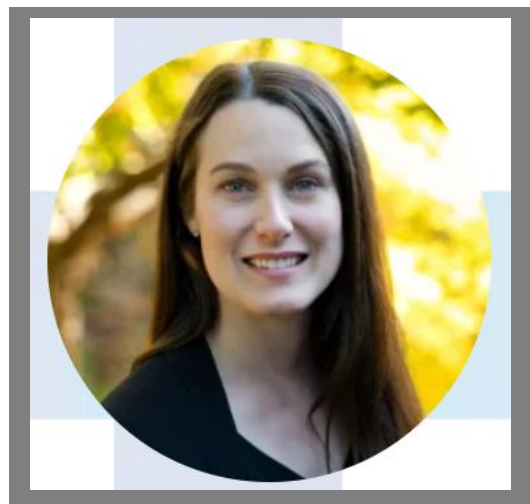
Tillsonburg Nurse Practitioner-Led Clinic

AT A GLANCE

NP Jessie Rumble is helping build primary care capacity while still delivering it. Her leadership spans the Tillsonburg Unattached Care Clinic, major organizational growth, specialty care and workforce development, demonstrating how clinical leadership can translate directly into attachment and access.

LEADERSHIP IN ACTION:

NP Jessie Rumble has demonstrated extraordinary leadership through her role as Clinical Director and Lead Nurse Practitioner of the Ingersoll Nurse Practitioner-Led Clinic (soon to become the Oxford County Nurse Practitioner-Led Clinic to better represent the communities we will be serving) during a period of unprecedented growth and health system transformation. One of the most significant examples of her leadership was her contribution to the development and implementation of the Tillsonburg Unattached Care Clinic (TUCC). Faced with a growing primary care



crisis and thousands of residents without access to a primary care provider, Jessie worked collaboratively with local partners, including the Oxford & Area Ontario Health Team, Thames Valley Family Health Team, the Town of Tillsonburg and others, to establish a new access point for unattached patients despite having no dedicated Ministry of Health or Ontario Health operational funding. She personally provided clinical coverage, helped design workflows, supported staffing, and ensured high-quality patient care while continuing to manage her own patient roster and organizational leadership responsibilities. The clinic has since provided care to more than 790 unattached patients and served as a bridge to permanent primary care attachment. In parallel, Jessie led the organization's Supported Attachment initiative, helping attach over 700 patients and significantly reducing the local Health Care Connect waitlist. She also played a key leadership role in securing and implementing the largest expansion in the organization's history, helping bring team-based primary care services to Tillsonburg and increasing access to care across Oxford County.

NP Jessie Rumble BUILDS COLLABORATION:

Jessie is a collaborative leader who consistently brings people together around a shared purpose. Over the past several years, she has mentored numerous nurse practitioners, including several new graduates, supporting their transition into practice and helping them build confidence in complex clinical and leadership environments. Jessie fosters collaboration by ensuring every discipline has a voice in decision-making and by creating

Most recently, she successfully onboarded and supported five new nurse practitioners while simultaneously managing staffing transitions, maternity leaves, and organizational growth.

opportunities for clinical and administrative teams to work together toward common goals. She actively seeks feedback from staff and has implemented regular communication channels, team meetings, and informal feedback mechanisms to ensure staff feel heard and supported. Externally, Jessie is highly respected for her ability to build partnerships across organizations. She has represented the clinic through

the Oxford & Area Ontario Health Team, Oxford Primary Care Network, Ontario Mental Health and Addictions Network, Nurse Practitioner-Led Clinic Association, Ontario Health initiatives, and numerous provincial committees. Her ability to unite partners around patient-centered solutions has made her a trusted voice locally, regionally, and provincially. Whether mentoring a new clinician, supporting a colleague through a difficult situation, or advocating for improved access to primary care, she consistently demonstrates professionalism, compassion, and unwavering commitment to patients and teams.

NP Jessie Rumble INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Jessie has repeatedly demonstrated the ability to identify gaps in care and develop

, Jessie pursued specialized education through Rainbow Health Ontario and worked collaboratively with clinic staff and community partners to establish a dedicated service for transgender and gender-diverse patients.

innovative solutions that improve access and patient outcomes. Recognizing a significant gap in access to gender-affirming care within the region This initiative significantly improved access to affirming, evidence-based care for a historically underserved population. She has also been a strong advocate for leveraging technology and innovation to improve care delivery. Jessie supported the implementation of eReferral and ePrescribing, introduced population health tools to improve preventive screening rates, and has

become involved provincially through Ontario Health's Artificial Intelligence Clinical Decision Support (AI-CDS) Committee, helping shape the future use of AI within healthcare. More recently as mentioned, she helped design innovative attachment and care delivery models that enabled Oxford County to reduce unattached patient volumes despite significant physician shortages. These efforts required creative partnerships, flexible staffing models, and a willingness to challenge traditional approaches to primary care delivery.

NP Jessie Rumble'S IMPACT

Jessie's impact is measurable across patient care, workforce development, and health system performance. As a practicing Nurse Practitioner, she has maintained a complex patient roster while simultaneously providing care through specialty programs such as the Oxford County Trans Clinic. She has consistently expanded access to primary care, personally growing her patient panel while supporting the organization's growth from approximately 2,700 patients in 2022 to more than 4600 attached patients today. Attached hundreds of previously unattached patients. Supported more than 750 patients through the Tillsonburg Unattached Care Clinic. Improved preventive care and quality improvement initiatives through the implementation of clinical dashboards and enhanced data utilization. During the COVID-19 pandemic, she provided clinical oversight for vaccination efforts and organizational response planning. She was instrumental in securing hospital privileges for Nurse Practitioners at local hospitals, helping advance the role of NPs and improve continuity of care for patients. Through her mentorship of emerging clinicians, commitment to quality improvement, and dedication to expanding access to care, Jessie has positively influenced the health outcomes of thousands of patients across Oxford County.

WHY NP Jessie Rumble LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Jessie possesses the rare combination of clinical excellence, strategic thinking, systems awareness, and collaborative leadership that is needed to transform healthcare. She consistently looks beyond organizational boundaries to identify opportunities for broader system improvement. Her leadership contributions now extend provincially through her role as Secretary of the AFHTO Board of Directors, participation on Ontario Health's Artificial Intelligence Clinical Decision Support Committee, membership on the Council of Ontario University Programs in Nursing Primary Care Nurse Practitioner Curriculum Committee, and active involvement with the Nurse Practitioner-Led Clinic Association. Jessie is deeply committed to advancing the role of Nurse Practitioners, strengthening team-based care, and improving equitable access to primary care. She has repeatedly demonstrated the courage to advocate for underserved populations, challenge traditional models of care, and develop innovative solutions to complex healthcare challenges. She understands patient care, workforce challenges, organizational operations, governance, policy, and health system transformation and can move seamlessly between those perspectives. As Ontario continues to navigate primary care reform, workforce shortages, and increasing healthcare complexity, leaders like Jessie will be essential. Jessie Rumble exemplifies the spirit of AFHTO's Emerging Leader Award - an innovative, collaborative, and visionary leader whose impact is already being felt across the health system and whose greatest contributions are still ahead of her.





AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

NP Jodi Colwill

Primary Care Nurse Practitioner at the Minto Mapleton Family Health Team
Guelph Wellington OHT PCN Lead

AT A GLANCE

NP Jodi Colwill connects frontline primary care with system-level quality improvement. Through FHT, OHT and Ontario Health work, she brings the realities of clinical practice into decisions about preventive care, access and coordination, helping turn broad priorities into changes teams can actually implement.

LEADERSHIP IN ACTION:

Jodi demonstrates emerging leadership through her involvement in advancing quality improvement and preventive care within team-based primary care. As a Nurse Practitioner with the Minto-Mapleton Family Health Team, she actively contributes to both the FHT Quality Improvement Committee and the OHT Quality Improvement Committee, helping to identify opportunities to improve care coordination, patient outcomes, and access to services. Her leadership is also reflected in her participation on the Ontario Health Preventive Care Services in Primary Care Working Group, where she brings valuable frontline



primary care perspective to broader system-level discussions. Jodi is able to connect the day-to-day realities of patient care with larger health system priorities, offering practical insight into how preventive care initiatives can be implemented effectively in interdisciplinary primary care settings. Through this work, Jodi has demonstrated strong collaboration, initiative, and systems thinking. She leads by contributing meaningfully, building relationships across disciplines and organizations, and keeping both patients and providers at the centre of improvement efforts.

NP Jodi Colwill BUILDS COLLABORATION:

Jodi foster collaboration by building strong, respectful relationships across disciplines, organizations, and sectors. She is known for bringing people together around shared goals and creating space for different perspectives, whether she is working with clinical colleagues, mentoring newer providers, contributing to quality improvement committees, or participating in provincial working groups. She inspires others through her authenticity, inclusiveness, and willingness to lead by example. Jodi does not rely on title or authority to create impact. Instead, she identifies opportunities for improvement, encourages others to contribute their strengths, and helps move ideas into action. She keeps patients, providers, and the sustainability of team-based care at the centre of her work, which motivates those around her to think bigger, collaborate more openly, and contribute to meaningful system improvement.

NP Jodi Colwill INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

. Recognizing that sustainable team-based care depends not only on recruiting providers, but also on helping them feel supported and connected, Jodi contributed to the development of

aimed at strengthening professional interdisciplinary reflects a creative and common challenge in support providers in environments while patient care. Rather

Jodi introduced an effective solution through her work supporting nurse practitioner integration, mentorship, and collaborative practice within primary care

resources and supports NP onboarding, development, and collaboration. This work practical response to a primary care: how to complex, high-demand maintaining high-quality than focusing only on

individual workload, Jodi approached the issue from a systems perspective by helping create conditions where providers can learn, collaborate, and practise effectively within a team. Her involvement in the accredited workshop Psychological Health & Safety: A Foundation of

Sustainable Primary Care Teams is another example of this approach.

NP Jodi Colwill'S IMPACT

Jodi's tangible impact is seen in her work to improve access, care coordination, and the overall effectiveness of team-based primary care. As a Nurse Practitioner with the MMFHT, she provides patient-centred care while also contributing to broader quality improvement efforts that strengthen how care is delivered across the team. Through her involvement on the FHT and OHT Quality Improvement Committees, Jodi helps identify practical opportunities to improve patient outcomes, reduce gaps in care, and support more coordinated service delivery. Her participation in the Ontario Health Preventive Care Services Working Group also allows her to bring frontline insight into system-level planning, helping ensure that preventive care initiatives are realistic, patient-focused, and effective in primary care settings. By supporting NP integration, mentorship, collaborative practice, and psychologically healthy workplaces, Jodi helps create stronger, more sustainable teams. This directly benefits patients by improving continuity, provider collaboration, and the team's ability to respond to community needs.

WHY NP Jodi Colwill LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Jodi's ability to combine frontline clinical experience with systems-level thinking suggests she will continue to contribute meaningfully to broader health system improvement. She understands the realities of patient care, provider workload, access challenges, and interdisciplinary practice, while also being able to connect those realities to larger priorities such as quality improvement, preventive care, workforce sustainability, and primary care transformation. She is collaborative, thoughtful, and action-oriented. Jodi builds strong relationships across disciplines and organizations, contributes to local and provincial working groups, and brings a practical, patient-centred perspective to system-level conversations. She is also committed to psychologically healthy workplaces and provider wellness, recognizing that sustainable health system improvement depends on supporting both patients and care teams. Her leadership is grounded in humility, curiosity, and a willingness to move ideas into action.





AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Melissa Provost

Efficiency and Workflow Coordinator

Tilbury District Family Health Team

AT A GLANCE

When a regional cyberattack disrupted core systems, Melissa Provost helped keep care moving. That same operational instinct now drives broader workflow, scheduling and digital improvements at Tilbury District FHT, reducing delays and creating capacity for both patients and providers.

LEADERSHIP IN ACTION:

During the 2023 south western Ontario cyber attack when our IT infrastructure was compromised and limited due to reduced access, Melissa was a leader in guiding sustained operations through creative makeshifts to ensure patient services were not disrupted. During Accuro downtime, IT challenges, fax interruptions, phone and internet downtime, and other digital challenges, Melissa served as a leader and a liaison with IT support to troubleshoot complex issues, while keeping the team focused on temporary and creative workarounds. Collaborating with our Digital Health and Data Management Specialist to data map between Medeo and Ocean to support the transition process of matching and translating data fields from Medeo to Ocean- incredibly time consuming and done to ease the transition/change for staff and patients. This has involved working extra hours and lots of iterative approaches to ensure a smooth transition for improved patient experience and to mitigate workflow disruption.

Melissa Provost BUILDS COLLABORATION:

Melissa takes initiative in leading all work that improves the quality of output and overall experience for patients and team members. Change management is smoother because of her ability to connect with team members and transform resistance into understanding. Melissa's alignment to the Vision has strengthened Leadership's ability to make the organizational shifts related to: -digital health adoption (new phones system, transition to Ocean, Phelix AI, AI Scribe). Ex. of collaborations and partnerships include: TransForm, OHT partners, the TDFHT team, Amplify Care, Accuro, Applied Computer Solutions re phone system. -

. Melissa has transitioned from more than 15 years of receptionist experience to assume the role of Efficiency and Workflow Coordinator as a result of her keen attention to details, trust established with colleagues and commitment to the organization and the community it serves.

Implementing structured schedules for increased optimization for physicians, NPs and other IHPS. Engages all team members through redesign efforts. Factors in their feedback with guidance from leadership and Strategic Plan commitments. -Improved workflow and error reduction within the administrative support team. Engages all team members through redesign efforts. Factors in their feedback with guidance from leadership and Strategic Plan commitments. -physical space redesign and workflow redesign to improve efficiency and patient/team experience. Engages all team members through redesign efforts. Factors in their feedback with guidance from leadership and Strategic Plan commitments. Works with other third party consultants when needed. When Melissa is part of any change, it has a better outcome because of her presence and influence. She very effectively collaborates with a wide range of partners with different skillsets/perspectives to manage complex system and process issues. She very capably liaises change through feedback, sound logic and openness.

Melissa Provost INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

One of our ongoing challenges is to balance accountability with autonomy. An environment where liberty can drive creativity, while still maintaining clear expectations and reliable output and efficiency is harder to accomplish in practice than it is on paper. The organization offers compressed schedules, and team members are involved in various committees, programs and services; while this is all great, it can contribute to significant disruptions and workflow challenges. The organization has always encouraged the use of scheduling templates to optimize clinical workflow and reduce admin errors, but Melissa took it one step further by reframing it as a 'puzzle' and coached the IHPs, physicians and reception to rebuild their schedules in a way that allows them to meet the organizational/professional

goals without stifling their autonomy. Through engaging leadership, IHPs, physicians and reception, she structured schedules that protect provider time, reduce errors and guesswork for reception and optimize patient facing services.

Melissa Provost'S IMPACT

The above has resulted in reduced delays, higher performing team, reduced wait times to see physicians, NPs, IHPs (from 8 weeks to a few days based on provider), less stress and burden for providers and reception, clarity for reception, more structure/accountability and capacity to take on other initiatives such as introducing Phelix AI and transitioning from Medeo to Ocean, to name a few things. We've also seen improvement with respect to Physician/NP/IHP recruitment and retention and capacity to attach new patients as a result of improved workflow, scheduling practices and increased enthusiasm and alignment. An example, our organization experienced turnover with 5 NPs (2 FTE NP positions) over 5 years due to various reasons. In the last two years, the 2 FTE positions have been recruited and retained and 2 additional FTE positions have been created through the IPCT expansions, along with the recruitment of another physician.

WHY Melissa Provost LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Melissa's persistence and commitment to improvement is assurance that she will always turn challenges into opportunities and help the organization and people around her advance

Melissa practices exponential leadership and fosters a growth mindset. Her approach is to multiply capacity in order to drive scalable impact and sustainability. This mentality gives her capacity to establish trust-based relationships, empower others and leverage various expertise that can align the team around a shared vision and future-proof solutions, while still embracing ongoing change and disruption.





NOMINEES
PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Selina Suleman

Quality Improvement Specialist

North York Family Health Team

AT A GLANCE

Selina Suleman treats implementation as something to learn from, not simply complete. Her leadership in the Newborn RSV quality-improvement work and multi-site practice engagement turns provider feedback and local workflow differences into actionable information for better, more consistent care.

LEADERSHIP IN ACTION:

Selina demonstrated exceptional leadership through her work on our Newborn RSV Quality Improvement initiative. Rather than simply supporting the annual RSV rollout, she proactively identified opportunities to improve the program and strengthen its ongoing success. For the 2025–2026 RSV season, Selina designed and led the development of a comprehensive provider feedback survey. Building on lessons learned from the previous season, she thoughtfully revised the survey, to generate meaningful data that could be used to improve future RSV implementation. Her goal was not only to evaluate the second season of the RSV rollout, but also to reinforce the importance of the quality improvement initiative and encourage continued engagement from providers. The survey explored every stage of the immunization process, including how clinics identified and contacted eligible families, which team members were responsible for outreach, barriers and facilitators to reaching patients, and opportunities to improve clinic workflows. Selina also evaluated the uptake

and effectiveness of new EMR documentation tools, gathering feedback on their usefulness, suggested improvements, and alternative documentation practices. Finally, she sought practical recommendations from providers to improve future RSV seasons. What distinguishes Selina's leadership is her commitment to continuous improvement.

Her work has helped identify opportunities to improve provider workflows, streamline documentation, increase provider engagement, and strengthen our ability to reach and immunize eligible infants.

Selina Suleman BUILDS COLLABORATION:

Selina fosters collaboration by creating an environment where colleagues feel supported,

As an emerging leader, Selina's insight and judgment have earned the respect of both her colleagues and the leadership team. Her perspective is frequently sought when making decisions or planning new initiatives because she brings a balanced, thoughtful approach and considers both operational realities and the needs of providers and patients

valued, and empowered to contribute. She is highly approachable and consistently makes herself available to answer questions, provide guidance, and offer thoughtful solutions to complex challenges. Her calm, respectful, and collaborative approach encourages open communication and builds trust across teams.. She listens carefully, values diverse perspectives, and works collaboratively to find practical solutions. Selina is always willing to step forward to support others, by mentoring colleagues, sharing her knowledge, and contributing to projects. She readily collaborates with physicians, allied health professionals, and organizational leaders, recognizing that meaningful improvements in patient care are

achieved through teamwork.

Selina Suleman INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Selina consistently demonstrates the ability to develop practical, innovative solutions that improve both quality improvement processes and provider experience. One notable example was her leadership in adapting our preventive cancer screening quality improvement reporting in response to evolving provincial screening guidelines. When breast cancer screening eligibility expanded to include individuals aged 40–49, Selina collaborated closely with the leadership team, the Executive Director and Medical Director, to determine the most effective approach for measuring and reporting our quality improvement metrics to the Ministry. Recognizing that screening for individuals aged 40–49 was available but not yet a formal reporting expectation, she recommended continuing to report on the established 50–

74 age group while also providing physicians with separate patient lists for those aged 40–49. This thoughtful approach ensured that providers were aware of newly eligible patients and could proactively offer screening, while maintaining consistency and accuracy in organizational performance reporting. Selina applied the same strategic thinking when the provincial age of eligibility for colorectal cancer screening was lowered from 50 to 45, effective July 1, 2026. Rather than immediately updating the quarterly patient lists, which were scheduled to be distributed before the change took effect, she recommended providing the patient eligible lists using the existing age criteria and then following up with separate lists of patients aged 45–49 after July 1. This phased approach minimized confusion for providers, aligned communication with the implementation timeline, and ensured that patients were identified when they became eligible for screening. Selina's recommendations reflected thoughtful planning, strong analytical skills, and a deep understanding of both clinical operations and quality improvement. By anticipating implementation challenges before they occurred, she developed practical solutions that improved workflow efficiency, supported accurate Ministry reporting, and helped ensure eligible patients were identified and offered preventive cancer screening in a timely manner.

Selina Suleman'S IMPACT

Selina has had a meaningful impact on both team performance and patient care through her leadership at our Family Health Team's office site visits. These visits, attended by the Executive Director, Medical Director, Quality Improvement Specialist, and Data Manager, provide an opportunity to engage directly with physicians, nurses, and administrative staff across our distributed clinic sites. As each office has its own workflows, patient population, and operational challenges, these visits are essential for promoting consistency while recognizing the unique needs of each team. She leads the planning and coordination of every site visit by developing comprehensive agendas tailored to each practice. Prior to each visit, she conducts a detailed review of the clinic's quality improvement data, analyzing performance across key indicators such as cancer screening, diabetes management, falls risk screening, and bisphosphonate deprescribing. She presents these data in a meaningful way that helps teams understand their performance, celebrates success, identifies opportunities for improvement, and fosters healthy competition among practices to achieve better outcomes. She also uses these visits as an opportunity to introduce new initiatives, facilitate open discussions, and actively encourage feedback from the office team. By creating a welcoming environment where team members feel comfortable sharing ideas, she helps identify practical solutions that improve both clinical workflows and patient care. The insights gathered during site visits have informed improvements to quality initiatives, enhanced data collection processes, and strengthened provider engagement across the organization.

WHY Selina Suleman LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Selina possesses the qualities that will enable her to make meaningful contributions to the broader health system throughout her career. She demonstrates initiative, strategic thinking, collaboration, and a consistent commitment to improving patient care. She proactively identifies opportunities to improve processes, strengthen quality improvement initiatives, and enhance the experience of both providers and patients. One of Selina's greatest strengths is her ability to translate complex clinical and operational issues into practical, sustainable solutions. She approaches change thoughtfully, considers the perspectives of multiple stakeholders, and develops processes that are evidenced-based and practical for the team. She actively seeks new knowledge, welcomes feedback, and looks for ways to improve the systems around her. As healthcare continues to evolve, organizations need leaders who are innovative, collaborative, and committed to continuous improvement. She has the vision, leadership, and dedication to drive improvements not only within our organization but across the broader primary care health system in the years ahead.





NOMINEES

PEOPLE. IDEAS. IMPACT.

It takes a team.

AWARD CATEGORY: Emerging Leader Award

NOMINEE(S):

Subo Awan

Executive Director

Village Family Health Team

AT A GLANCE

Subo Awan has translated growth funding into organizational capacity at remarkable speed. By securing IPCT expansion, redesigning leadership, nearly doubling the workforce and opening a second site, she is building the management and clinical infrastructure needed to attach and serve thousands more patients.

LEADERSHIP IN ACTION:

As Executive Director of Village Family Health Team (VFHT), Subo Awan has demonstrated exceptional leadership through a series of transformative organizational initiatives. Most notably, she successfully led VFHT through both the first and second rounds of competitive Interprofessional Primary Care Team (IPCT) funding proposals, securing critical growth opportunities for the organization. Building on this momentum, Subo restructured the organization by envisioning and implementing a new three-tier leadership model, hiring an additional layer



of management to support sustainable growth. In less than a year, she oversaw the onboarding of a significantly expanded workforce, nearly doubling staff capacity, while simultaneously opening a second clinic location.

Subo Awan BUILDS COLLABORATION:

Within the organization, Subo has created a culture of inclusivity and continuous learning by implementing regular training in diversity, equity, and inclusion (DEI), Indigenous cultural competency, and 2SLGBTQ+ health. These initiatives have strengthened team cohesion and enhanced the team's ability to provide equitable, patient-centered care. Her tireless work ethic, willingness to go above and beyond, and consistent presence—even outside of regular hours—serve as a powerful source of inspiration for staff.

Subo fosters collaboration through intentional relationship-building, inclusivity, and a strong commitment to shared purpose. She has cultivated partnerships both internally and externally, including a collaboration with a second Family Health Organization to expand patient attachment and access to care for thousands of individuals.

Subo Awan INSPIRES INNOVATION AND PROBLEM SOLVING ACROSS THE TEAM

Subo has demonstrated innovation through multiple creative solutions to improve service delivery and community impact. A standout example is her proposal and advancement of a partnership with private industry to establish a new laboratory in the local community. This initiative addresses a clear gap in access to diagnostic services and enhances convenience and continuity of care for patients. Internally, Subo modernized VFHT's financial systems by bringing on a part-time finance manager and implementing updated processes, significantly improving organizational efficiency and financial oversight. She also led a complete redesign of the organization's website, improving accessibility, usability, and patient engagement. These initiatives reflect her proactive, solutions-oriented mindset and her ability to translate ideas into impactful, real-world improvements.

Subo Awan'S IMPACT

Subo's impact on VFHT has been both measurable and profound. Within less than a year, she greatly increase the organization's revenue, ensuring financial stability and enabling expanded services. This growth has directly translated into increased access to care, including the attachment of thousands of new patients through strategic partnerships. Her leadership in expanding staffing and opening a second location has significantly increased

the team's capacity to deliver timely, comprehensive care. Meanwhile, initiatives such as the spirometry clinic and proposed lab services improve diagnostic access, reducing barriers for patients and enhancing care quality. On the organizational side, her work in clarifying policies and strengthening governance has created a more transparent, fair, and efficient workplace—supporting staff performance and morale. Her investment in staff education and inclusion has also strengthened the team's ability to deliver culturally competent, patient-centered care.

WHY Subo Awan LEADERSHIP MATTERS FOR THE FUTURE OF PRIMARY CARE

Subo Awan embodies the qualities of a future health system leader. She combines strategic vision with operational excellence, consistently thinking long-term while delivering immediate results. Her ability to scale an organization rapidly—while maintaining a strong commitment to equity, patient-centered care, and team well-being—demonstrates a rare balance of ambition and integrity. She is deeply collaborative, forging partnerships across organizations and sectors to expand access and improve system integration. She consistently prioritizes the needs of patients and the community, ensuring that growth and innovation are always grounded in improving care.

Subo's track record of initiative, impact, and vision strongly indicates that she will continue to drive meaningful improvements at both the organizational and system level.

