

UZMA AQBAL, MHA, PMP

Healthcare Transformation | Change Management | Process Improvement

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PROFESSIONAL SUMMARY

Healthcare transformation leader with 6+ years of experience driving system-level change across mental health, long-term care, and community health sectors. PMP-certified with Lean Black Belt and Prosci credentials, specializing in organizational transformation, performance improvement, and data-driven strategy. Proven record delivering complex initiatives, building executive analytics tools, and guiding organizations through change. Known for blending systems thinking with an equity-focused lens.

PROFESSIONAL EXPERIENCE

PROJECT MANAGER – North Bay Regional Health Centre (2023–Present)

- Lead enterprise transformation initiatives including procurement, implementation, and change management.
- Build standardized project governance frameworks to improve delivery consistency.
- Develop business cases, project charters, and roadmaps for complex initiatives.
- Facilitate cross-functional stakeholder workshops to align clinical, technical, and executive priorities.

DATA ANALYSIS RESEARCH EVALUATOR – Hands TheFamilyHelpNetwork.ca (2021–2023)

- Led population needs assessments and program evaluations to inform organizational strategy.
- Developed performance dashboards and reporting systems to support executive decision-making.
- Applied Lean methodologies to improve service delivery and accreditation readiness.
- Translated research into actionable recommendations for system improvement.

TEACHING ASSOCIATE – Dalhousie University (2019–2020)

- Prepared course readings and instructional materials focused on applied health system topics.
- Provided one-on-one coaching to students on assignments and problem-solving approaches.
- Delivered structured feedback to strengthen professional communication and critical thinking skills.

DECISION SUPPORT ANALYST – Shannex Incorporated (2019)

- Designed and launched an enterprise CIHI analytics portal used by senior leadership to monitor system performance across long-term care operations.
- Delivered executive presentations and staff training to increase data literacy and adoption.
- Led data quality audits across interRAI assessments, identifying root causes and driving policy changes to improve reporting accuracy.
- Translated complex datasets into strategic insights to support planning and operational improvement.

BOARD & THOUGHT LEADERSHIP

BOARD OF DIRECTORS – WISE Ottawa (2025–Present)

- Provide governance oversight and contribute to policy development and advocacy strategy for a community organization addressing systemic oppression.

GUEST LECTURER – Change Management (2025)

- Delivered interactive sessions on organizational culture, resistance to change, and leadership.

EDUCATION

Master of Health Administration – Dalhousie University

Bachelor of Science (Honours Biology) – Nipissing University

CERTIFICATIONS

Project Management Professional (PMP) – Project Management Institute (PMI) (2025)

Lean Healthcare Black Belt – Leading Edge Group (2024)

Prosci Certified Change Practitioner – Prosci (2023)

Fundamentals of Risk Management – CHA Learning (2022)

Lean Six Sigma Green Belt in Healthcare – Leading Edge Group (2022)

COMMUNITY & GLOBAL HEALTH

PUBLIC HEALTH INTERN – Cambodia

- Led mental health research using HSCL-25 screening tools.
- Created referral pathway for high-risk participants to national NGO services.

HEALTH EDUCATION VOLUNTEER – Indonesia

- Designed and delivered sexual health and HIV education workshops.