

Bright Spots,

MAY 28, 2026
Halifax Convention Centre

Hot Spots

A FOCUS ON

Health-Promoting Work & Learning Environments

This year's theme highlights inspiring examples of what is working well—bright spots that foster well being, connection, and thriving teams—alongside hot spots that represent areas of challenge, tension, or rapid change where focused attention can lead to meaningful improvement.

Through thought provoking presentations and shared dialogue, the conference creates space to reflect on how organizational culture, leadership, and everyday practices shape healthy, inclusive, and sustainable environments for both work and learning.

Participants will discuss how to generate, teach, and implement meaningful interventions in a complex health system.

Conference Objectives

1. Analyze how organizational, cultural, and systemic factors influence health-promoting and health-eroding learning and work environments in medical practice (Scholar, Leader, Professional).
2. Recognize characteristics of effective (“bright spots”) and high-risk (“hotspots”) learning and work environments that affect learner and physician wellness and patient care(Professional, Communicator).
3. Formulate actionable commitments to improve health-promoting learning and work environments within participants' own professional contexts (Leader, Professional, Health Advocate).

Agenda

8:00–8:15 am

WELCOME AND INTRODUCTIONS

- **Elder-In-Residence Ann LaBillois, BA (Phil)** – *Welcome to the Conference*
- **Lori Connors, MD, MEd, FRCPC** – Associate Dean, Continuing Professional Development & Medical Education
- **David Anderson, MD** – Dean, Faculty of Medicine
- **Steven Gruchy, MD, MSc, FRCPC, FACG, CAGF** – Deputy Head, Academic, Department of Medicine

8:15–9:15 am

*45 min presentation
and 15 min Q&A*

THE CHANGING LANDSCAPE OF MEDICAL EDUCATION, PROFESSIONALISM AND WELLBEING

Melanie Lewis, MD, MMedEd, FRCPC

After this session, participants will be able to:

- Review the current state of wellbeing and professional fulfillment in learners and faculty. (*Scholar, Leader*)
- Explore the tension between preceptors and learners. (*Leader, Professional*)
- Discuss the weaponization of professionalism and threat of assimilation in medical education. (*Professional, Collaborator*)
- Review a way forward to health promoting learning & work environments. (*Leader, Professional, Advocate*)

9:15–10:00 am

*30 min presentation
and 15 min Q&A*

PERSPECTIVES ON ANTI-OPPRESSIVE WORK AND LEARNING ENVIRONMENTS

Gaynor Watson-Creed, MSc, MD, CCFP, FRCPC, LLD (hc), DSc (hc)

After this session, participants will be able to:

- TBD

10:00–10:30 am

BREAK

<p>10:30–11:30 am Workshops</p>	<p>PRACTICAL APPROACHES TO IMPROVING LEARNING ENVIRONMENTS</p> <p>Stephen Miller, MD, FCFP, CCFP(EM), MEd, DRCPC and Lauren Miller</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> Identify practical strategies that enhance psychological safety and inclusivity within clinical learning environments. <i>(Professional, Collaborator, Health Advocate)</i> Analyze workplace practices that positively or negatively influence learner engagement and well-being. <i>(Leader, Professional, Scholar)</i> Implement practical interventions to strengthen learning environments within participants' own settings. <i>(Leader, Collaborator, Professional)</i> 	<p>INCIVILITY WORKSHOP</p> <p>Christine Short, MD, FRCPC, FACP and Diane LeBlanc, PhD</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> Define workplace incivility and its impact on professional practice and learning environments. <i>(Professional, Collaborator, Leader)</i> Analyze contributing factors that promote or sustain workplace incivility in clinical and academic settings. <i>(Leader, Professional, Health Advocate)</i> Demonstrate strategies to address workplace incivility in a respectful and constructive manner. <i>(Leader, Professional, Health Advocate)</i>
<p>11:30 am–12:15 pm Interactive Panel</p>	<p>LESSONS LEARNED: LEARNING ENVIRONMENTS AND INCIVILITY</p> <p>Melanie Lewis, MD, MMedEd, FRCPC / Stephen Miller, MD, FCFP, CCFP(EM), MEd, DRCPC / Lauren Miller / Diane LeBlanc, PhD / Christine Short, MD, FRCPC, FACP / Medical Student name?</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> Analyze factors contributing to incivility within the learning environment. <i>(Professional, Collaborator, Leader)</i> Evaluate the impact of incivility on learner well-being and educational outcomes. <i>(Health Advocate, Professional, Scholar)</i> Propose strategies to promote a respectful and inclusive learning environment. <i>(Leader, Professional, Collaborator)</i> 	
<p>12:15–1:00 pm</p>	<p>LUNCH</p>	
<p>1:00 – 2:00 pm 45 min presentation and 15 min Q&A</p>	<p>ROOTED IN TRUST: CREATING HEALTH PROMOTING WORK AND LEARNING ENVIRONMENTS FOR US TO THRIVE IN</p> <p>Jerry Maniate, MD, MEd, EMBA, FRCPC, FACP, CCPE, CPC(HC)</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> Describe the relationship between trust, mistrust, and distrust in the context of health professions education (HPE), equity, and institutional culture. <i>(Professional, Collaborator, Leader)</i> Identify practical pathways to trust and accountability through character-aligned leadership and shared values. <i>(Professional, Leader, Communicator)</i> Apply actionable strategies to co-create and evaluate trust and belonging initiatives that center equity and HPE. <i>(Communicator, Leader, Collaborator, Professional)</i> 	
<p>2:00–2:30 pm</p>	<p>BREAK</p>	

2:30 – 3:30 pm

Workshops

CASE BASED APPROACH TO LEARNING ENVIRONMENT CONCERNS AND HOT SPOTS (OPA)

Marc Nicholson, MD, FRCPC, MEd and Deanna Foster, BA, BEd

After this session, participants will be able to:

- Identify common learner mistreatment “hot spots” that contribute to unhealthy work and learning environments through case-based discussion. *(Professional, Collaborator, Leader)*
- Analyze underlying factors that escalate conflict or dysfunction within workplace mistreatment presented in cases. *(Professional, Collaborator, Leader)*
- Identify common causes of concern for learners to come forward to report hot spots or mistreatment. *(Professional, Health Advocate, Leader)*
- Formulate strategies to promote restorative justice, psychologically safe and healthy responses to workplace learner mistreatment. *(Leader, Collaborator, Health Advocate, Professional)*

BRIGHT SPOTS TO BREAKTHROUGHS: ADVANCING HEALTH-PROMOTING LEARNING ENVIRONMENTS

Katrina Hurley, MD, FRCPC and Casy Jones, MD, MSc

After this session, participants will be able to:

- Identify and describe “bright spots” that exemplify health-promoting learning and working environments in medical education. *(Scholar, Professional)*
- Analyze the contextual factors that enable – and the structural, cultural, and interpersonal barriers that impede – the emergence and sustainability of “bright spots” within learning environments. *(Scholar, Leader)*
- Develop context-appropriate strategies to promote or scale bright spots within participants’ own settings. *(Leader, Collaborator, Professional)*

3:30 – 4:15 pm

Interactive Panel

BRINGING IT BACK TO BRIGHT SPOTS, HOT SPOTS

Jerry Maniate, MD, MEd, EMBA, FRCPC, FACP, CCPE, CPC(HC) / Marc Nicholson, MD, FRCPC, MEd / Katrina Hurley, MD, FRCPC / Deanne Foster, BA, BEd

After this session, participants will be able to:

- Develop strategies to reinforce bright spots and address hot spots in learning environments. *(Leader, Professional, Health Advocate)*
- Design forward-looking strategies to cultivate bright spots and transform hot spots. *(Leader, Professional, Health Advocate)*

4:15 – 4:30 pm

CLOSING REMARKS

Planning Committee

Lori Connors, MD, MEd, FRCPC (Co-Chair)

Associate Dean, Continuing Professional Development & Medical Education
Associate Professor, Department of Medicine
Dalhousie University Faculty of Medicine

Steven Gruchy, MD, MSc, FRCPC, FACP, CAGF (Co-Chair)

Deputy Head, Academic, Department of Medicine
Associate Professor, Department of Medicine
Dalhousie University Faculty of Medicine

Mary Ann Robinson

Managing Director, Continuing Professional Development & Medical Education
Dalhousie University Faculty of Medicine

Gillian Reid

Manager, CPD Programs, Continuing Professional Development and Medical Education
Dalhousie University Faculty of Medicine

Stephen Miller, MD, FCFP, CCFP(EM), MEd, DRCPSC

Senior Associate Dean and Medical Education
Professor, Emergency Medicine
Dalhousie University Faculty of Medicine

Katrina Hurley, MD, FRCPC

Associate Professor, Emergency Medicine
Assistant Dean, Faculty Wellness
Dalhousie University Faculty of Medicine

Deanna Foster, BA, BEd

Manger, Office of Professional Affairs
Dalhousie University Faculty of Medicine

Allen Tran, MD, FRCPC

Interim Division Head and Associate Professor,
Division of General Internal Medicine
Dalhousie University Faculty of Medicine

Maia von Maltzahn, MD, FRCPC

Assistant Professor, Division of Geriatric Medicine
Dalhousie University Faculty of Medicine

Babar Haroon, MD, FRCPC, MEd

Associate Dean, Postgraduate Medical Education
Dalhousie University Faculty of Medicine

Steven MacDougall, MD, CCFP

Assistant Dean, Professional Affairs, CBMC
Dalhousie University Faculty of Medicine

Sabina Shah

PGY1 Internal Medicine
Dalhousie University

In keeping with CMA Guidelines, program content and selection of speakers are the responsibility of the planning committee. This program has not received an educational grant or in-kind support.

Speakers

Speakers have been asked to disclose to the audience any involvement with industry or other organizations that may potentially influence the presentation of the educational material.



Christine Short, MD, FRCPC, FACP
Professor | Head | Department of Medicine, Faculty of Medicine, Dalhousie University – Central Zone, Nova Scotia Health
Senior Medical Director, QEII Redevelopment Project, Nova Scotia Health Authority

Dr. Short is a physician leader and academic clinician. Since 2001 She have been in several leadership roles at Dalhousie and the Nova Scotia Health authority. Dr. Short is currently serving in her second term as Academic Department Head of Medicine for the Faculty of Medicine, Dalhousie University and Clinical Head of Medicine for the Central Zone, Nova Scotia Health Authority. The clinical Department of Medicine has over 250 AFP physicians and 100 non-physician members and the Academic Department has over 650 members across the Maritime Provinces. Dr. Short is also the Senior Medical Director for Central Zone Redevelopment, the Chair of the Doctors NS section of Physician Leaders and past president of the Canadian Association of Professors of Medicine. Dr. Short is a Royal College Certified specialist in Physical Medicine and Rehabilitation (PM and R) and a full Professor in the Faculty of Medicine at Dalhousie University. The rehabilitation medicine philosophy is grounded in team-work and innovative thinking and Dr. Short have carried this philosophy into her clinical, academic and leadership work. Through residency training, research and continuing medical education; she developed clinical expertise in Spinal Cord Injury medicine, Multiple Sclerosis management and the treatment of spasticity, neurogenic bladder, neurogenic bowel, and chronic pain in neurologic and musculoskeletal disorders. Dr. Short teaches at the undergraduate, graduate and continuing medical education levels. Her research interests are in improving function in persons with neurologic disorders and exploring access to health care for women with disabilities. As well, she has developed research interest in equity and diversity in clinical/academic medicine and in medical leadership.

When Dr. Short is not at work she is a wife, mother of three adult children and a grandmother (Grandma) of two. She enjoys reading, cooking, kayaking and spending time on the lake with her family and their three dogs.



Jerry M. Maniate, MD, MEd, EMBA, FRCPC, FACP, CCPE, CPC(HC)
Associate Professor | Division of General Internal Medicine, Department of Medicine & Department of Innovation in Medical Education (DIME) | The Ottawa Hospital / University of Ottawa

Vice Chair of Member Support | Department of Medicine | Faculty of Medicine, University of Ottawa

EDIA Advisor & Investigator | Social Accountability | Bruyère Health Research Institute (BHRI)

BHRI Institutional Lead | World Health Organization (WHO) Health Inequality Monitoring (HIM) Network

Dr. Maniate is an Associate Professor of Medicine and inaugural Vice Chair of Member Support within the uOttawa Department of Medicine. He is the founder and Executive Director of the Equity in Health Systems Lab (www.eqhs.ca) based at the Bruyere Health Research Institute (Ottawa). Dr. Maniate is an award-winning, respected, dynamic, and transformative health system leader and educator.

Dr. Maniate is well regarded for his work in health equity and leadership, his collaborative and inclusive leadership style, and his ability to bring diverse voices together to explore challenges and identify opportunities through co-design and partnership.

One such area has been exploring how to create health promoting work and learning environments within the health system. The EqHS Lab has led critical work to explore what this means in the busyness of the typical clinical environment, how to apply the Okanagan Charter to support learners and faculty, and to create accountable and psychologically safe spaces for everyone to thrive and belong within the health system.



Deanna Foster, BA, BEd
Manager, Office of Professional Affairs

Deanna Foster holds a BA from Dalhousie University and a teaching degree from Mount St. Vincent University. She has worked at Dalhousie for nearly 20 years with a focus on medical education. In 2023, she became the first OPA Manager, building the new office from the ground up. Outside of work, she writes

novels, with her 10th book releasing this fall.



Katrina Hurley, MD, FRCPC
Associate Professor, Emergency Medicine

Assistant Dean, Faculty Wellness
Dalhousie University Faculty of Medicine

Dr. Katrina Hurley has practiced Emergency Medicine for over 15 years and is the former Chief of the IWK Emergency Department. Her concern for burnout among health professionals and its impact on creativity and transformation led Katrina to become a Certified Professional Co-Active Coach. Her focus is to reignite physicians' passion for medicine and eliminate the stress, isolation, and loneliness physicians can experience. She is currently the Assistant Dean, Faculty Wellness.



Lauren Miller
PGY4 Psychiatry Resident, Dalhousie University

Dr. Lauren Miller is a PGY4 psychiatry resident at Dalhousie University and will continue at Dalhousie to pursue subspecialty training in Child and Adolescent Psychiatry starting July 2026. Her clinical interests include working with young adults and individuals

within the 2SLGBTQ+ community. She is particularly passionate about helping patients develop deeper insight into complex emotional and psychological patterns and supporting them in moving forward with greater clarity and agency.

Dr. Miller has been actively involved in leadership, serving as Chief Resident during her PGY3 year. Her academic interests focus on initiatives that improve training and working environments for providers, as well as advancing awareness of issues affecting vulnerable and marginalized populations.

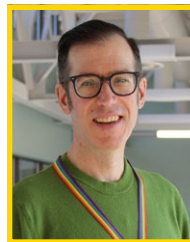


Melanie Lewis, MD, MMedEd, FRCPC
Professor of Pediatrics at the University of Alberta

Chief Wellbeing Officer in the Faculty of Medicine & Dentistry

General Pediatrician at the Stollery Children's Hospital

Dr Lewis is entangled in the Canadian Physician and Learner Wellbeing Spaces: Co-Chair of Association of Faculties of Medicine of Canada (AFMC) Wellbeing Committee, Executive Member of the Faculties of Medicine Okanagan Charter Group and AFMC Culture of Academic Medicine Initiative (CAMI). Chair of the Royal College of Physician & Surgeons of Canada (RCPSC) Steering Committee: National Collaborative for Health Workforce Well-Being (supported by a 3.5 million dollar grant from Health Canada). Dr Lewis was a decanal leader for over a decade serving as the Associate Dean in the Office of Advocacy & Wellbeing supporting UG, PG and Graduate Learners and past Chair of the AFMC Student Affairs Committee.



Marc Nicholson, MD, FRCPC, MEd
Assistant Professor, Department of Pediatrics, Faculty of Medicine, Dalhousie University

Director of Interprofessional Education, DMNB

Assistant Dean, Professional Affairs, DMNB

Pediatrician, Horizon Health Network, Saint John Zone

Born and raised in Saint John, Marc completed his BSc at UNB Fredericton in 1998, then went to Dalhousie Medical School, graduating in 2002. This was followed by a Pediatric Residency from Memorial University at the Janeway Children's Hospital.

He has been practicing General Pediatrics in Saint John since 2009. For the past 5 years he has been very involved in Pediatric Gender Care, working with gender diverse youth from all over New Brunswick.

He completed a Masters in Adult Education, for Healthcare Professionals, in 2017. He has been involved with DMNB since its start in 2010 as a CBL tutor, which he continues to do. He has been the Director of Interprofessional Education for DMNB since 2017, and the faculty co-lead for Community Engaged Service Learning in New Brunswick since 2018.

He started his role as Assistant Dean, Professional Affairs DMNB in February, 2026.

He is a husband, and a dad with 2 kids (ages 11 & 13), and is married to another Pediatrician so they have a very busy household!



Stephen Miller, MD, FCFP, CCFP(EM), MEd, DRCPSC
Senior Associate Dean and Medical Education Professor, Emergency Medicine, Dalhousie University Faculty of Medicine

Dr. Stephen Miller is the Senior Associate Dean, Medical Education and a Professor of Emergency Medicine at the Dalhousie University Faculty of Medicine. Clinically he has worked at the Halifax Infirmity ED at the QE II Health Sciences Center exclusively since 2009.

At Dal he chairs the Education Council, sits on Faculty Council, and oversees the implementation of the Education Excellence stream of the Faculty of Medicine Strategic Plan. Provincially he sits on the College Council and Registration Policy Committees for the CPSNS. Nationally, he sits on the AFMC Senior Associate Dean's Committee. He is the current President of the Dalhousie Medical Alumni Association.



Casey Jones, MD, MSc
Resident Physician, PGY-3, Emergency Medicine, Dalhousie University Faculty of Medicine

Casey is a PGY-3 Emergency Medicine resident at Dalhousie University. Raised in Halifax, he completed his MSc in Pharmacology and MD at Dalhousie, with research spanning pediatric gut microbiome science, traumatic brain injury, trauma, and emergency department systems.



Diane LeBlanc, PhD
Faculty of Medicine, Dalhousie University, Adjunct Professor
Professional Consultant, Healthier Organizations

Diane brings extensive expertise in Industrial-Organizational Psychology, organizational development, and leadership consulting. With a BSc (Hon) in Psychology and Statistics (MSVU) and an MSc and PhD in Industrial-Organizational Psychology (SMU), Diane is an expert in behavior change, conflict management, and collaborative leadership.

Diane's professional focus is on supporting leaders and teams to build equitable, psychologically safe, and high-functioning workplaces. She has deep experience helping organizations integrate EDI/EDIRA principles into leadership practice, develop clear role structures, navigate conflict, and strengthen co-leadership relationships. Her work emphasizes practical, research-based solutions that improve organizational health, fairness, and service quality.

Save the Date

100th Annual Dalhousie Fall Refresher

NOVEMBER 20–21, 2026
Halifax Convention Centre (hybrid)

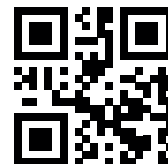
For a complete listing of our upcoming CME events and registration information, please visit the [Dal CPD Conference](#) website.

Moderator

**Gaynor Watson-Creed, MSc, MD, CCFP, FRCPC, LLD (hc),
DSc (hc) (Co-Chair)**
*Associate Dean, Serving and Engaging Society
Assistant Professor, Community Health and Epidemiology
Dalhousie University Faculty of Medicine*

Online Evaluation

The conference evaluation
will be conducted online at:
[website.to.come](#)



Step 1

Visit the site above or scan the
QR code on your mobile device.

Step 2

Keep the survey open as you complete the evaluations
for each session you attend.

Click **NEXT** on the bottom of the screen to go to the next
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At the end of each day, click **SAVE** at the bottom of the
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The next day or when you are ready to begin again,
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The email will be from Continuing Professional
Development (cpd@dal.ca). **CLICK ON THE LINK** to
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The last evaluation is for the overall conference. When
you are completely done, click **FINISH** at the bottom of
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