



NOTICE OF MEETING
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
April 8, 2021 at 4:00 p.m.
 Join Zoom Meeting

- Oral presentation
- Paper enclosed
- Paper to follow
- Paper at meeting
- IN** Information
- DEC** Decision required
- **** Guidance required

Time (min)	#	ITEM	REFERENCE	RESPONSIBILITY	STATUS	
4:00pm (02)	1.	CALL TO ORDER		S. Squire	○	IN
4:02pm (03)	2.	CONSENT AGENDA	a) Acceptance of Agenda of April 8, 2021 b) Approval of March 9, 2021 Minutes	All	●	DEC
4:05pm (30)	3.	DRAFT FOR DISCUSSION PURPOSES	a) Proposed Composition of the Committees of the Board and Officers of the Board	A. Graham	○●	DISC
4:35pm (15)	4.	FOLLOW UP FROM INTERVIEWS	a) Glenn Brimacombe	S. Squire	○●	DEC
			b) Anita Manley		○●	DEC
			c) Siobhan Devlin		○●	DEC
4:50pm (25)	5.	BOARD REQUIREMENTS	a) What are the intentions and needs for the next two years? - Board membership - Skills Matrix	S. Squire	○●	DISC
5:15pm (15)	6.	REVIEW APPLICATIONS	b) Nesbitt, Greg	All	○●	DEC
			c) Fillion, Suzanne		○●	DEC
			d) Chapman, John		○●	DEC
	7.	NEW BUSINESS <i>(if any)</i>				
5:30pm	8.	ADJOURNMENT	Next Meeting: May 25, 2021	S. Squire	●	DEC

C. Coulter, Chair

RSVP to patricia.robb@theroyal.ca

MINUTES
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
March 9, 2021 at 4:30 p.m.
Via Zoom

Trustees	Present	Regrets	Trustees	Present	Regrets
C. Coulter, Chair	X		I. Levy	X	
S. Squire, Vice Chair	X		A. Graham	X	
D. Somppi	X				
Management Staff					
J. Bezzubetz	X		P. Robb	X	

	ITEM	REFERENCE	ACTION REQUIRED
1.	CALL TO ORDER	C. Coulter, Chair, opened the meeting by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation. She then called the meeting to order at 4:34 p.m. and declared it to have been regularly called and properly constituted for the transaction of business.	
2.	CONSENT AGENDA	<p>No items were removed from the Consent Agenda.</p> <p>Moved by D. Somppi and seconded by S. Squire</p> <p>BE IT RESOLVED THAT the Consent Agenda, including the motions contained therein, is approved as follows:</p> <p>a) Acceptance of Agenda of March 9, 2021 b) Approval of February 25, 2021 Minutes</p> <p style="text-align: right;">CARRIED</p>	
3.	DISCUSSION ITEMS	a) Discussion regarding Family and Client Advisory Councils – C. Coulter	
		<p>This item was in follow up to the discussions that the Committee had at the January 26, 2021 meeting. The floor was opened for further discussion.</p> <p>The Board is moving to more transparency at the board table, which was seen by the Committee as a positive change. On the matter of Board memberships, it was noted that as soon as a person becomes a governor their constituency shifts. Anyone can apply to be a Trustee, but the decision to appoint someone needs to be based on governance. The current skills matrix supports that many on the Board have family and client experience. This should be left as status quo from the perspective of the Board. More attention can be focused on how we can support the Councils and ensure their views are built into our Board and the other three Boards.</p> <p>P. Robb is to check with legal counsel whether the Volunteer Association is in the by-laws because of legislation and will report back to this Committee</p>	P. Robb

		<p>There was a discussion about cross pollination between the three Boards and how the reporting relationship can be managed:</p> <ul style="list-style-type: none"> - It might be worthwhile to have two meetings of the 3-Board Governance Chairs each year: one in the fall and a second meeting in the January timeframe so we are not under a crunch in determining what the needs of the Boards are. This would be another form of cross pollination - The March Board meeting will be the first time the budgets from the three Boards will be presented. C. Crocker will be making this presentation - There is value in temporary constructs being set up, but having an ongoing dialogue was seen as more important than having another Committee. There is a difference between Committees that are part of the by-laws and those formed out of creativity - Do the other Boards feel there is a gap and are we creating the right kind of communication that is useful to them? <p>In summary, the Committee felt we are moving in the right direction. The work with the other Boards is something that continues to be changing organically as we move forward with closer connections with the three Boards. C. Coulter will speak to these matters as part of the Governance Committee report to the Board on March 25, 2021.</p>	
		<p>b) The Importance of Collaboration – C. Coulter (<i>follow up from February 24, 2021 Board Connections Day</i>)</p>	
		<p>This item was discussed as part of the item above.</p>	
		<p>c) Proposed Information to be Provided to New Board Members – S. Squire</p>	
		<p>A draft of a proposed advertisement for Board recruitment was provided in the meeting package. S. Squire provided context to this item from her experiences on how boards recruit. In looking at the upcoming Board vacancies and needs of the Board, there will be a limited window to get the competencies that we see as critical. The floor was opened for discussion and comment as follows:</p> <ul style="list-style-type: none"> - The Royal should be one of the top three organizations that Trustees give their donor dollars to - To highlight the volume of materials that need to be reviewed in order to be prepared to come to a meeting ready to understand and ask questions - A minimum experience required should be set. The Royal is not a board for candidates wanting to gain experience. Applications should be reflective of the amount of work and skill sets that are required. A comprehensive package should be put together by candidates on why they want to be on the Board and what they can offer - Look at advertising through groups such as <i>Women GET ON BOARD</i> etc. to expand reach in the community 	

		<ul style="list-style-type: none"> - Find people through the networks of other Trustees. Trustees have an obligation to make sure that through our networks there is an adequate supply of candidates - The CEO of the organization, together with the executive team, should have an opportunity to go through the list of candidates. The Chair could also review candidates and identify those who would make a good fit <p>The Committee liked the idea of a push/pull approach. Based on the comments from the Committee, S. Squire and P. Robb will prepare a second draft for consideration.</p>	S. Squire P. Robb
		d) Update on REB Reporting to the Quality Committee – C. Coulter	
		A briefing note was included in the meeting package. The Committee agreed with the recommendation from L. Leikin that the Quality Committee continue to look at this for another year, at which time it will be brought back to this Committee to re-evaluate.	P. Robb
4.	BY-LAW REVIEW	a) First draft of ROHCG By-laws (<i>final approval at June 24, 2021 AGM</i>)	
		<p>The first draft of the ROHCG By-laws, with comments by legal counsel, was included in the meeting package. The Committee reviewed the By-laws and made changes throughout, which are noted on the By-laws and are attached to these minutes.</p> <p>The Committee agreed that before the By-laws go back to legal counsel, J. Bezzubetz and her team are to review them in order to provide an analysis of the information. It will then be brought back to this Committee on May 25, 2021 for another review before it goes to the AGM on June 24, 2021 for final approval.</p>	J. Bezzubetz P. Robb
5.	DECISION/ INFORMATION ITEMS	a) Committees of the Board	
		i. Update on Board and Committee Membership – A. Graham	
		A. Graham has solicited Board member interests. Another meeting is to be set up to draft a recommendation to take to the May 25, 2021 Governance Committee meeting.	A. Graham P. Robb
		ii. Audit Committee Terms of Reference	
		<p>Moved by S. Squire and seconded by I. Levy</p> <p>BE IT RESOLVED THAT the Audit Committee Terms of Reference be accepted and brought forward to the next Board of Trustees meeting for final approval.</p> <p style="text-align: right;">CARRIED</p>	
		iii. Finance Committee Work Plan	
		<p>Moved by D. Somppi and seconded by S. Squire</p> <p>BE IT RESOLVED THAT the Finance Committee Work Plan be accepted and brought forward to the next Board of Trustees meeting for final approval.</p> <p style="text-align: right;">CARRIED</p>	

6.	NEW BUSINESS (if any)	<p>D. Somppi raised a point that the Board should have a standard to include any presentations from outside presenters in meeting packages. This will then provide the Chair with an opportunity to review any materials submitted. It was noted that internal presentations from staff will sometimes be provided only at the meeting in order to have the most up-to-date data.</p> <p>As an update, J. Bezzubetz noted she had a meeting with N. Loreto, J. Desrochers, Manager, Client and Family Relations, and the Chairs of the Client and Family Advisory Councils. It was agreed at that meeting that going forward guidelines will be drafted and shared for any client or family presentations to the Board.</p>	.
7.	ADJOURNMENT	<p>Next Meeting: May 25, 2021</p> <p>Moved by C. Coulter and seconded by I. Levy</p> <p>BE IT RESOLVED THAT, the meeting be adjourned at 6:07 p.m.</p> <p style="text-align: right;">CARRIED</p>	
	<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="width: 45%;"> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> C. Coulter Chair </div> <div style="width: 45%; text-align: right;"> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> J. Bezzubetz Secretary, Board of Trustees </div> </div>		

Governance Meeting Action Items

Action Item	Individual Responsible	Status
March 9, 2021		
To check with legal counsel whether the Volunteer Association is in the by-laws because of legislation and will report back to this Committee	P. Robb	COMPLETED as part of By-law review (added comment to draft by-laws)
The Committee agreed that before the By-laws go back to legal counsel, J. Bezzubetz and her team are to review them in order to provide an analysis of the information. It will then be brought back to this Committee on May 25, 2021 for another review before it goes to the AGM on June 24, 2021 for final approval.	J. Bezzubetz	April 15, 2021 May 25, 2021 Governance Committee meeting
The Committee agreed with the recommendation from L. Leikin that the Quality Committee continue to look at REB reporting for another year, at which time it will be brought back to this Committee to re-evaluate.	P. Robb	March 22, 2022
Advertisement for new Board members: The Committee liked the idea of a push/pull approach. Based on the comments from the Committee, S. Squire and P. Robb will prepare a second draft for consideration.	S. Squire P. Robb	May 25, 2021
A. Graham has solicited interests from Board members, and another meeting is to be set up to draft a recommendation to take to the May 25, 2021 Governance Committee meeting.	A. Graham P. Robb	March/early April 2021
February 25, 2021		
To set up interviews with G. Brimacombe and A. Manley.	P. Robb	COMPLETED before end of March 2021 - March 15 – A. Manley - March 18 – G. Brimacombe
J. Bezzubetz is going to speak to the Centre of Excellence about S. Stadnisky because of his background as a veteran.	J. Bezzubetz	COMPLETED
The annual meeting of the CEOs and Governance Chairs to be set up, subject to availability.		COMPLETED before end of March 2021 - March 23
February 18, 2021 Board meeting		
Excluded Meeting Policy: The language of this policy will be updated to favour open meetings. This will come back to the Governance Committee and then to the Board for final approval.	P. Robb	2021-06-24 Board meeting May 25, 2021 Governance Committee Confirming date with Susan Sibbit
January 26, 2021		
At the next Innovation Committee meeting, a review is to be done of the current Terms of Reference and Work Plan in order to update them to reflect the changes needed. The Committee will also comment on the SMT Innovation Governance framework, which will replace the Innovation Governance Framework that the Board approved. The	N. Bhargava P. Robb	April 27, 2021 Innovation Committee meeting May 25, 2021 Governance Committee meeting

Governance Committee agreed with this recommendation. Once the Innovation Committee has done their work at their next meeting, it is to be brought forward to the Governance Committee.		
A suggestion was made to post a Board meeting summary of the minutes that could be accessed by the public, and this will be explored further by D. Somppi and P. Robb. It was noted that J. Bezzubetz and A. Graham both review the Committee and Board minutes before they are released. As an added level to minimize risk, the Committee recommended that J. Dagher, Legal Counsel, provide a final review of the minutes from a disclosure point of view before the minutes are shared, if a decision is made to post the minutes rather than a summary of the minutes.	D. Somppi P. Robb J. Dagher	
Further to the advice given in the legal opinions that were included in the meeting package, and since the questions came via the Quality Committee, L. Leikin, Chair, Quality Committee, will be contacted and advised that a confidentiality agreement has been sent to the Chairs of the Family and Client Advisory Councils in order that approved Quality Committee meeting materials can be shared with the Councils, when required. He will also be advised that based on the legal opinion, delegates (other than those already allowed for in the Quality Committee Terms of Reference) will not be allowed as a regular matter of course, but someone can be invited by the Chair in exceptional or limited circumstances if the Chair of the FAC or CAC is unavailable and requests that someone attend in their place. If that is the wish of the Quality Committee, it is recommended that the Committee's Terms of Reference be amended accordingly.	C. Coulter	COMPLETED C. Coulter connected with L. Leikin
On the question about the Excluded Meetings Policy, one of the recommendations from Borden Ladner Gervais was that this Committee should consider the policy rationale for favouring open meetings (as a general rule) and the direction it wishes to take going forward, particularly in respect of Committees. P. Robb is to contact C. Coulter next week to see if she has time to review the Policy for that purpose. If she does not have the time, D. Somppi indicated he would be available to do so in a few weeks.	C. Coulter D. Somppi	<i>It was subsequently determined that the matter will go back to legal counsel to work on first, before coming back to D. Somppi and C. Coulter.</i>
To have further discussions with Trustees regarding intentions regarding Board and Committee membership and interests or suggestions regarding Chair position. This is to be reported back at the March 9, 2021 meeting.	A. Graham	COMPLETED March 9, 2021
To set up a special Committee meeting regarding Board vacancies and the needs of the Board going forward. The interviews can then be scheduled in March 2021	P. Robb	COMPLETED February 25, 2021

To meet to draft a one pager on what should be provided to potential Board members and bring back to the next meeting for review.	P. Robb S. Squire	COMPLETED March 9, 2021
To send a calendar invite to hold the date for the next Board Connections Day and invite the Volunteer Board Chair, Centre of Excellence Board Chair and the Family and Client Advisory Council Chairs will also be invited.	P. Robb	COMPLETED
To consider whether the Board Connections Day is the best name for this event. A suggestion put forward was Board Days.	J. Bezzubetz	
To keep the Committee advised on when the next OHA Board Assessment survey will be available.	P. Robb	
To check if the last Chair assessment was done using the OHA tool or done internally, and report back to the Chair.	P. Robb	COMPLETED It was done by Survey Monkey
The meetings for the Innovation and Advocacy Committees will need to be updated on the 2021-2022 Board and Committee meeting schedule. Once finalized, this will then be brought forward to the June Board meeting for approval and meeting requests sent.	P. Robb	June 24, 2021
To report to Committee on attendance at Client and Family Centered Care in Healthcare Settings Virtual Symposium on March 26, 2021.	A. Graham	May 25, 2021
December 1, 2020 (<i>Innovation Committee action</i>)		
Committee members to provide feedback to Innovation Committee Chair on evolution options of Committee/Innovation oversight. Chair to review evolution of Committee with Board via Governance Committee.	N. Bhargava	COMPLETED January 26, 2021
October 13, 2020		
Legal advice to be sought regarding sharing Board and Committee materials to determine what the obligations are.	P. Robb	COMPLETED
P. Robb will also look at what others are doing and share that information with the Committee. The goal of the Board and Committees is to be as inclusive as possible.	P. Robb	COMPLETED
D. Somppi to connect with L. Leikin regarding M. Langlois' request to share documents from the last Quality Committee meeting. They are to contact M. Langlois and release items with no risk and advise her that it is being provided without legal advice and with the understanding that it goes no further than the Family Advisory Council members. D. Somppi will consult with the Committee electronically to update members on this issue.	D. Somppi	COMPLETED
E-Vote action: To require Family and Client Advisory Council members to sign a confidentiality agreement on or about the beginning of each Board year, in order to receive any meeting materials requested on	P. Robb J. Dagher	COMPLETED To be discussed again at January 26, 2021 meeting, including sending

their behalf by their respective Chairs, or in order to receive any meeting materials from any Board or Committee meeting(s) they attend (with the disclosure of meeting materials ultimately being in the discretion of the Board or relevant Committees, having regard to legal, privacy and related considerations).		delegates/representatives to meeting
E-Vote action: To send a self-assessment for Directors (using the OHA assessment). The Committee also agreed at the meeting to use the OHA Board assessment tool, which will begin in the Spring 2021.	P. Robb	COMPLETED March 2021 Will be delayed due to Covid – Pat to follow up with OHA
E-Vote action: To send revised Skill Matrix to Trustees to fill in and bring back to next Committee meeting.	P. Robb	COMPLETED sent to trustees January 26, 2021 COMPLETED February 25, 2021 (To use to vet for vacant Board position)
To organize by-law review with J. Dagher.	P. Robb	IN PROGRESS March 9, 2021 - 1 st review May 25, 2021 – 2 nd review June 24, 2021 AGM for approval
The Board Education Budget is to be mentioned as part of the verbal Governance Committee report at the December Board meeting to inform Board members that these funds are available for their educational purposes.	C. Coulter P. Robb	COMPLETED December 17, 2020 Board meeting
To make change to Governance Committee Terms of Reference and include in the December Board package for approval. Also include Quality and Innovation Committee Terms of Reference and Work Plans. Red font detail to be removed from Quality Committee Work Plan.	P. Robb	COMPLETED December 17, 2020 Board meeting
Revisions to be made to the Skills Matrix document and sent to Committee members to exchange views electronically before final approval by e-vote. Once approved, P. Robb is to send the Skills Matrix to Board Trustees to update as needed.	P. Robb P. Robb	COMPLETED
To circle back with A. Manley to update her on the discussion regarding client representative on the Board.	J. Bezzubetz A. Graham	
To arrange interviews to fill the vacant positions on the Board only after the Skills Matrix is finalized so it can be used as a guide. Assessments will be made for those that have already been interviewed, and any new applicants	P. Robb	

who are qualified will be asked for an updated matrix.		
The OHA Board Assessment is to be used for the Board Assessment survey beginning in the Spring of 2021 to be reported to the Board at the June meeting. Second cohort of OHA assessment to begin in March to June 2021.	P. Robb	<p>March 2021 - Contact P. Houldon, OHA, to begin Board assessment. UPDATE: P. Houldon advised it may be delayed.</p> <p>June 24, 2021 Board meeting for final report/pending outcome of above note.</p>
J. Bezzubetz and P. Robb will check with OHA to see if they have a peer assessment tool and report back to this Committee.	J. Bezzubetz P. Robb	COMPLETED – OHA does not have a peer assessment tool, but does have a self-assessment tool
The incoming Chair is to be chosen one year ahead of the current Chair's last term, which is in 2022. Discussions will be started earlier on this matter at this Committee to solicit interest.	P. Robb	<p>January 26, 2021</p> <p>March 9, 2021</p>
<p>To save time on the agenda, to consider changes such as moving the assessment of the President & CEO and the Chief of Staff to the beginning of the agenda where the education sessions are currently held, or having a separate session for the in-camera items. These ideas will be left with A. Graham to consider.</p> <p>To include times on the agenda rather than the amount of time for each item to make it easier to keep track of time at the meeting.</p>	<p>A. Graham</p> <p>P. Robb</p>	<p>COMPLETED December 17, 2020 Board meeting and meetings going forward</p> <p>COMPLETED December 17, 2020 Board meeting and meetings going forward</p>
To share the results of the Chair Assessment to the Board at the December meeting as part of the Governance Committee's verbal report.	P. Robb	COMPLETED December 17, 2020 Board meeting
To make correction to Board/Committee attendance sheet to show 100% attendance for D. Somppi for Compensation & Succession Planning Committee meetings for 2019-2020.	P. Robb	COMPLETED
March 10, 2020		
The REB matters will go through the Quality Committee and then will be reported to the Board. This will be reviewed after a year to see if it fits or whether it should go to another Committee.	C. Coulter to advise L. Lewis	<p>COMPLETED March 26, 2020</p> <p>COMPLETED March 9, 2021</p> <p>March 22, 2022</p>
Moved to Quality Committee Action Items		
To do more work regarding the REB Board and Chair terms and come back to the Board with some recommendations.	J. Bezzubetz F. Dzierzinski	<p>March 26, 2020</p> <p>May 21, 2020 no meeting due to Covid</p>

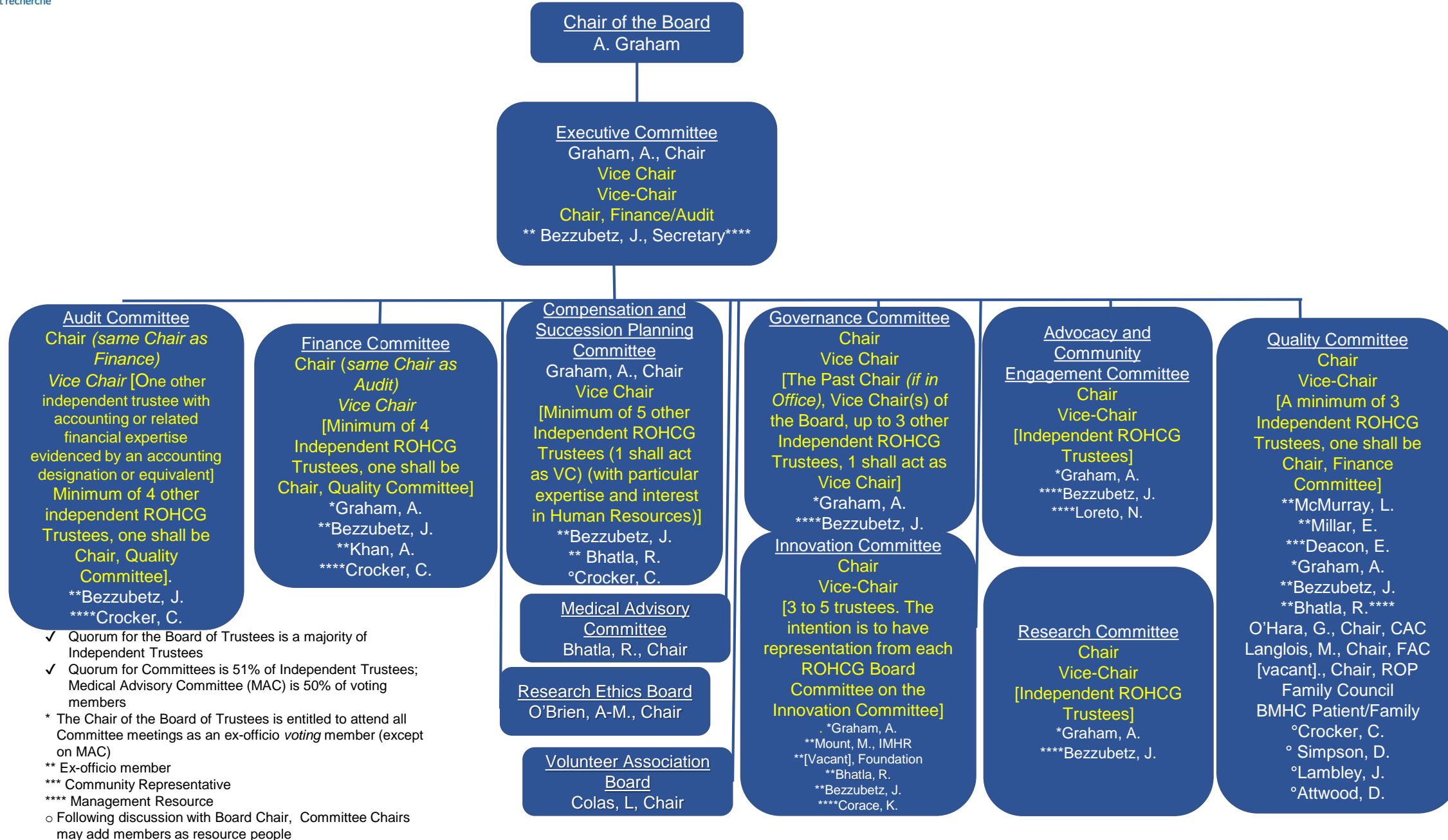
To work on the objectives that the REB Chair performance evaluation will be measured against and bring back to this Committee. The objectives will be based on the Terms of Reference.		COMPLETED Moved to Quality Committee June 1, 2020
By-law changes: <ul style="list-style-type: none"> - The by-laws will need to be amended to note that the term of the Past Chair is for one year - To amend the by-laws to indicate that a change can be made to the University of Ottawa <i>ex-officio</i> position incumbent after 9 years 	P. Robb	May 21, 2020 no meeting due to Covid October 13, 2020 March 9, 2021 May 25, 2021
A lunch meeting is to be arranged with the Chair, Vice Chairs and the Past Chair to have a discussion to finalize Board Committee placements. This will happen in the next two to three weeks with a recommendation to the Board for final approval at the June AGM.	P. Robb	COMPLETED Meeting scheduled for March 25, 2020 COMPLETED Board meeting June 18, 2020
By-law change: To bring the proposed resolution regarding extending membership terms to The Royal's external legal counsel for review to ensure there are no legal issues before it goes in the Board package.	J. Bezzubetz	March 26, 2020 May 21, 2020 no meeting due to Covid COMPLETED June 18, 2020 Board agenda October 13, 2020 March 9, 2021 May 25, 2021
After the final interview on April 15, 2020, to set up a meeting with A. Graham, I. Levy, and C. Coulter to make a final recommendation to the Board for a new Board member.	P. Robb	Deferred due to Covid October 13, 2020 January 26, 2021 (This item was deferred until after Skills Matrix is revised and filled in by Board members) See above
Skills Matrix changes: <ul style="list-style-type: none"> - To add 'Lived Experience' to the categories - To bring recommended changes to the Skills Matrix back to the Governance Committee to ensure we have a team with a rounded set of attributes. [Further to March 26, 2020 Board meeting, they are to also reach out to other Committee members for their input] 	P. Robb J. Bezzubetz A. Graham	COMPLETED May 21, 2020 no meeting due to Covid October 13, 2020
To canvass the Board and ask what topics might be relevant and of interest to them for next year's mini-series presentations.	P. Robb	March 26, 2020 May 21, 2020 no meeting due to Covid COMPLETED September 24, 2020 Board meeting for information

January 23, 2020		
To add a discussion to the next agenda regarding the Chair of the REB. To look at what other institutions are doing in regards to how many times the chair and members can be renewed and incorporate suggested changes to the Terms of Reference for consideration.	J. Bezzubetz F. Dziersinski	COMPLETED March 10, 2020
To incorporate these changes into a revised Terms of Reference and once they are amended, to come back to this Committee for an e-vote with the intention of approving it before the February 2020 Board meeting.	F. Dziersinski	COMPLETED For Approval before February 20, 2020 Board meeting
To draft guidelines for e-votes and add to a future Committee agenda.	P. Robb	COMPLETED March 9, 2021 Sent proposed language to BLG lawyers via J. Dagher
To check the By-laws to see if the Past Chair counts for quorum and let the Chair know.	P. Robb	COMPLETED Not counted for quorum/non-voting member
The Skills Matrix document to be reviewed again at the next meeting.	P. Robb	COMPLETED March 10, 2020 October 13, 2020
By-Law change: Proposed that all new Board members be appointed for a one-year term in their first year as a probationary period. This suggested change is to be added to the next By-law revision.	P. Robb	October 13, 2020 March 9, 2021 May 25, 2021
To contact Dr. Nyman to advise her of the decision to recommend her for appointment to the University of Ottawa position on the Board, the recommendation to make it a voting member position and to make clear what the expectations are with a voting position. She is also to invite her to attend the February 2020 Board meeting where this will be brought for approval, but she will be asked to leave for the vote on this matter.	A. Graham P. Robb	COMPLETED February 20, 2020
To set up an interview for the vacant Board position with G. Brimacombe.	P. Robb	CANCELLED INTERVIEW DUE TO COVID-19 – Will keep application on file for future vacancy
Once that interview is finalized, a meeting will be set up with C. Coulter, I. Levy and A. Graham to review all the candidate applications and come up with a recommendation for the March June meeting.	P. Robb C. Coulter I. Levy A. Graham	
The results of the Board assessment is to be shared at the Board meeting in February and C. Coulter or A. Graham will speak to it and open it up for conversation. This item will be put on the February 20, 2020 Board Restricted Session agenda to allow for open discussion.	C. Coulter or A. Graham P. Robb	COMPLETED February 20, 2020

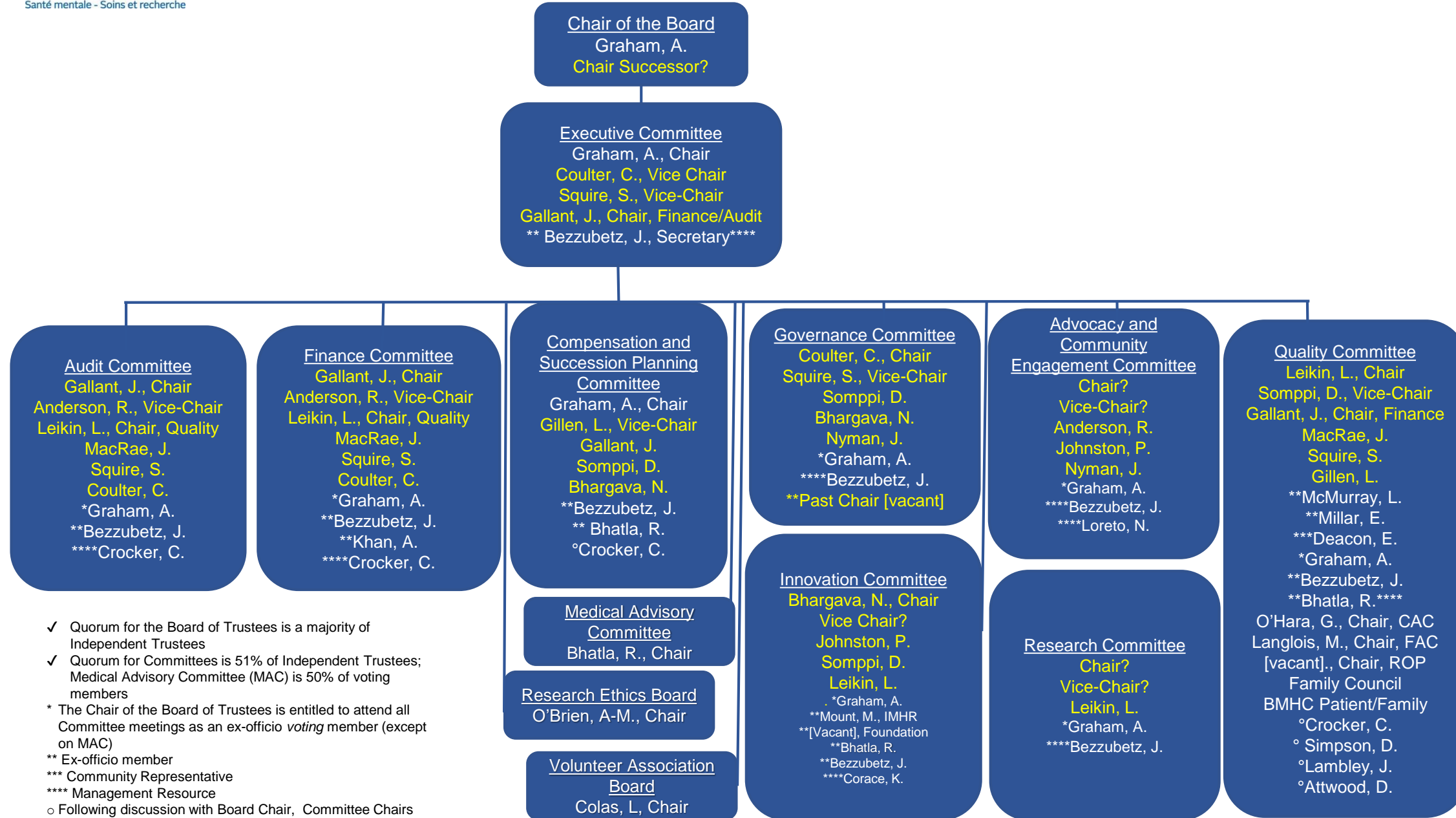
The Chair assessment survey will begin in April 2020. The same survey questions from last year are to be used.	P. Robb	COMPLETED Sent May 2020
To ask L. Leikin to put forth a recommendation regarding the size of the Quality Committee.	C. Coulter	
To add a box to the Board of Trustees' application form regarding consent to identify candidates publicly by name.	P. Robb	COMPLETED
2020 Board Development Days: Board members who are interested will be asked to help plan the agenda. A suggestion made for a future agenda is to have a blue sky exercise on the strategic plan where Board members have an opportunity to provide input on what they would like to see The Royal doing. This item will be put on the February 20, 2020 Board Restricted Session agenda to allow for open discussion.	A. Graham J. Bezzubetz P. Robb	COMPLETED February 20, 2020
To continue with the practice of providing the Family and Client Advisory Council members with a copy of the agenda and not the full Board package.	P. Robb	ONGOING
To discuss the matter of Board Communication with the executive team and make a decision.	J. Bezzubetz	COMPLETED
To add the DRAFT 2020-2021 Board schedule to the February Board agenda for review and approval so no religious holidays or other potential conflicts are missed. Meeting requests will then be sent to secure the dates in the Trustees' calendars.	P. Robb	COMPLETED February 20, 2020
Once confirmed, the schedule will also be sent to the IMHR and Foundation Boards for their information.	P. Robb	COMPLETED February 20, 2020
To take into consideration whether we need a new position for corporate counsel.	J. Bezzubetz	

COMMITTEE REQUIREMENTS FROM TERMS OF REFERENCE

2021-2022 Board Committee Membership



2021-2022 Board Committee Membership



- ✓ Quorum for the Board of Trustees is a majority of Independent Trustees
- ✓ Quorum for Committees is 51% of Independent Trustees; Medical Advisory Committee (MAC) is 50% of voting members
- * The Chair of the Board of Trustees is entitled to attend all Committee meetings as an ex-officio *voting* member (except on MAC)
- ** Ex-officio member
- *** Community Representative
- **** Management Resource
- Following discussion with Board Chair, Committee Chairs may add members as resource people

Glenn G. Brimacombe
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Ottawa, Ontario
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GlennBrimacombe@hotmail.com

December 19, 2019

Ms. Janie Scully
The Royal, Board Nominations
1145 Carling Avenue
2nd Floor, Administrative Offices
c/o S. Fraser
Ottawa, Ontario
K1Z 7K4

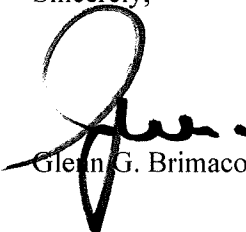
Dear Ms. Scully:

Please find attached my expression of interest to serve on the Board of Directors of The Royal. I have also attached my biography and curriculum vitae. Given my background and experience, it would be an honour to serve as a governor of The Royal.

I would be pleased to meet to discuss this opportunity and/or answer any questions regarding what I have submitted.

Thanks for considering my application.

Sincerely,



Glenn G. Brimacombe

BOARD GOVERNANCE



Mental Health - Care & Research
Santé mentale - Soins et recherche

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

Expression of Interest for serving on one of the Boards of Directors | Trustees

Thank you for your interest in serving the mission and vision of The Royal as a governance volunteer. We respectfully ask you to complete this form to assist our governance committees to fulfill the difficult task of selecting candidates for nomination whose experience, skills, and personal attributes best meet the identified needs of our organization in this election year.

1. Instructions:

Please complete this form and submit it with a copy of your current resume or a brief biographical sketch by mail, fax, or e-mail to the following address:

Mail: Board Nominations
The Royal
1145 Carling Avenue
2nd Floor, Administrative Offices, c/o S. Fraser
Ottawa, ON K1Z 7K4

Email: janie.scully@theroyal.ca

Fax: 613.761.3605

Questions: call 613.722.6521 x 6527 or visit our website at www.theroyal.ca

2. Please indicate on which of The Royal's Boards you are interested in serving (check all that apply):

Royal Ottawa Health Care Group (hospitals) ☒

Royal Ottawa Foundation for Mental Health ☐

The Royal's Institute of Mental Health Research
affiliated with the University of Ottawa ☒

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒ Yes ☐ No

3. Applicant Contact Information

Name	First: <u>Glenn</u> Surname: <u>Brimacombe</u>
Address	Business: <u>702 - 141 Laurier Avenue West</u> <u>Ottawa, Ontario</u> <u>K1P 5J3</u> Home: <u>861 Clearcrest Crescent</u> <u>Orleans, Ontario</u> <u>K4A 3G1</u> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>613-237-2144</u> Home: <u>613-866-3613</u> Cell: <u>613-866-3613</u> Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>gbrimacombe@cpa.ca</u> Home: <u>glennbrimacombe@hotmail.com</u> Preferred Email: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>

4. Eligibility Criteria and Conditions of Appointment

Directors/trustees is used interchangeably.

- a. Directors must be at least 18 years old.
- b. Those who have the status of bankrupt are ineligible to serve as directors.
- c. "Ineligible individual" as defined by the Income Tax Act may not serve as a director.
- d. Directors are expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 3-5 hours per month.
- e. Directors must fulfill the requirements and responsibilities of their position, for example, preparing for and attending board and committee meetings, upholding their fiduciary obligations and working cooperatively and respectfully with other board members.
- f. Directors must comply with legislation governing the corporation, the corporation's by laws and policies, and all other applicable rules.
- g. Directors must sign a Declaration confirming their agreement to adhere to their fiduciary duties and board and corporate policies.
- h. Directors must complete and obtain a Police Records Check.

Please refer to the relevant Board's roles | expectations and criteria for further details.

- The Royal
- Foundation
- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

I have no conflicts-of-interest.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Founding Board Member - Cdn Health Leadership Network	Date: 2009-2013
Chair - Science Media Centre of Canada	Date: 2010-2012
Co-Chair - Health Action Lobby	Date: 2009-2014
CEO - Canadian Psychiatric Association	Date: 2013-2017
Pres/CEO - Assn of Cdn Academic Health Orgs	Date: 2002-2013
	Date: _____
	Date: _____
	Date: _____

Please describe any associations you may have had with various health care groups or charitable foundations:

At the Canadian Psychiatric Association (CPA), I was responsible for the charitable arm of the Association (i.e., Foundation). The Science Media Centre of Canada received charitable donations. Have been actively involved in fundraising for specific initiatives/projects (e.g., Conferences, research projects).

In the past, I have also been a table captain for The Royal's breakfast for a few years.

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

I have spent the past 7 years as a senior executive working in national health organizations that focus on mental health and substance use (i.e., Canadian Psychiatric Association, Canadian Centre on Substance Use and Addiction, and now the Canadian Psychological Association). I am very familiar with the federal/provincial/local institutions and national health policy landscape that can contribute to the fulfillment of the Royal's tripartite mission/mandate (i.e., clinical care, research and education). More broadly, I have worked successfully across a spectrum of health leaders (e.g., hospitals/RHA CEOs, physicians, nurses) through my career.

Given my background, perspectives and experiences in leading 2 national health organizations as (President and) CEO (and working for a federally-funded health agency focused on substance use), I would consider myself knowledgeable, strategic, and partnership-driven.

Beginning in January 2020, I will be employed by the Canadian Psychological Association as their Director of Policy and Public Affairs.

The Boards seek a complementary balance of knowledge, skills, abilities and experience. Please indicate your knowledge, skills, abilities and experience for each category.

Knowledge, Skills, Abilities and Experience																						
Please indicate your knowledge, skills, ability and experience for each category																						
Advanced = 3 Good = 2 Fair = 1 None = 0																						
All Organizations															Hospital and Research							
3	2	3	3	3	2	3	2	2	2	2	3	3	2	2	2	1	3	3	2	1	3	
Link to Mental Health & Addictions clients/families	Philanthropy	Individual and Corporate Networks	Board and Governance	Strategic Planning	Finance	Risk Management	Business Management	Bilingual - French / English	Research / Translational Research	Accounting – CPA, (CA, CMA, CGA)**	Public Affairs & Communications	Patient & Health Care Advocacy	Human Resources Management	Legal – LLB **	Consumer/Family Representation	Clinical Care	Quality of Care & Performance Mgmt	Health Care Admin & Policy	University / Academic	Information Technology	Government & Gov Relations	

** means that the individual has a recognized designation

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment	<input type="checkbox"/>	Governance & Policy	<input checked="" type="checkbox"/>
Audit	<input type="checkbox"/>	Quality of Care & Performance	<input checked="" type="checkbox"/>
Research	<input checked="" type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Events	<input checked="" type="checkbox"/>		

Please list three references and contact information (name, phone number and email address)

1. Gail Beck; drgailbeck@rogers.com; 613-218-5200

2. Jack Kitts; jbkitts@toh.on.ca; 613-737-8449

3. Bill Tholl, btholl@rogers.com; 613-796-4441

7. Declaration

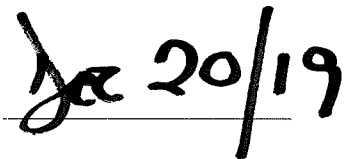
By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee
 - Board of Trustees' Code of Conduct
 - Foundation Board Code of Conduct
 - Research Board of Conduct
- c) I certify that the information in this application and in my resume or biographical sketch is true.

Signature



Date



BIOGRAPHY GLENN G. BRIMACOMBE

Mr. Brimacombe will be joining the Canadian Psychological Association as its Director, Policy and Public Affairs in January 2020. In this role, he will have chief responsibility for bringing the science and practice of psychology to bear on public policy and programs in the service of Canadians.

Previously he was Vice-president, Strategic Partnerships and Priorities at the Canadian Centre on Substance Use and Addiction from 2018-2019.

From 2013–2017, Mr. Brimacombe was Chief Executive Officer of the Canadian Psychiatric Association (CPA), the national voice of psychiatry.

Mr. Brimacombe was President & CEO of the Association of Canadian Academic Healthcare Organizations (ACAHO), from 2002-2013 – now *HealthCareCan* – where he created a national voice and presence for the country's research hospitals, academic health sciences centres and regional health authorities, and their research institutes.

From 2009–2014 Mr. Brimacombe was Co-Chair of the Health Action Lobby (HEAL), with Dr. Karen Cohen, a coalition of 41 national health organizations focused on the role of the federal government in health and health care.

Mr. Brimacombe was the Chair of the Science Media Centre of Canada from 2010-2012, and a founding member of the Canadian Health Leadership Network (CHLNet) in 2009. He has also served as a Board Director of the Royal College of Physicians and Surgeons of Canada.

Trained as an economist, Mr. Brimacombe worked for the Ontario Medical Association (1988-1990), the Canadian Medical Association as Director of Health Economics (1991-2000), was a visiting senior policy analyst at Health Canada (1997-98), and was the inaugural Director of Health Programs at the Conference Board of Canada (2000-01).

Throughout his career, much of Mr. Brimacombe's focus has been on a range of strategic policy issues related to the organization, management, financing and delivery of health care, in addition to the federal role in research, innovation and commercialization. In different capacities, he has focused on the identification, development and nurturing of a number of strategic alliances and partnerships. He has also supported medical profession-government fee negotiations in several provinces. Of the 32 years working in the health sector, he has spent more than 26 working for national health organizations.

Mr. Brimacombe has an Honour's (1986) and Master's Degree (1988) in Economics from the University of Ottawa. In his spare time, Glenn enjoys time with his family, keeping active through sport and playing music in a local band.

November 2019

- CURRICULUM VITAE -

*Glenn G. Brimacombe, 861 Clearcrest Crescent
Ottawa, Ontario K4A 3G1, (613) 866-3613*

EMPLOYMENT EXPERIENCE

Director, Policy and Public Affairs, Canadian Psychological Association (2020-ongoing)

Responsibilities: Maintains chief responsibility for the voice of psychology as it contributes to a range of public policy issues. This includes research, practice and the education of psychology and its relationship to the overall architecture of the mental health system. Provides advice to the CEO on a range of strategic issues. www.cpa.ca.

Vice-President, Strategic Partnerships & Priorities, Canadian Centre on Substance Use & Addiction (2018-2019)

Responsibilities: Led the development, implementation and monitoring of the strategic initiatives necessary to advance priorities in the substance use and addiction field. Provided strategic advice to the CEO, while ensuring that best practices guide CCSA's work in stakeholder engagement and knowledge mobilization. Had overall responsibility for the deliverables of the Research, Policy, and Strategic Partnerships and Knowledge Mobilization divisions. www.ccsa.ca.

Chief Executive Officer, Canadian Psychiatric Association (2013-2017)

Responsibilities: Worked closely with the Board of Directors, was responsible for the overall management and execution of the organization's strategic plan, which focused on the development of public policy as it relates to mental health and the role of psychiatry; provided a range of continuing professional development programs to enhance clinical decision-making; and increased member engagement. www.cpa-apc.org.

President & CEO, Association of Canadian Academic Healthcare Organizations (2002-2013)

Responsibilities: Worked closely with the Board of Directors, had overall responsibility for the strategic focus and management of the organization – which provided national leadership, advocacy and policy representation on behalf of Canada's Research Hospitals, academic Regional Health Authorities and their Research Institutes. Also identified, nurtured and developed several strategic alliances and partnerships across the public, charitable and private sector. Led the strategic process to merge ACAHO with HealthCareCan. www.healthcarecan.ca.

Director, Health Programs, Conference Board of Canada (2000-2001)

Responsibilities: Developed and implemented an integrated strategic plan to expand the Conference Board's program of policy-relevant research in the area of health, health care and wellness. Had overall responsibility for *The Leaders' Roundtable on Health, Health Care and Wellness*. The mission of the Roundtable was to develop an ongoing dialogue on health, health care and wellness issues across principal stakeholders in the business community, health-related sectors, governments, health research organizations, and other groups closely aligned with Canada's health system. Published a series of policy-relevant research papers. www.conferenceboard.ca.

Visiting Senior Policy Analyst, Health Canada, Policy and Consultation Branch (1997-98)

Responsibilities: Seconded to Health Canada to provide strategic and policy-related analysis on process and content issues in developing national approaches to pharmacare. Supported the Federal/Provincial/Territorial (FPT) Task Force/Working Group to explore the feasibility of developing an FPT action plan for a national approach to pharmacare. www.hc-sc.gc.ca.

Director, Economic Affairs, Canadian Medical Association (1991-2000)

Responsibilities: Provided strategic assessment and ongoing policy-relevant analysis and advice on key issues facing the medical profession in the area of health policy and economics. Provided professional support to all CMA advisory structures in matters relating to health economics and public policy. Participated in the identification, nurturing and development of a number of strategic alliances and partnerships. www.cma.ca.

Economist, Ontario Medical Association (1988-1990)

Responsibilities: Coordinator of the Committee on Economics and the Central Tariff Committee. Advised physicians and the public on matters relating to the OHIP Schedule of Benefits, provided background support and analysis to (non) fee-for-service negotiations, and analyzed legislative and regulatory issues pertaining to the medical profession. www.oma.org.

SELECT PRESENTATIONS

- House of Commons Standing Committee on Finance. Presentation of the CPA's recommendations as part of the government's 2018 Pre-Budget process. September 21, 2017.
- House of Commons Standing Committee on Finance. Presentation by the Canadian Alliance on Mental Illness and Mental Health regarding the Bill C-44, the Budget Implementation Act. March 22, 2017.
- Liberal Health Caucus. Presentation of the Canadian Alliance on Mental Health and Mental Illness' five-point plan Mental Health *Now!* December 5, 2016.
- House of Commons Standing Committee on Health. CPA Presentation on the development of a mental health strategy. May 14, 2015.
- Senate Standing Committee on Social Affairs, Science & Technology. ACAHO Presentation as part of Committee review of the 2004 Health Accord. September 2011.
- House of Commons Standing Committee on Finance. ACAHO Presentation as part of 2004-2012 Pre-Budget Consultation Process, 2003-2011.

EDUCATIONAL BACKGROUND

- Master of Arts, Economics
University of Ottawa, 1986-1988
- Baccalaureate, Social Sciences, Honours, Economics (*Cum Laude*)
University of Ottawa, 1982-1986
- Diplôme Etude Collégiales (D.E.C.), Psychology
Vanier CEGEP, Montréal, 1980-1982

CERTIFICATES/MEMBERSHIPS

- Member, Canadian Society of Association Executives (2016-2017).
- Board Member, Royal College of Physicians and Surgeons of Canada (2013-15) www.royalcollege.ca.
- Co-Chair, Health Action Lobby (HEAL) (2009 - 2014) www.healthactionlobby.ca.
- Chair, Science Media Centre of Canada (2010 - 2012) www.sciencemediacentre.org.
- Founding Board Member, Canadian Health Leadership Network (2009 - 2013) www.chlnet.ca.
- Co-Chair, Steering Cttee, Future of Canada's Academic Health Sciences Centres (2009-11) www.ahsc-ntf.org.
- Rotman School of Management/University of Toronto – Advanced Health Leadership Program Certificate (2010)
- Member, Federal Government's Sectoral Advisory Group on International Trade (SAGIT) in Health
- Past-Member, Board of Directors, Canadian Health Economics Research Association (CHERA)
- Negotiations for Senior Executives, MIT – Harvard Pubic Dispute Program (1993)

REFERENCES

Available upon request.

Interviewed March 15, 2021



Mental Health - Care & Research
Santé mentale - Soins et recherche

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

Expression of Interest for serving on one of the Boards of Directors | Trustees

Thank you for your interest in serving the mission and vision of The Royal as a governance volunteer. We respectfully ask you to complete this form to assist our governance committees to fulfill the difficult task of selecting candidates for nomination whose experience, skills, and personal attributes best meet the identified needs of our organization in this election year.

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The Royal
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2nd Floor, Administrative Offices, c/o S. Fraser
Ottawa, ON K1Z 7K4

Email: janie.scully@theroyal.ca

Fax: 613.761.3605

Questions: call 613.722.6521 x 6527 or visit our website at www.theroyal.ca

2. Please indicate on which of The Royal's Boards you are interested in serving (check all that apply):

- | | |
|--|-------------------------------------|
| Royal Ottawa Health Care Group (hospitals) | <input checked="" type="checkbox"/> |
| Royal Ottawa Foundation for Mental Health | <input type="checkbox"/> |
| The Royal's Institute of Mental Health Research
<i>affiliated with the University of Ottawa</i> | <input type="checkbox"/> |

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒ Yes ☐ No

3. Applicant Contact Information

Name	First: Anita Surname: Manley
Address	Business: _____ _____ _____ Home: 801-350 Queen Elizabeth Driveway Ottawa, ON K1S 3N1 Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: _____ Home: _____ Cell: 613-986-2056 Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: anita.manley@theroyal.ca Home: _____ Preferred Email: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/>

4. Eligibility Criteria and Conditions of Appointment

Directors/trustees is used interchangeably.

- a. Directors must be at least 18 years old.
- b. Those who have the status of bankrupt are ineligible to serve as directors.
- c. “Ineligible individual” as defined by the Income Tax Act may not serve as a director.
- d. Directors are expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 3-5 hours per month.
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Please refer to the relevant Board's roles | expectations and criteria for further details.

- The Royal
- Foundation
- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

None.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Board Member, CMHA - Ottawa

Date: **2003-2006**

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Please describe any associations you may have had with various health care groups or charitable foundations:

Co-Chair, Champlain LHIN PFAC 2017-2019

Advisor, HQO, Resource Development Advisory Group 2015-2017
(included co-creating and co-facilitating PFAC Training)

Co-Chair/Editor of Client's Voice Newsletter, The Royal CAC 2012-2015

Awards and recognitions:

2019, Top 40, 40th Anniversary of The Royal Foundation

2019 FACES of Mental Illness, CAMIMH, national campaign

2015 The Royal, Inspiration Award recipient

*monthly contributor to The Royal Foundation and Cornerstone Housing for Women and The Mission

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

As a client (outpatient Schizophrenia, former inpatient 2011) of The Royal, I am a subject matter expert and I can add both the client's and family member's (both my daughters struggle with mental health and formerly addiction issues) perspective towards transforming mental health care at The Royal.

I am a University graduate (B.A. Communications, Carleton University, 1989). This will aid me in processing information and coming to sound conclusions.

I have excellent communication and interpersonal skills which will be an asset to your Board.

I am connected in the community and have raised money for the Run for Women (as a Team Captain) and was about to host a fundraiser on APRIL 24th 2020, for Youth Mental Health at The Royal -- then COVID put it on hold. I was able to secure Bell Let's Talk as a presenting sponsor, and CMA and Co-operators Insurance as sponsors. In addition to silent auction items which I gathered up, and ticket sales -- we were set to raise approx \$15,000.

** means that the individual has a recognized designation

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment	<input type="checkbox"/>	Governance & Policy	<input type="checkbox"/>
Audit	<input type="checkbox"/>	Quality of Care & Performance	<input checked="" type="checkbox"/>
Research	<input checked="" type="checkbox"/>	Philanthropy	<input checked="" type="checkbox"/>
Events	<input checked="" type="checkbox"/>		

Please list three references and contact information (name, phone number and email address)

1. Ann-Marie O'Brien, 613-852-9678, ann-marie.obrien@theroyal.ca
2. Glenda O'Hara, 613-266-3157, glenda.ohara@theroyal.ca
3. Jackie Desrochers, 613-722-6521, jacqueline.desrochers@theroyal.ca

7. Declaration

By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - **Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee**
 - **Board of Trustees' Code of Conduct**
 - **Foundation Board Code of Conduct**
 - **Research Board of Conduct**
- c) I certify that the information in this application and in my resume or biographical sketch is true.

☒ I give my consent to The Royal and its Boards to publically disclose my identity as a Board applicant.

Signature Amanley Date June 25th, 2020

Anita Manley

801-350 Queen Elizabeth Driveway

Ottawa, ON

K1S 3N1

Anita.manley@theroyal.ca

613-986-2056

Biographical Sketch

2020-present:

Fundraiser and Special Events Organizer

- 2021 - Event Organizer: Ottawa Blues for Youth – solely created this annual musical fundraising event with funds raised going towards Youth Mental Health at The Royal. I secured a venue, a date, musicians, sponsorships (\$12,500 to date – event is October 23rd). I have asked many people to lend their services for free, like an award winning design firm to design my logo, printers to do all printing, photographer, web designer, musicians, and so on. Next up is asking local businesses for online auction items. Goal is to raise \$25,000.
- Work closely with Shane Francescut of The Royal Foundation. (and now Jessica Dube)
- 2020 - Peace, Love and Understanding: co-organized musical event with a University friend and musician. Responsible for all sponsorships and collecting all donated items for online auction. Raised over \$8,600 for Youth Mental Health at The Royal.

2020- present:

Christopher Leadership Course

- Public Speaking and Leadership Instructor
- Member of the Ottawa Executive, Social Director and Seminar Co-ordinator

2017- present:

Team Captain, So Strong, Run for Women

- 2020: Recruited 34 team members (#1 in terms of number of teammates for any Royal staff or volunteer led teams), Team raised over \$3,400 (14th ranking in STATS)
- 2019: Recruited 27 team members (#2 in terms of number of teammates for any Royal staff or volunteer led teams), Team raised over \$4,000 (7th ranking in STATS)
- Organized and hosted annual chili/cheesecake fundraiser

2012-present:

Mental Health Advocate/Peer Facilitator/Public Speaker

- Advocate for improved mental health care for all, sat on various committees.
- Facilitate groups (co-created a writing group called “Journaling as a Wellness Tool”, teach to women in the Women’s Mental Health Program and on Zoom to women with The Ottawa Birth and Wellness Centre. Facilitate WRAP)
- Share my story of lived experience to countless donors, media, audiences large and small including HQO staff retreat, Board of HQO and Board of Trustees at The Royal. Also shared my story at several Corporate Welcomes and Conferences. Recently to the CMHP, and the entire Royal.

2017-2019:

Co-Chair, Champlain LHIN Patient and Family Advisory Committee

- Co-led a group of 11 advisors, keeping meetings on topic, and on time.
- Lent my voice to mental health issues
- Shared story of lived experience to Board, sub-region meetings; and with Lanark County Radio program.

2015-2017

Advisor, HQO, Resource Development Advisory Group

- Advised on Resources for Health Care for Ontario.
- Co-created and co-facilitated training session for PFACs across Ontario.
- Attended Annual Conferences in Toronto.

2013-2015

Patient Advisor, TOH Mental Health Community Advisory Committee

- Advised as a member of Mood Disorders Ottawa (MDO)
- Participated in a mapping exercise for improved mental health care for all.

2012-2015

Co-Chair, The Royal Client Advisory Council

- Assisted Chair; filled in when Chair was absent
- Advised on Hiring Committees, Patient Centered Care Committee, bringing paid peer support to The Royal, and on online research committee (Dr. Simon Hatcher)
- Editor of The Client’s Voice Newsletter, published three times per year. Worked closely with Carol McLeod of Communications to meet deadlines.
- Communications Lead before becoming Co-Chair

1989-2006 Fulltime employment starting in government, then moving to private sector:
Marketing Manager and teacher, Sales Representative and Insurance Agent.

1989 BA Communications, Carleton University, Ottawa, ON Canada

Interests: Knitting, cooking, cross-country skiing, swimming, tennis, reading, music (especially Queen), playing the Ukulele, art, dance.

I also write a weekly blog: www.mightymouseformentalhealth.com

Awards and Recognitions:

2020 Neighbourhood Hero, Unsinkable, weareunsinkable.com Silken Laumann's website

2019 Sharing with Susan B. Invited to participate as 1 of 60 community leaders, sharing stories of inspiration.

2019 Top 40, at 40th Anniversary of The Royal Foundation

2019 Christopher Leadership Award (pin), voted on by my peers, as demonstrating; Courage, Listening, Openness, Uniqueness, Encouraging Others, Accentuate the Positive, Love and Community, Personal Growth and Celebrate Life.

2019 FACES of Mental Illness Campaign, National recognition through Canadian Alliance of Mental Illness and Mental Health.

2015 Inspiration Award, The Royal

I also delivered an impassioned speech at a Rally for declaring an Affordable Housing and Homelessness Emergency in Ottawa outside of City Hall. Jan 26, 2020, invited by Coun. Catherine McKenney who was making a motion to Council that day. Over 150 in attendance and I received coverage on CTV news. The motion was passed in Council. I received a handwritten note from Coun. McKenney, thanking me for delivering such an empowering speech.

BOARD GOVERNANCE



Mental Health - Care & Research
Santé mentale - Soins et recherche

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☒

Royal Ottawa Foundation for Mental Health

☐

The Royal's Institute of Mental Health Research
affiliated with the University of Ottawa

☐

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒

Yes

☐

No

3. Applicant Contact Information

Name	First: <u>Siobhan</u> Surname: <u>Devlin</u>
Address	Business: <u>700-319 McRae Avenue, Suite 700, Ottawa ON K1Z 0B9</u> Home: <u>1 Kings Landing Pvt., Ottawa, Ontario K1S 5P8</u> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>(613) 565 8696 #1467</u> Home: _____ Cell: <u>(613) 809 7669</u> Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>devlin@pythian.com</u> Home: <u>devlinsiobhan@gmail.com</u> Preferred Email: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>

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- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Corporate Secretary, The Pythian Group Inc.	Date: November, 2015 to present
FACES (First Avenue Churches & Community Embracing Sponsorship), Steering Committee	Date: September, 2016 to present
Corporate Secretary, TMI Communications Inc.	Date: 1997 - 2006
Board Member & Legal Counsel, Disabled Persons' Community Resources (DPCR)	Date: now The In Community
	Date: _____
	Date: _____
	Date: _____
	Date: _____

Please describe any associations you may have had with various health care groups or charitable foundations:

I have been fortunate to serve on the Steering Committee for FACES (First Avenue Churches and Community Embracing Sponsorship) since 2016. I've been an active member of both the Steering and Settlement Committees in support of 10 private sponsorships of families of various sizes (including individuals and families ranging in size from 3 to 9 members) and to assist between 7-10 Government Sponsored Refugee families during this time. I was Chair for FACES, 2018 Wine and Cheese Fundraiser, Canada a Land of Opportunity, which generated sales and donations of approximately \$25,000. In 2018 I was very honoured to receive recognition as a 2018 Welcoming Ottawa Ambassador from the Ottawa Local Immigration Partnership (OLIP) as a result of my support of newcomers to Canada through FACES.

As each of my parents POA for personal care, I have had substantial contact with the CCAC, St. Elizabeth Health Care, and Bayshore Healthcare Ottawa.

Initially as a result of being on the lawyer-referral roster for REACH Canada (which, among other activities, provides independent legal referral services that address the rights and interests of persons with disabilities by fostering access to justice in the community), I served as a Board member on the Disabled Persons' Community Resources (DPCR) Board for its maximum board term of three years and, subsequently was asked and agreed to remain, as Legal Counsel to the Board on a volunteer basis. DPCR was dedicated to ensuring the independence, participation and integration of people with physical disabilities in the Ottawa community. It's Board consisted of a mix of independent Board members and consumers representing a broad range of abilities and expertise. In addition to providing a Resource Centre, DPCR also operated independent living properties in the local community.

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

I believe my life experiences, previous and current board activities and professional experiences as a lawyer and as a corporate secretary have provided me with valuable insight, training and skills which would enable me to make meaningful contributions to the ROH. Growing up, a mentally challenged adult was part of our household starting from the time he was 15 and I was 6 years old. During my late teens and early twenties, our household also included several young indigenous women fostered by my parents while they attended high school. Often these young women had family members who suffered from drug or alcohol addiction. My Mother was one of 7 women who organized and served the Shepherds of Good Hope's first lunch at St. Brigid's Soup Kitchen. She continued to work at the Sheds for over 25 years; always as a volunteer. She taught me the value of inclusion for everyone and how being different can lead to isolation resulting, for far too many, in desperation, homelessness and/or addiction. I believe my participation on the DPCR Board and the FACES Steering Committee has also provided me with additional rich experiences that would be of value to the ROH Board.

The Boards seek a complementary balance of knowledge, skills, abilities and experience. Please indicate your knowledge, skills, abilities and experience for each category.

Knowledge, Skills, Abilities and Experience																					
Please indicate your knowledge, skills, ability and experience for each category																					
Advanced = 3 Good = 2 Fair = 1 None = 0																					
All Organizations														Hospital and Research							
Link to Mental Health & Addictions clients/families	Philanthropy	Individual and Corporate Networks	Board and Governance	Strategic Planning	Finance	Risk Management	Business Management	Bilingual - French / English	Research / Translational Research	Accounting – CPA, (CA, CMA, CGA)**	Public Affairs & Communications	Patient & Health Care Advocacy	Human Resources Management	Legal – LLB **	Consumer/Family Representation	Clinical Care	Quality of Care & Performance Mgmt	Health Care Admin & Policy	University / Academic	Information Technology	Government & Gov Relations
1	2	3	3	2	2	3	3	1	1	2	2	3	2	3	3	2	2	2	2	3	2

** means that the individual has a recognized designation

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment

☐

Governance & Policy

☒

Audit

☐

Quality of Care & Performance

☒

Research

☒

Philanthropy

☒

Events

☒

Please list three references and contact information (name, phone number and email address)

1. Anne Graham, Vice-Chair, Board of Trustees, Royal Ottawa Health Care Group, asgraham@bell.net; 613 266-5770 (c); 613 565 8696 #1697 (o)
2. John Peters, Vice-Chair, Board of Directors, The Shepherds of Good Hope, jpeters@jaimacinc.com; 613 884-3837(c); 613 369-5040 (o)
3. Tom Martin, Former Chair and current Treasurer, Steering Committee, FACES, tom.martin@bell.net; 613 715-3378 (c); 613 820-5111

7. Declaration

By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee
 - Board of Trustees' Code of Conduct
 - Foundation Board Code of Conduct
 - Research Board of Conduct
- c) I certify that the information in this application and in my resume or biographical sketch is true.

Signature  Date June 11, 2019

SIOBHAN DEVLIN

devlinsiobhan@gmail.com

1 Kings Landing Private
OTTAWA, Ontario, K1S 5P8

613 231-3788 (Home)
613-809-7669 (Mobile)

June 4, 2019

Profile

Siobhan is a seasoned lawyer with private law firm experience, including as a partner, and extensive in-house counsel experience in progressively senior positions in both mid-sized (Revenue\$50-\$500M) and large-sized (Revenue>\$500M) organizations. She has practiced in the Law departments of Canada's leading satellite telecommunications company, a major public-sector pension fund, as General Counsel to a leading global Software-as-a-Service provider of communication services and as General Counsel and Corporate Secretary to a global technology-enabled IT consulting and database management provider with subsidiaries in multiple jurisdictions.

She has acquired knowledge and experience of a broad spectrum of legal issues which arise in day-to-day corporate operations. She has consistently demonstrated her ability to provide strategic, commercially-minded, risk appropriate yet creative legal solutions in a wide range of areas of law, including on issues of risk, liability and exposure.

Siobhan is a dynamic leader with an established track record of designing, leading, motivating and leading effective legal services teams. She has proven skills as a mentor and the ability to develop and implement legal strategies in collaboration with partners across the entire organization, bridging diverse personalities, leadership styles and corporate objectives. She is recognized as a strong team-player, with the ability to generate support for the work of the legal team through relationship building at all organizational levels.

A skilled multi-tasker, throughout her career Siobhan has leveraged her ability to absorb and retain substantial information to provide strategic and tactical advice to senior leadership teams and boards of directors in a diversity of industries and in a wide range of legal areas. She is a highly motivated self-starter respected by her managers, peers and direct reports for her strong work ethic.

Testimonials

"Outside of your family, please name a woman you admire and why: Without a doubt, that would be Siobhan Devlin, Pythian's General Counsel and Corporate Secretary. She's the epitome of grace under pressure and has the biggest heart. We've worked together for more than seven years - she's been my rock and I'm grateful for her wisdom and friendship. Siobhan always looks for a solution that works for everyone, which you don't typically see in a legal department. She is always looking to partner with her "client", whether us in business development, sales, or customers. . ."

-Vanessa Simmons, VP, Business Development, The Pythian Group Inc. in acceptance of her recognition as CRN 2018 Women of the Channel

"At the time Siobhan was hired, we were looking for someone who would take full ownership of, and be accountable for, the various legal functions and, most importantly, the corporate legal strategy. From the outset Siobhan took leadership and exceeded our expectations. She immediately established credibility with all members of Protus' board of directors,

executive team, its senior management and staff. She quickly developed rapport with Protus' external legal counsel and, as was our objective, was soon leading the strategic direction of Protus' litigation portfolio with positive results – both in terms of outcome and costs. She is a well-rounded lawyer who brings solid experience and business acumen regardless of area of law or subject matter. She has significant transactional experience which translated into more diligent contract review than Protus had enjoyed in the past . . . While a seasoned lawyer, Siobhan's business experience and strategic thinking gives her an advantage in providing business savvy, sensible, practical advice . . . I would also add how much I enjoyed working with Siobhan. Without hesitation I would welcome the opportunity to do so again."

-Joseph Nour, C.E.O. (Former) Protus IP Solutions Inc.

" . . . when Telesat was seeking a Director, Legal Services, we approached Siobhan and offered her this key position. Throughout the course of her 12 years of service she consistently provided leadership in her role as Director, Legal Services. She built a legal division with a reputation as enablers of the business deal . . . Siobhan is an extremely hard worker who can always be counted on to provide solid strategic, yet practical, advice in a full range of legal areas. . . It was a distinct Telesat advantage to have had her as a key contributor on its team during its financially most successful years to date. I am confident that it will similarly be her next employer's good fortune to have her join its team."

-Larry J. Boisvert (Retired) Chief Executive Officer, Telesat Canada

Employment Chronology

April, 2013 – current General Counsel and Corporate Secretary, The Pythian Group Inc.

- Introduced to Pythian by former Protus CEO while operating a virtual in-house counsel practice. Was later recruited by Pythian to serve as its first in-house counsel and to develop a full-service, in-house law department. Was appointed as Pythian's General Counsel in December, 2013 and Corporate Secretary in November, 2015.
- Reports directly to the CEO, with additional reporting obligations to Pythian's Board of Directors, and to Pythian's Audit and Compensation Committees.
- Hires, mentors and manages a team of lawyers and contract specialists/paralegals. Establishes goals and standards, monitors workload, provides guidance and assesses performance. Oversees quality of service and responds to timeliness of legal services.
- Retains, directs and evaluates Pythian's outside counsel, with responsibility for legal budgets, outside counsel fees and ensuring timely, appropriate payment.
- Responsible for the overall management of the legal affairs of the corporation, leads the strategic and tactical provision of the organization's legal services and provides counsel on legal matters to the corporation, its subsidiaries and its Board of Directors.
- Leads the development of solutions and/or compliance with internal clients to mitigate risk.
- Demonstrated "hands on" legal manager, with broad legal knowledge in the areas of commercial law (with particular emphasis on risk analysis, liability and exposure), corporate law and corporate governance, information technology law, privacy law, intellectual property law, international business law, employment law, litigation and dispute resolution, mergers and acquisitions, risk management and insurance, and general matters of law.

March, 2011 – April, 2013 Virtual In-House Counsel

- Provided full range of legal services to corporate clients (including current employer, The Pythian Group Inc.), with a primary emphasis in the areas of commercial and employment law.

**May, 2009 – General Counsel, Protus IP Solutions Inc.
December, 2010**Responsibilities and Selected Achievements

- Responsible for the corporate legal strategy and efficient administration of the legal affairs of the company with accountability for a multi-million dollar annual budget.
- Reported directly to the CEO and presented regularly to Protus' Board of Directors on legal matters of strategic importance.
- Completed, with a legal team, the \$213M sale of the business in December, 2010 to Protus' main competitor representing major financial success for Protus founders and its private equity investors.
- Mentored and managed a team of legal professionals including in-house legal counsel, paralegals and patent agents.
- Managed a \$5MUS annual budget for Protus' relationships with outside counsel and, as a seasoned litigator, directed strategy in a wide-array of domestic and international litigation.
- Achieved substantial cost reductions in external legal spend without compromising favourable legal outcomes.
- Partnered with Human Resources in the areas of employee discipline, termination of employment, employment contracts, human rights, privacy, safety & health.

January – May, 2009 Director, Compliance, OMERS Administrative CorporationResponsibilities and Selected Achievements

- Conducted review of selected internal functions to ensure compliance with statutory and other legal requirements, Board directions and established corporate policy and worked on developing procedures to ensure ongoing compliance.
- Reviewed established HR policies to ensure compliance with statutory and other legal requirements and, with stakeholder approval, updated as necessary.

**September 1995 - Director, Legal Services, Telesat Canada and Corporate Secretary to
November, 2007 TMI Communications Inc.**

1999-2007	Director, Legal Services
1997-2006	Corporate Secretary, TMI Communications Inc.
1995-1999	Secondment from Nelligan/Power as Director, Legal Services

Responsibilities and Selected Achievements

- Hired, mentored and managed a team of three in-house lawyers and a paralegal earning the reputation as enablers of the business deal.
- Served as Corporate Secretary to the Board of Directors of Telesat's affiliate, TMI Communications Inc., for over 9 years.
- Provided full range of legal services contributing to Telesat's then most financially successful years culminating, in 2007, with its sale by BCE inc. for \$3.2 billion.

- Delivered broad range of legal areas including commercial (with particular emphasis on risk analysis, liability and exposure), corporate, litigation and dispute resolution, employment (including human rights), export/import control, intellectual property, mergers and acquisitions, insurance, corporate governance, and on general matters of law.
- Successfully negotiated and drafted a wide variety of complex domestic and multi-jurisdictional commercial contracts for the sale of services globally (including substantial US, Mexican and European experience), the procurement of products and services (including technology licensing agreements) and other agreements of strategic importance.
- Routinely negotiated domestic and multi-jurisdictional sales contracts in support of Telesat's core business, its satellite operations services and international consulting.
- Developed and implemented variety of risk management tools to mitigate company's legal risk including development and regular review of corporate policies and procedures, standard contracts, checklists and reporting summaries.

**May, 1986 -
February, 1999**

Law Firm of Nelligan/Power (now Nelligan O'Brien Payne)

1994-1999	Partner
1988-1994	Associate
1986-1988	Articling Student and Law Clerk

Initially as an associate and, subsequently, as a partner, conducted an active litigation practice with particular emphasis in the areas of commercial litigation, insurance and employment law. This included conducting litigation and appearing before various courts, preparing legal opinions on complex issues, correspondence, pleadings, motions, factums, and other written submissions, conducting pre-trial examinations/cross-examinations, trials and regularly making oral arguments before the courts. Acted for a diverse range of clients; individuals and corporations in a wide range of industries.

Education, Professional Associations and Volunteer Activities

Member in good standing of the Law Society of Upper Canada

1988 Call to the Ontario Bar

1986 LL.B. University of Ottawa

1983 B.A. (Honours), First Class Honours in Political Science, Carleton University

1981 Universite d'Aix-Marseilles

Speaking Engagements

- Panelist, Ethics in Practice Management Issues sponsored by the Law Firm of Borden Ladner Gervais.
- Speaker, Canadian Corporate Counsel Association WEBINAR, "Effective Intellectual Property Management for the non-IP Specialist", sponsored by the Law Firm of Smart & Biggar.
- Panelist "Best Practices for Information Management and eDiscovery" in CLE Program, "Best Legal Practices for Canadian Companies Doing Business in the U.S.", sponsored by the US Law Firm of Loeb & Loeb LLP, Navigant Consulting and OpenText.

Past Instructor – Practice Skills, Bar Admissions Course, and University of Ottawa, Law School, Trial Advocacy Course and Panelist, Ethics, Real Estate Section, Bar Admissions Course. For several years ran Nelligan/Power's student advocacy program.

Current Member Steering and Settlement Committees FACES (First Avenue Churches and Community Embracing Sponsorship) for the sponsorship of refugees to Canada.

Past Member Board of Directors and Counsel, Disabled Persons' Community Resources/Ressources Communautaires Personnes Ayant un Handicap

Professional Development

Various Continuing Legal Education Courses in corporate law and governance, cloud technology, business, employment, immigration, and intellectual property law.

Alliance Francaise, Intermediare

Queen's University, Executive Program

Society for International Affairs, International Traffic in Arms Regulations (U.S.) Course

Osgoode Hall, York University, Intensive Trial Advocacy Course

References – Available on request.

Board of Trustees' Membership Terms

Name	Position	Initial Appointment	Term(s) Completed	Current Appointment	Remaining years of term as of AGM 2021	Eligible Until (no more than 9 consecutive years of service)*
Graham, Anne	Chair	2010	2010-2011 (1) 2011-2014 (3) 2014-2017 (3) 2017-2019 (2) 2019- (Chair)	2019-2020 (1) 2020-2022 (2)	1 <i>To name a new Chair one year ahead of end of current Chair's term</i>	2022*
Levy, Isra	Vice-Chair	2012	2012-2015 (3) 2015-2018 (3) 2018-2019 (1)	2019-2021 (2)	0	2021
Coulter, Catherine	Vice Chair	2017		2017-2020 (3) 2020-2023 (3)	2	2026
Leikin, Lewis	Trustee	2016	2016-2018 (2)	2018-2021 (3) 2021-2023 (2)	2	2025
<i>Vacant (Charette, Janice)</i>						
Gallant, José	Trustee	2015	2015-2018 (3)	2018-2020 (2) 2020-2023 (3)	2	2024
Bhargava, Niraj	Trustee	2016	2016-2019 (3)	2019-2022 (3)	1	2025
Gillen, Lynette	Trustee	2016	2016-2018 (2)	2018-2020 (2) 2020-2023 (3)	2	2025
Somppi, David	Trustee	2016	2016-2019 (3)	2019-2022 (3)	1	2025
Anderson, Roxanne	Trustee	2017	2017-2019 (2)	2019-2022 (3)	1	2026
MacRae, James	Trustee	2017		2017-2020 (3) 2020-2021 (1) 2021-2024 (3)	3	2026
Squire, Sharon	Trustee	2017	2017-2019 (2)	2019-2022 (3)	1	2026
Johnston, Pari	Trustee	2020		2020-2021 (1) 2021-2024 (3)	3	2029
Jacline Nyman	<i>Ex-officio Voting Member</i>	2020		2020-2023 (3)	2	2029
<i>Vacant (McLean, Scott)</i>	<i>Past Chair Ex-officio Non-Voting</i>					

*ROHCG Bylaws section 3.5.1 ... With the exception of the Chair, no person may be elected a Trustee for more terms than will constitute nine consecutive years of service. The term of office of the Trustees serving as Chair may be extended as required beyond the nine consecutive year period to accommodate their term in office as Chair. 11.2.2 ... The Chair shall serve for a three-year non-renewable term, except as otherwise determined by the Board, or until a successor is appointed. If a Trustee assumes the position of Chair in the ninth year of his or her term as a Trustee, the term of office as a Trustee may be extended by two years to accommodate the Trustee's term of office as Chair, which is three years.

**ROHCG Bylaws section 11.2 ... The Past Chair shall hold office for a one-year renewable term or until a successor is appointed.

Subsection 12(4) of the *Public Hospitals Act*, which provides as follows:

- Despite the *Corporations Act*, a hospital may provide by by-law for the election and retirement of directors in rotation, but in that case no director shall be elected for a term of more than five years and **at least four directors shall retire from office each year**

Ex-officio: Joanne Bezzubetz, Raj Bhatla, Tim Lau, Esther Millar. In office until successor appointed. University position in office for 9 years.

New Board members are to be appointed for a 1-year term their first year as a probationary period

Board Members		Knowledge, Skills & Experience																			
Please indicate your knowledge, skills & experience to each category (See rating definitions below)																					
Name	Years on Board	Finance/Accounting Designation CA, CMA, CGA (Yes/No)	Financial Literacy	Risk Management	Human Resources Management/Labour Relations/Organization Development	Health Care System/Strategy (Do not rank yourself for acting ethically, as the presumption is that everyone behaves in an ethical manner)	Clinical Expertise	Research Expertise	Legal LLB (Yes/No)	Strategic Planning & Organization Performance	Technology/Information Management Strategies	Quality Systems & Management	Board Governance	Government Relations & Strategic Communications	Lived Expertise/Family	Lived Expertise/Client	Non-Profit Board Expertise	Partnership Building/Community Alliances	Advocacy (Pro-active advocate/supporter in support of The Royal)	Bilingual – English/French	Total
Bhargava	4	N	2	2	2	1	2	0	2	N	3	3	2	3	3	3	1	1	2	1	34
Bhatla	ex-officio	N	2	2	2	3	3	2	N	2	2	2	2	1	3	2	1	3	2	2	39
Millar	ex-officio	N	2	2	2	3	1	3	0	N	3	0	3	2	1	0	0	3	1	0	26
Gallant	5	Y	3	3	2	1	1	0	0	N	2	1	1	2	1	1	1	3	1	1	27
Graham	10	N	2	2	3	2	1	0	0	N	3	3	2	3	1	2	1	3	1	2	32
Anderson	3	Y	3	3	2	2	2	0	1	N	3	2	1	3	1	3	0	3	2	2	33
Leikin	4	N	2	2	1	3	3	3	N	2	1	2	3	1	2	0	3	3	3	2	39
Levy	8																				
Lau	ex-officio	N	0	1	1	1	2	3	2	N	1	2	1	2	1	1	0	3	2	1	24
MacRae	3	N	2	3	2	0	1	0	0	N	2	1	2	1	2	3	3	3	3	0	31
Coulter	3	N	2	2	3	1	1	0	0	Y	2	1	1	3	1	3	0	3	1	3	27
Squire	3	N	2	2	3	1	2	1	1	N	3	2	2	3	2	2	0	3	2	2	35
Somppi	4	N	2	2	1	3	2	1	N	2	3	2	3	1	2	0	3	2	2	0	31
Bezzubetz	ex-officio																				
Johnston	1	N	1	2	1	2	1	0	3	N	2	1	1	2	3	3	1	3	3	3	35
Gillen	4	N	3	3	3	1	2	0	0	N	3	1	1	2	1	2	1	2	2	0	29
Nyman	ex-officio	N	2	3	3	1	1	0	2	N	3	2	1	3	3	1	1	3	3	3	38
		2	30	34	31	25	25	14	16	1	36	25	24	37	23	31	11	37	33	31	17

*Rating Definitions:

3 - Advanced - Has really strong experience in this area through professional experience and/or education. You could lead in this area on the Board.

2 - Good - Has some level of experience in this area either through professional experience and/or education. You can contribute in this area on the Board.

1 - Fair - Has some level of personal experience or interest in this area. You could help in this area but not lead.

0 -None - Has never had the opportunity to develop this competency in a professional environment. You would not be able to or are not interested in contributing in this area on the board.

*Cultural skills to be assessed during interview



Mental Health - Care & Research
Santé mentale - Soins et recherche

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

Expression of Interest for serving on one of the Boards of Directors | Trustees

Thank you for your interest in serving the mission and vision of The Royal as a governance volunteer. We respectfully ask you to complete this form to assist our governance committees to fulfill the difficult task of selecting candidates for nomination whose experience, skills, and personal attributes best meet the identified needs of our organization in this election year.

1. Instructions:

Please complete this form and submit it with a copy of your current resume or a brief biographical sketch by mail, fax, or e-mail to the following address:

Mail: Board Nominations
The Royal
1145 Carling Avenue
2nd Floor, Administrative Offices, c/o Janie Scully
Ottawa, ON K1Z 7K4

Email: janie.scully@theroyal.ca

Fax: 613.761.3605

Questions: call 613.722.6521 x 6527 or visit our website at www.theroyal.ca

2. Please indicate on which of The Royal's Boards you are interested in serving (check all that apply):

- | | |
|--|-------------------------------------|
| Royal Ottawa Health Care Group (hospitals) | <input checked="" type="checkbox"/> |
| Royal Ottawa Foundation for Mental Health | <input checked="" type="checkbox"/> |
| The Royal's Institute of Mental Health Research
<i>affiliated with the University of Ottawa</i> | <input checked="" type="checkbox"/> |

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒ Yes ☐ No

3. Applicant Contact Information

Name	First: <u>Greg</u> Surname: <u>Nesbitt</u>
Address	Business: <u>234 Wellington Street</u> <u>Ottawa, Ontario</u> <u>K1A 0G9</u> Home: <u>365 Winston Avenue</u> <u>Ottawa, Ontario</u> <u>K2A 1Y7</u> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>613.782.7630</u> Home: <u>613.606.1795</u> Cell: <u>613.606.1795</u> Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>gnesbitt@bankofcanada.ca</u> Home: <u>gnesbittottawa@gmail.com</u> Preferred Email: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>

4. Eligibility Criteria and Conditions of Appointment

Directors/trustees is used interchangeably.

- a. Directors must be at least 18 years old.
- b. Those who have the status of bankrupt are ineligible to serve as directors.
- c. "Ineligible individual" as defined by the Income Tax Act may not serve as a director.
- d. Directors are expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 3-5 hours per month.
- e. Directors must fulfill the requirements and responsibilities of their position, for example, preparing for and attending board and committee meetings, upholding their fiduciary obligations and working cooperatively and respectfully with other board members.
- f. Directors must comply with legislation governing the corporation, the corporation's by laws and policies, and all other applicable rules.
- g. Directors must sign a Declaration confirming their agreement to adhere to their fiduciary duties and board and corporate policies.
- h. Directors must complete and obtain a Police Records Check.

Please refer to the relevant Board's roles | expectations and criteria for further details.

- The Royal
- Foundation
- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

I am not aware of any conflicts that would prevent me from serving on the board.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Presentations to Audit Committees at Statistics Canada, Date: 2011-2020
Public Service Commission of Canada, Global Affairs Canada, Date: _____
and Treasury Board of Canada mainly on the results of Audits Date: _____
of Governance, Risk Management and Controls within significant Date: _____
departmental programs. Date: _____
 _____ Date: _____
 _____ Date: _____
 _____ Date: _____

Please describe any associations you may have had with various health care groups or charitable foundations:

Lead - United Way Campaign, Bank of Canada, Internal Audit Department
Volunteer - Start to Finish (Promotion of Health, Wellness and Literacy Program)
Community Association Treasurer: Regina, Saskatchewan
Guest Writer, Nature Canada
Institute of Internal Auditors - National and Local Committees

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

I have worked in Audit and Finance my entire career mainly focused on auditing all aspects
of organizations including ensuring good governance, risk management and control. Given
the depth and breadth of my experience, I understand the strong practices that should be in
place to address risks to meeting strategic objectives. I believe I can offer advice on how
activities can align to short and long term goals and how to effectively measure these
contributions.

I have had close family members who have had serious mental health challenges and I look
forward to supporting mental health initiatives in any way I can.

The Boards seek a complementary balance of knowledge, skills, abilities and experience. Please indicate your knowledge, skills, abilities and experience for each category.

Knowledge, Skills, Abilities and Experience Please indicate your knowledge, skills, ability and experience for each category Advanced = 3 Good = 2 Fair = 1 None = 0																			
All Organizations														Hospital and Research					
Link to Mental Health & Addictions clients/families	Philanthropy	Individual and Corporate Networks	Board and Governance	Strategic Planning	Finance	Risk Management	Business Management	Bilingual - French / English	Research / Translational Research	Accounting – CPA, (CA, CMA, CGA)**	Public Affairs & Communications	Patient & Health Care Advocacy	Human Resources Management	Legal – LLB **	Consumer/Family Representation	Clinical Care	Quality of Care & Performance Mgmt	Health Care Admin & Policy	University / Academic
Information Technology	Government & Gov Relations																		
1	1	2	3	3	3	3	3	3	0	3	1	0	2	1	0	0	0	0	0

** means that the individual has a recognized designation

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment	<input checked="" type="checkbox"/>	Governance & Policy	<input checked="" type="checkbox"/>
Audit	<input checked="" type="checkbox"/>	Quality of Care & Performance	<input type="checkbox"/>
Research	<input type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Events	<input type="checkbox"/>		

Please list three references and contact information (name, phone number and email address)

Naomi Belleau, Director, Audit, Bank of Canada, 613.782.7547, nbelleau@bankofcanada.ca

1.

Michael O'Bryan, Managing Director, Bank of Canada, 613.782.7203, MO'bryan@bankofcanada.ca

2.

Ashley Staton, Senior Manager, CMHC, 514.442.0316, staton.ashley.c@gmail.com

3.

7. Declaration

By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - **Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee**
 - **Board of Trustees' Code of Conduct**
 - **Foundation Board Code of Conduct**
 - **Research Board of Conduct**
- c) I certify that the information in this application and in my resume or biographical sketch is true.

☒ I give my consent to The Royal and its Boards to publically disclose my identity as a Board applicant.

Signature  _____ Date 15/10/2020

Greg Nesbitt, CPA, CIA

gnesbittottawa@gmail.com

613.606.1795

KEY STRENGTHS AND SKILLS

- Expertise in financial management, audit and risk management.
- Considerable experience in all areas of corporate services including operations and risk management.
- Experienced in developing, analyzing and communicating strategic plans and policies.
- Successfully implemented new and innovative processes to improve the effectiveness and efficiency of divisional services.
- Skilled at building collaborative relationships and partnerships and working on joint initiatives.
- Active member of management committees.
- Ability to think and communicate at a strategic level without sacrificing excellence and attention to detail.
- Experience in diverse environments including private sector, federal and provincial governments, international, health care, and commodity markets.
- Continuous and life-long learner who applies new ideas from a variety of disciplines on a regular basis.

FORMAL EDUCATION

- University of Ottawa 2016 – Internal Audit Leadership Program Certificate
- University of Regina 2001 - Bachelor of Administration Degree
 - Specialization in Accounting and Finance
- Chartered Professional Accountant (CPA, CMA) 2003
 - Member in good standing
- Certified Internal Auditor (CIA) 2009
 - Member in good standing
- Languages: English and French

PROFESSIONAL EXPERIENCE

Assistant Director, Audit Department
Monetary Policy, Financial System, Currency and Corporate Administration
Bank of Canada
2018 - Present

Responsibilities:

Reporting to the Deputy Managing Director of the Audit department, responsible for leading a group of professionals in the conduct of audits and advisory engagements. Also responsible for managing a portfolio of relationships to identify new and emerging risks and opportunities.

Significant Accomplishments:

- Managed Audits of Internal Controls over Financial Reporting including Canadian Government Debt Outstanding, Payroll, Expenditures, Bank Notes, and supporting systems.
- Directed and coordinated several Currency Audits of Sensitive Information and Assets, the Bank Note Distribution System, and Continuity of Operations.
- Led the Audit of the Three Lines of Defence focused on managing bank-wide risks.
- Lead for Internal Audit on Data Analytics and Digital Transformation.
- Directed Financial Audits, IT system implementation audits and Disaster Recover Audits.
- Assessments of large project benefits realized and other advisory engagements.
- Led advisory support on new initiatives within the Bank's Financial Stability Division.
- Development of Risk-Based Audit Plan.

Director, Internal Audit Division
Statistics Canada
Federal Government of Canada
2016 – 2018

Responsibilities:

Reporting to the Chief Audit Executive, I was responsible for leading teams in planning, conducting and reporting on audits of Statistics Canada's programs with eight direct reports and a budget of approximately \$1m. This includes the dissemination of results to Senior Management committees including the Chief Statistician. I also am responsible for supporting the Director General in development of the organizations Internal Audit and Evaluation strategy including plans and priorities.

Significant Accomplishments:

- Directed and coordinated the conduct of audits of several programs including Human Resource Planning, Census Quality Management, Data Sharing, Conflict of Interest Management, Information Technology Security Management, and Physical Security.
 - Developed the performance measurement strategy for the division.
 - Directed the development of the division's implementation of electronic auditing processes.
-

Director, Internal Audit, Evaluation and Oversight

Public Service Commission of Canada

Federal Government of Canada

2014 –2016

Responsibilities:

In my role as a Director at the PSC, I was given the responsibility to carry out multiple assignments. First, as the Director of Internal Audit and Evaluation and reporting directly to the President of the PSC, I directed a team of eight reports and a budget of approximately \$1m in carrying out internal audits and evaluations. Audits were conducted in the areas of Information Management, the Protection of Personal Information, Financial Management, Human Resources and Procurement. In addition, evaluations were conducted on two major government-wide programs, the Post-Secondary Recruitment Program and the Second Language Testing Program.

Secondly, as a Director within the Oversight Branch, I managed a team of approximately eighteen employees and a budget of \$2m. In this complex role, I was responsible for carrying out departmental HR audits and reviews of large organizations including Shared Services Canada and the Canadian Northern Development Agency. I was also responsible for leading teams across multiple division in the development of new audit products including a government-wide staffing audit and a risk management framework for the staffing and appointment system.

Significant Accomplishments:

- Directed and coordinated the conduct of multiple audits and program evaluations and presented the results to the Senior Management Committee and the Departmental Audit Committee.
- Developed a performance measurement strategy for the division.
- Directed the development of the division's communication plans.
- Led the development of the division's strategic risk-based audit and evaluation plan.

- Developed a quality assurance and improvement program including professional practices.
 - Developed the external liaison function for interaction with other federal government assurance providers.
 - Led the development of a risk-management and performance framework for the staffing system, in collaboration and partnership with all areas of the PSC, in order to measure progress against intended outcomes.
-

Interim Internal Audit Director and Audit Manager

Department of Global Affairs

Federal Government of Canada

2012-2014

Responsibilities:

Reporting to the Chief Audit Executive and the Director, responsible for leading teams in planning, conducting and reporting on audits, professional practices and follow-up processes. Also responsible for managing human and financial resources.

Significant Accomplishments:

- Led multiple audits in nine missions abroad covering major programs including mission security, locally engaged staff management, and passport and consular services.
 - Managed and coordinated the development of audit products for presentation to the Departmental Audit Committee including managing the work of multiple teams.
 - Prepared advisory products on plans and priorities for the audit committee.
 - Managed the development of new follow-up processes for audit recommendations.
 - Worked with departmental stakeholders in the development of management action plans.
-

Audit Manager

Treasury Board of Canada Secretariat

Office of the Comptroller General

Audit Operations Division

2009-2012

Responsibilities:

Reporting to the Director of Horizontal Audits and the Executive Director of Audit Operations, responsible for planning, conducting and reporting on horizontal audits in Large Departments and Agencies and Regional Development Agencies. This included leading and managing the efforts of multiple internal audit teams within a single engagement. Also accountable for leading

internal projects to improve professional practices within the Audit Operations team. Develops and updates risk-based audit Plan in consultation with Senior Management.

Significant Accomplishments:

- Developed the Regional Development Agency Risk-Based Audit Plan.
- Successfully led two horizontal audits in Large Departments and Agencies with a high level of assurance and in conformance with the Government of Canada Standards for Internal Audit. This included managing the work of multiple professional internal audit teams, contractors and subject matter experts.
- Directed annual update of risk-based audit plan.
- Developed the OCG's engagement audit processes in collaboration with multiple federal government departments.
- Briefed Senior Management within the Treasury Board Secretariat and other federal government departments on audit plans, risks and results.
- Directed the establishment of the OCG's professional practices for horizontal audits.
- Developed an annual forum for the meeting of federal government assurance providers to discuss coordination and collaboration.
- Established team training regimen for Certified Internal Audit designation.
- Worked collaboratively with internal stakeholders in the development of Audit Intelligence project.

Lead Internal Auditor
Interior Health Authority
Ministry of Health
Province of British Columbia
2007-2009

Context:

Interior Health was established as one of five geographically-based health authorities by the Government of British Columbia under the Ministry of Health. It is responsible for ensuring publicly funded health services are provided to the people of the Southern Interior with a budget of \$1.7 billion dollars and almost 18,000 employees.

Responsibilities:

Reporting directly to the Executive Director of Internal Audit responsible for planning, conducting and reported on internal audit engagements in both financial and operational areas. Was also responsible for consulting with functional areas on internal control issues and

participated in working groups for the development of policies in order to provide internal audit perspectives.

Significant Accomplishments:

- Implementation of audit software led to stronger organizational practices within the department.
- Led key audits that provided a high level of assurance and in conformance with the Institute of Internal Auditors Professional Standards for Internal Audit. This included managing audit teams that included junior auditors and contractors.
- Worked with other provincial health authority internal audit departments in the development of Interior Health's fraud awareness report.
- Briefed Senior Medical Board and Regional Health Board on the results of audits.
- Participated in conflict of interest investigation

Financial Reporting Analyst

Viterra

Regina, SK

2001-2007

Context:

Viterra is a leading marketer and handler of grains, oilseeds and pulses. Headquartered in Regina, Saskatchewan, Viterra is part of Glencore Agriculture, a global market leader in originating, handling, processing and marketing agricultural commodities.

Responsibilities:

Reporting to the Manager of Accounting Operations, responsible for managing the daily profit and loss reporting functions including overseeing the work of five employees. Also accountable for the preparation of monthly financial statements, budgets and forecasts for multiple business lines.

Significant Accomplishments:

- Developed new monthly reporting methodology after consultation with the Vice President.
- Planned and managed quarterly audits of internal controls over financial reporting.
- Made significant changes to daily profit and loss reports for ease of reporting and new business lines.
- Successfully solved major accounting discrepancies through detailed investigations.
- Recognized on multiple occasions for contributing to the success of business lines.
- Briefed management on the monthly operational results.

PROFESSIONAL ASSOCIATION INVOLVEMENT

- Federal Government Working Groups:
 - Innovation in Internal Audit
 - Small Departments and Agencies Working Group
 - Chief Audit Executive Forum
 - Professional Practices Forum
 - Data Analytics Working Group
- Member of the Institute of Internal Auditors National Conference Committee and Conference Moderator – Public Sector Stream – Halifax 2016
- Member of the IIA Ottawa Chapter Audit Leaders Committee 2012

TEACHING AND COACHING

- Coach and Mentor: Start to Finish Program: Primary School Physical Activity and Literacy Program (2016-2017)
- Professor of Accounting: Algonquin College - Ottawa, Ontario (2011-2012)
- Teaching Assistant, Taxation – University of Regina, Regina, SK (2001-2002)
- Volunteer Treasurer – NorthWest Community Association, Regina, Sk (2004-2005)



Mental Health - Care & Research
Santé mentale - Soins et recherche

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

Expression of Interest for serving on one of the Boards of Directors | Trustees

Thank you for your interest in serving the mission and vision of The Royal as a governance volunteer. We respectfully ask you to complete this form to assist our governance committees to fulfill the difficult task of selecting candidates for nomination whose experience, skills, and personal attributes best meet the identified needs of our organization in this election year.

1. Instructions:

Please complete this form and submit it with a copy of your current resume or a brief biographical sketch by mail, fax, or e-mail to the following address:

Mail: Board Nominations
The Royal
1145 Carling Avenue
4th Floor, Foundation office, c/o J. Scully
Ottawa, ON K1Z 7K4

Email: janie.scully@theroyal.ca

Fax: 613.761.3605

Questions: call 613.722.6521 x 6527 or visit our website at www.theroyal.ca

2. Please indicate on which of The Royal's Boards you are interested in serving (check all that apply):

- | | |
|--|-------------------------------------|
| Royal Ottawa Health Care Group (hospitals) | <input checked="" type="checkbox"/> |
| Royal Ottawa Foundation for Mental Health | <input type="checkbox"/> |
| The Royal's Institute of Mental Health Research
<i>affiliated with the University of Ottawa</i> | <input type="checkbox"/> |

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒ Yes ☐ No

3. Applicant Contact Information

Name	First: <u>Suzanne</u> Surname: <u>Filion</u>
Address	Business: <u>FILION Psychology Professional Corporation</u> <u>1480 Riverside Drive, Suite 2005</u> <u>Ottawa, Ontario, K1G 5H2</u> Home: <u>same as above</u> Preferred Address: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/>
Telephone	Business: <u>613.330.1091</u> Home: _____ Cell: _____ Preferred Telephone: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/> Cell <input type="checkbox"/>
Email	Business: <u>suzanne@drfilion.com</u> Home: _____ Preferred Email: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/>

4. Eligibility Criteria and Conditions of Appointment

Directors/trustees is used interchangeably.

- a. Directors must be at least 18 years old.
- b. Those who have the status of bankrupt are ineligible to serve as directors.
- c. “Ineligible individual” as defined by the Income Tax Act may not serve as a director.
- d. Directors are expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 3-5 hours per month.
- e. Directors must fulfill the requirements and responsibilities of their position, for example, preparing for and attending board and committee meetings, upholding their fiduciary obligations and working cooperatively and respectfully with other board members.
- f. Directors must comply with legislation governing the corporation, the corporation's by laws and policies, and all other applicable rules.
- g. Directors must sign a Declaration confirming their agreement to adhere to their fiduciary duties and board and corporate policies.
- h. Directors must complete and obtain a Police Records Check.

Please refer to the relevant Board's roles | expectations and criteria for further details.

- The Royal
- Foundation
- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

If ever there were matters where there could be a perception of conflict of interest, for example, pertaining to

- (1) contracts for private practices such as my corporation, or
- (2) conflicting matters with the provincial French Language Health Services Advisory Council, or
- (3) with the Premier's Council on Improving Healthcare and Ending Hallway Medicine

I would have to disclose the perceived conflict and abstain from discussions.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Collaborate with the Hawkesbury General Hospital board (participate in meetings and retreats, make presentations, etc.)

Date: Since 2004

Collaborate with the Hawkesbury General Hospital FOUNDATION board (participate in meetings, make presentations, etc.)

Date: Since 2004

Member of the French Language Health Services Advisory Council for the MOH

Date: Since 2020

Member of the Premier's Council on Improving Healthcare and Ending Hallway Medicine for the MOH and MOLTC

Date: 2018-2021

Member of the Mental Health Leadership Advisory Council for the MOHLTC

Date: 2014-2017

Date: _____

Date: _____

Date: _____

Please describe any associations you may have had with various health care groups or charitable foundations:

- Vice-President of Development and Integration at Hawkesbury and General District Hospital (HGH).
- Corporate hospital representative at the HGH Foundation.
- In Eastern Ontario (under HGH), former Director of the Prescott and Russell (1) Mental Health Service, (2) Addictions Service, (3) Geriatric Psychiatry Service, (4) Crisis Service, (5) Assertive Community Treatment Team, (6) Triage Service, (7) First Episode Psychosis Program, (8) Quick Response Treatment Program.
- Member of various councils and committees at the provincial level.
- Member of provincial and national psychology associations.
- Member of international diagnostic-specific organizations (for ex., chronobiology, posttraumatic stress disorder).

Please refer to my C.V. for more associations with health care groups and charitable foundations. Thank you.

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

I have been collaborating with The Royal for more than 15 years now. What can I say... I'm a fan and one of their biggest cheerleaders. By applying to be a board member, I am committing to advancing The Royal's objectives, and respecting its vision and mission statements. Becoming a board member would allow me to further engage in my life's passion by committing time and energy to an institution that I truly believe in. To the best of my knowledge and experience, I would help steer The Royal toward a sustainable future and provide direction to help The Royal to continue the journey on the path that goes way beyond its four walls, that's inclusive of a community approach and, that puts clients and families at the centre of it's strategic thinking and practices.

The Boards seek a complementary balance of knowledge, skills, abilities and experience. Please indicate your knowledge, skills, abilities and experience for each category.

Knowledge, Skills, and Experience																					
Please indicate your knowledge, skills, and experience for each category (See rating definitions below)																					
All Organizations														Hospital and Research							
2	Finance/Accounting Designation CA, CMA, CGA (Yes/No)													Clinical Expertise							
3	Philanthropy													Research Expertise							
3	Individual and Corporate Networks													Technology/Information Management Strategies							
2	Financial Literacy													Quality Systems & Management							
2	Risk Management													Government Relations & Strategic Communications							
3	Human Resources Management/Labour Relations/ Organization Development													Lived Expertise/Family							
3	Health Care System/Strategy													Lived Expertise/Client							
2	Ethics Expertise *																				
2	Legal LLB (Yes/No)																				
3	Strategic Planning & Organization Performance																				
3	Board Governance																				
3	Non-Profit Board Expertise																				
3	Partnership Building/Community Alliances																				
3	Advocacy **																				
3	Bilingual – English/French																				
3																					
3																					
2																					
3																					
3																					
3																					
3																					
2																					

* Do not rank yourself for acting ethically, as the presumption is that everyone behaves in an ethical manner

** Pro-active advocate/supporter in support of The Royal

- 3 Advanced** - Has really strong experience in this area through professional experience and/or education. You could lead in this area on the Board.
- 2 Good** - Has some level of experience in this area either through professional experience and/or education. You can contribute in this area on the Board.
- 1 Fair** - Has some level of personal experience or interest in this area. You could help in this area but not lead.
- 0 None** - Has never had the opportunity to develop this competency in a professional environment. You would not be able to or are not interested in contributing in this area on the board.

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment	<input type="checkbox"/>	Governance & Policy	<input checked="" type="checkbox"/>
Audit	<input type="checkbox"/>	Quality of Care & Performance	<input checked="" type="checkbox"/>
Research	<input checked="" type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Events	<input checked="" type="checkbox"/>		

Please list three references and contact information (name, phone number and email address)

1. Marc LeBoutillier, 613.632.1111 x2001, mleboutillier@hgh.ca
2. Jacinthe Desaulniers, 613.877.528.7565 x201, jdesaulniers@rssfe.on.ca
3. Dr. Sylvain Roy, 647.767.6235, sylvain.r.roy@gmail.com

7. Declaration

By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - **Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee**
 - **Board of Trustees' Code of Conduct**
 - **Foundation Board Code of Conduct**
 - **Research Board of Conduct**
- c) I certify that the information in this application and in my resume or biographical sketch is true.

Signature  Date 2021 03 14

Dr. Suzanne Filion, Ph.D, C.Psych.

1480 Riverside Drive, Unit 2005 | Ottawa ON K1G 5H2
613.330.1091 | suzanne@drfilion.com | www.drfilion.com

As a psychologist, public administrator, associate professor, national speaker and experienced businesswoman, I am committed to improving the well-being of Canadian communities. I am a dedicated, passionate and fully bilingual health care professional, with strong leadership skills and a wide-ranging experience in legislative processes, media relations, minority rights advocacy, research and committee work. I have made it my mission to base my life on the values of integrity, equity, commitment, excellence and compassion.

ACADEMIC QUALIFICATIONS

- Doctorate:** • **Psychology**, Research and Intervention, Université de Montréal | 2000
- Master's:** • **Educational Counselling**, Université d'Ottawa | 1995
- Bachelors:** • **Education** (Magna Cum Laude), Université d'Ottawa | 1986
• **Psychology** (Gold Medalist, Summa Cum Laude), Université d'Ottawa | 1985
- Certifications:** • **Mental Health Law**, Osgoode Hall Law School, York University | 2014
• **Senior Leadership**, Telfer School of Management, University of Ottawa | 2014
• **EMDR, Specialization in the Treatment of Posttraumatic Stress Disorder**, EMDR International Institute, Montréal | 2005
- Programs:** • **Critical Incident Stress Management for First Responders and Victims**, University of Maryland, Baltimore | 2018
• **LEAN – Quality Management**, Ontario Hospital Association, Toronto | 2016
• **Real Estate Investment**, Canadian Real Estate Investment Network, Toronto | 2012
-

EMPLOYMENT HISTORY

Government of Ontario, Toronto, Ontario

Lieutenant Governor appointee to the following three councils:

French Language Health Services Advisory Council | 2020 - Present

Prime Minister's Council on Improving Healthcare and Ending Hallway Medicine | 2018 - Present

Mental Health and Addictions Leadership Advisory Council | 2014-2017

- Draw on my expertise in mental health and experience in community work, legislative processes and minority rights advocacy.
- Plan strategies, advise on investments, track public reporting, and provide ad hoc advice on provincial initiatives.

Hawkesbury and District General Hospital, Hawkesbury, Ontario

Vice-President, Development and Integration | 2018 - Present

- Provide strategic leadership and direction to achieve development and integration goals; act as media spokesperson.
- Develop and maintain relationships with public officials and provincial political representatives.

Director, Strategic Development | 2014-2018

- Strengthened ties with partners such as the Royal Mental Health – Care & Research, Wabano Centre for Aboriginal Health, Health Canada, the Société Santé en français and various community and provincial organizations.
- Administered regional programs.

Director, Mental Health and Addiction Regional Services | 2007-2014

- Increased fivefold the size of the program, bringing the budget from \$1 million to \$7.5 million and the number of agencies from 1 to 5 (staffed by 4 managers and 75 employees).
- Wrote policies, contracts and funding proposals; monitored compliance with national accreditation standards.

Manager and Psychologist, Royal-Comtois Mental Health Centre | 2004-2007

- Tripled the number of services and developed evidence-based programs.
- Managed teams of health professionals.

Private practice, Alexandria, Ontario

Clinical and Business Consultant | 2000 - Present

- Assist organizations with funding proposals and strategic initiatives.
- Draw on my expertise in mental health to support organizations anticipating systemic issues during a restructuring process.

Keynote Speaker and National Presenter | 1994 - Present

- Give presentations across Canada both to professional audiences and to the general public.
- As a subject matter expert, interact with local, regional and national media.

Psychotherapist | 1986 – Present

- Operate the Filion Psychology Professional Corporation as President and Chief Executive Officer since 2012.
- Diagnose and treat psychological disorders.

Business Woman and Entrepreneur | 1986 - Present

- Co-own real estate properties.
- Conduct business case analyses to determine financial viability of businesses.

Universities, Ottawa, Ontario

Associate Professor, Faculty of Human Sciences, Saint Paul University (SPU) | 2014

Associate Professor, Faculty of Education, University of Ottawa (U of O) | 1996-1997

- Taught psychology-related courses to future teachers (U of O) and psychotherapists (SPU).
- Supervised practicums.

Centre de santé communautaire de l'Estrie, Eastern Ontario

Clinical Psychologist | 2000-2002

- Diagnosed and treated severe and persistent psychological disorders.
- Worked in a multi-disciplinary setting alongside physicians, nurses and social workers.

Conseil scolaire de district catholique de l'Est ontarien, Eastern Ontario

Head of the Guidance Department, Guidance Counsellor and High School Teacher | 1986-1996

- Cofounded an alternative school for special needs students.
- Taught history and social science courses.

MAJOR ACHIEVEMENTS AND CONTRIBUTIONS

National:

- Developed an organizational stress management program during the COVID-19 pandemic; presented the program at national conferences (e.g. Human Resources Professionals Association), 2020-2021.
- Designed innovative training aimed at reducing posttraumatic stress disorders; trained hundreds of administrators and first responders from national organizations (e.g. Canadian Red Cross, NAV CANADA), 2016-2021.
- Enhanced a clinical procedure in chronobiology to facilitate the use of light in reducing depressive symptoms; promoted this approach at national and international seminars (e.g. Consortium national de formation en santé, International Congress of Applied Psychology), 2018.

Provincial:

- Helped develop quality standards for anxiety and obsessive-compulsive disorders (see Anxiety Disorders – Care in All Settings, 2020, and Obsessive-Compulsive Disorder – Care in All Settings, 2020).
- Helped modernize the healthcare system in Ontario by making key recommendations (see A Healthy Ontario: Building a Sustainable Health Care System, 2019).
- Acted as senior consultant for the establishment of the Réseau provincial de fournisseurs de services de santé mentale et de lutte contre les dépendances en français (network of French-language mental health and addictions service providers), 2018.
- Proposed the creation of a psychotherapy program in Ontario (see Moving Forward: Better Mental Health Means Better Health, 2017) and worked on its implementation.
- Played a key role in the report Ciel Éclairci! Towards Better Access to French Language Mental Health and Addictions Services in Ontario, 2017, which identifies gaps in the health system experienced by Francophones and makes recommendations for improving services.

Regional:

- As co-leader of the Health Team and in partnership with community leaders, developed a comprehensive health care system focused on the needs of patients and families, Prescott-Russell, 2019.
- Developed a comprehensive resilience program for Emergency Services, Prescott-Russell, 2016.
- Established the Community Mental Health Centre, Clarence-Rockland, 2013-2014.
- Expanded the Mental Health Centre, Casselman, 2013-2014.
- Was instrumental in the establishment of the Regional Mental Health Centre, Hawkesbury, 2012-2014.
- Directed the acquisition and merger of the Crisis Service, Geriatric-Psychiatry Service, Assertive Community Treatment Team and Addiction Service, Prescott-Russell, 2009-2011.
- Created community programs (2004-2014), such as:
 - Quick Assessment of Mental Disorders, Stabilization and Treatment
 - Self-Managing Diabetes and Mental Health Disorders
 - Social Anxiety
 - Youth Transition Improvement
 - Alcohol and Drug Withdrawal
 - Psychiatric Consultations by the Ontario Telehealth Network
- Implemented regional and provincial programs (2004-2014), such as:
 - First Episode Psychosis
 - Substance Abuse Treatment for Pregnant and Parenting Women
 - Opioid Dependence Treatment
 - Behavioral Support in Dementia
 - Supportive Housing

AWARDS AND DISTINCTIONS

National Award for Distinguished Contributions to Public or Community Service

Canadian Psychological Association | March 2018

- Award presented to members who have made outstanding contributions in serving the Canadian public through their knowledge and practical skills. Consideration is given to psychologists whose professional involvement has also benefited special populations such as those who have disabilities or are members of a minority group.

Personality of the Year Nomination

Le Droit, Ottawa newspaper, and Radio-Canada, Ottawa-Gatineau radio station | December 2012 |

- Was chosen Personality of the Week and candidate for Personality of the Year for my sustained commitment to the community, specifically for the development and implementation of an innovative clinical program in diabetes, mental health and addictions.

National Clinical Program of the Year

Société santé en français, Health Canada | October 2012

- Award recognizing the development of an innovative self-management program for individuals with chronic illnesses, and for high-quality health care and strong community partnerships.

Hospital Board of Directors' Annual Recognition

Hawkesbury and District General Hospital Board of Directors | April 2009

- Award recognizing the development of excellent community programs that reflect the mission and vision of the hospital, as well as sustained commitment and professionalism in the health profession.

Annual Mental Health Service Award

Canadian Mental Health Association/Champlain East | June 2006

- Award recognizing the dedication and remarkable contribution to the cause of mental health in the community.

Hilroy National Bursary Program

Roy C. Hill Charitable Foundation | February 1996

- Award recognizing the initiative and professionalism demonstrated in the development and implementation of an important pedagogical innovation, in this case an alternative school.

LOCAL AND NATIONAL VOLUNTEER WORK

- Provide assistance during disasters such as floods, explosions, tornadoes, multiple fatalities.
- Support communities in their planning process during critical incidents.
- Support the Ontario Psychological Association in the development and maintenance of the Disaster Response Network in conjunction with the Canadian Psychological Association, the Canadian Psychiatric Association and the United States EMDR Network.
- Act as spokesperson for the Hawkesbury and District General Hospital Foundation.

MULTIMEDIA INTERVIEWS (see drfiliation.com/en/media for a more complete list)

- **COVID-19 - Rester calme durant la crise.** Le Téléjournal Ottawa-Gatineau. (Mar. 2020)
- **Communauté en deuil – Écrasement du vol ukrainien en Téhéran.** Radio-Canada Windsor. (Jan. 2020)
- **Autopsy Reveals Death by Suicide – Murders in Western Canada.** CBC's The National. (Aug. 2019)
- **Le gouvernement de Doug Ford crée une méga-agence de la santé.** Radio-Canada Toronto. (Feb. 2019)
- **Consommation d'antidépresseurs au Canada.** Le Téléjournal Ottawa-Gatineau. (Mar. 2018)
- **What is Psychosis – Experts Explain in Aftermath of Toronto Danforth Shooting.** Huffington Post. (July 2018)

PROFESSIONAL AFFILIATIONS

- College of Psychologists of Ontario, 2000 - Present
- Ordre des psychologues du Québec, 2000 - Present
- Ontario Psychological Association, 2000 - Present
- Canadian Psychological Association, 2000 - Present
- EMDR Canada, 2005 - Present
- International EMDR Association, 2005 - Present

INTERESTS

- Travelling, playing music, trekking, reading and gardening.

Dre Suzanne Fillion, Ph. D., C. Psych.

1480, promenade Riverside, unité 2005 | Ottawa (Ontario) K1G 5H2
613.330.1091 | suzanne@drfiliation.com | www.drfiliation.com

En tant que psychologue, administratrice publique, professeure agrégée, oratrice nationale et femme d'affaires expérimentée, je suis déterminée à améliorer le bien-être des communautés canadiennes. Je suis une professionnelle de la santé dévouée, passionnée et entièrement bilingue. Je possède de solides compétences en leadership et une vaste expérience du processus législatif, des relations avec les médias, de la défense des droits des minorités, de la recherche et du travail en comité. Je me suis donné comme mission de fonder ma vie sur l'intégrité, l'équité, l'engagement, l'excellence et la compassion.

QUALIFICATIONS ACADÉMIQUES

- Doctorat :** • **Psychologie**, Recherche et Intervention, Université de Montréal | 2000
- Maîtrise :** • **Counselling éducationnel**, Université d'Ottawa | 1995
- Baccalauréats :** • **Éducation** (Magna Cum Laude), Université d'Ottawa | 1986
• **Psychologie** (Médaille d'or, Summa Cum Laude), Université d'Ottawa | 1985
- Certificats :** • **Droit de la santé mentale**, Osgoode Hall Law School, Université York | 2014
• **Leadership pour cadres supérieurs**, École de gestion Telfer, Université d'Ottawa | 2014
• **EMDR, spécialisation en trouble de stress post-traumatique**, EMDR International Institute, Montréal | 2005
- Programmes :** • **Gestion de stress en situation critique pour premiers répondants et victimes**, Université du Maryland, Baltimore | 2018
• **LEAN – Gestion de la qualité**, Association des hôpitaux de l'Ontario, Toronto | 2016
• **Placement immobilier**, Canadian Real Estate Investment Network, Toronto | 2012
-

ANTÉCÉDENTS PROFESSIONNELS

Gouvernement de l'Ontario, Toronto (Ontario)

Membre nommée par décret de la lieutenant-gouverneure des trois conseils suivants :

Conseil consultatif des services de santé en français | depuis 2020

Conseil du premier ministre pour l'amélioration des soins de santé et l'élimination de la médecine de couloir | depuis 2018

Conseil consultatif pour le leadership en santé mentale et en lutte contre les dépendances | 2014-2017

- Mettre à profit mon expertise en santé mentale et mon expérience du travail communautaire, du processus législatif et des droits des minorités.
- Planifier des stratégies, donner des avis sur les investissements, suivre les rapports publics, et fournir des conseils spéciaux sur les initiatives provinciales.

Hôpital général de Hawkesbury et district, Hawkesbury (Ontario)

Vice-présidente, Développement et Intégration | depuis 2018

- Assurer un leadership et une orientation stratégiques afin d'atteindre les objectifs de développement et d'intégration; être la porte-parole auprès des médias.
- Nouer et entretenir des relations avec les fonctionnaires et les représentants politiques provinciaux.

Directrice, Développement stratégique | 2014-2018

- Renforcer les liens avec les partenaires tels le centre de santé autochtone Wabano, Santé Canada, la Société Santé en français et divers organismes communautaires et provinciaux.
- Diriger des programmes régionaux.

Directrice, Services de santé mentale et de toxicomanie | 2007-2014

- Quintupler la taille du programme, ce qui a fait passer le budget de 1 million à 7,5 millions et le nombre d'agences de 1 à 5 (dotées de 4 gestionnaires et de 75 employés).
- Rédiger des politiques, des contrats et des propositions de financement; surveiller le respect des normes d'agrément nationales.

Gestionnaire et psychologue, Centre Royal-Comtois | 2004-2007

- Tripler le nombre de services offerts et élaborer des programmes fondés sur les données empiriques.
- Gérer des équipes de professionnels de la santé.

Cabinet privé, Alexandria (Ontario)

Consultante clinique et en entreprise | depuis 2000

- Fournir un encadrement à des organismes par rapport à des propositions de financement et à des initiatives stratégiques.
- Mettre à profit mon expertise en santé mentale pour appuyer des organismes qui envisagent des problèmes systémiques lors d'une restructuration.

Oratrice principale et conférencière nationale | depuis 1994

- Agir comme conférencière à l'échelle du Canada tant pour des auditoires professionnels que pour le grand public.
- Comme experte en la matière, interagir avec les médias locaux, régionaux et nationaux.

Psychothérapeute | depuis 1986

- Exploiter la Société professionnelle de psychologie Filion, présidente-directrice générale, 2012.
- Diagnostiquer et traiter les troubles psychologiques.

Femme d'affaires et entrepreneuse | depuis 1986

- Coposséder des biens immobiliers.
- Effectuer des analyses de rentabilisation afin de déterminer la viabilité financière des entreprises.

Universités, Ottawa (Ontario)

Professeure agrégée, Faculté des sciences humaines, Université Saint-Paul (USP) | 2014

Professeure agrégée, Faculté d'éducation, Université d'Ottawa (UO) | 1996-1997

- Offrir des cours liés à la psychologie aux futurs enseignants (UO) et psychothérapeutes (USP).
- Superviser des stages.

Centre de santé communautaire de l'Estrie, Est ontarien

Psychologue clinicienne | 2000-2002

- Diagnostiquer et traiter les troubles psychologiques graves et persistants.
- Travailler en interdisciplinarité avec des médecins, infirmières et travailleurs sociaux.

Conseil scolaire de district catholique, Est ontarien

Chef de la section d'orientation, conseillère en orientation, enseignante au secondaire | 1986-1996

- Cofonder une école alternative pour les élèves ayant des besoins particuliers.
- Offrir des cours d'histoire et de sciences sociales.

IMPORTANTES RÉALISATIONS ET CONTRIBUTIONS

Palier national :

- Élaborer un programme organisationnel de gestion de stress pendant la pandémie de COVID-19; présenter le programme lors de conférences nationales (p. ex. Association des professionnels en ressources humaines), 2020-2021.
- Créer une formation innovatrice qui vise la réduction de l'état de stress post-traumatique; former des centaines d'administrateurs et de premiers répondants d'organisations nationales (p. ex. Croix-Rouge canadienne, NAV Canada), 2016-2021.
- Enrichir une procédure clinique en chronobiologie qui facilite l'utilisation de la lumière dans la réduction de symptômes dépressifs; disséminer l'approche lors de colloques nationaux et internationaux (p. ex. Consortium national de formation en santé, Congrès international de la psychologie appliquée), 2018.

Palier provincial :

- Contribuer à élaborer des normes de qualité pour les désordres d'anxiété et du trouble obsessionnel-compulsif (voir Troubles anxieux – Soins dans tous les milieux, 2020, et Troubles obsessionnels-compulsifs – Soins dans tous les milieux, 2020).
- Contribuer à la modernisation du système de santé en formulant des recommandations clés (voir Pour un Ontario en santé : Création d'un système de soins de santé durable, 2019).
- Agir à titre de consultante principale pour la création du Réseau provincial de fournisseurs de services de santé mentale et de lutte contre les dépendances en français, 2018.
- Proposer la création d'un programme de psychothérapie en Ontario (voir Aller de l'avant : Meilleure santé mentale, meilleure santé en général, 2017) et travailler à sa mise en œuvre.
- Jouer un rôle clé dans l'élaboration du rapport Ciel éclairci (2017) qui traite des lacunes du système de santé ontarien à l'égard des francophones et propose des recommandations pour y remédier.

Palier régional :

- À titre de cochef de l'Équipe de santé et en partenariat avec des dirigeants communautaires, élaborer un système de soins complets centrés sur les besoins des patients et familles, Prescott-Russell, 2019.
- Élaborer un programme complet de résilience pour les Services d'urgence, Prescott-Russell, 2016.
- Diriger l'acquisition et l'intégration du Service de crise, du Service de gérontopsychiatrie, de l'Équipe communautaire de traitement intensif et du Service de toxicomanie, Prescott-Russell, 2009-2011.
- Créer le Centre communautaire en santé mentale, Clarence-Rockland, 2013-2014.
- Agrandir le Centre de santé mentale, Casselman, 2013-2014.
- Jouer un rôle déterminant dans la création du Centre régional de santé mentale, Hawkesbury, 2012-2014.
- Créer des programmes communautaires (2004-2014), tels que :
 - Évaluation rapide des maladies mentales, stabilisation et traitement bref
 - Autogestion des troubles de diabète et de santé mentale
 - Anxiété sociale
 - Amélioration de la transition pour la jeunesse
 - Sevrage des dépendances dans le secteur communautaire
 - Consultation psychiatrique par le réseau de télésanté Ontario
- Mettre en œuvre des programmes régionaux et provinciaux (2004-2014), tels que :
 - Premier épisode psychotique
 - Traitement de la toxicomanie chez les femmes enceintes ou élevant des enfants
 - Traitement de la dépendance aux opiacés
 - Soutien comportemental en démence
 - Logement avec services de soutien

PRIX ET DISTINCTIONS

Prix national pour contributions remarquables au service public ou communautaire

Société canadienne de psychologie | mars 2018

- Prix accordé annuellement à des membres qui ont apporté d'éminentes contributions en servant le public canadien grâce à leurs connaissances et à leurs compétences pratiques. Leur activité professionnelle a aussi profité aux personnes défavorisées et aux membres de groupes minoritaires.

Candidate au titre de « Personnalité de l'année »

Le Droit, journal d'Ottawa, et Radio Canada, station radio d'Ottawa-Gatineau | décembre 2012

- J'ai été choisie « Personnalité de la semaine » et candidate au titre de « Personnalité de l'année » pour mon engagement soutenu envers la communauté, notamment pour l'élaboration et la mise en œuvre d'un programme clinique novateur touchant le diabète, la santé mentale et la toxicomanie.

Programme clinique national de l'année

Société Santé en français, Santé Canada | octobre 2012

- Reconnaissance nationale pour un programme novateur d'autogestion de maladies chroniques, ainsi que pour la prestation de soins de santé de haute qualité et l'établissement de solides partenariats communautaires.

Reconnaissance annuelle du conseil d'administration de l'Hôpital

Conseil d'administration de l'Hôpital général de Hawkesbury et district | avril 2009

- Reconnaissance annuelle pour l'élaboration d'excellents programmes communautaires qui reflètent la mission et la vision de l'hôpital, ainsi que pour un engagement et un professionnalisme soutenus dans le domaine de la santé.

Prix annuel pour services de santé mentale

Association canadienne pour la santé mentale — Champlain Est | juin 2006

- Distinction annuelle reconnaissant le dévouement et la contribution remarquable à la cause de la santé mentale dans la communauté.

Programme national de bourses Hilroy

Fondation de bienfaisance Roy C. Hill | février 1996

- Bourse nationale reconnaissant l'esprit d'initiative et le professionnalisme dans le développement et la mise en œuvre d'une importante innovation pédagogique, soit une école alternative.

BÉNÉVOLAT À L'ÉCHELLE LOCALE ET NATIONALE

- Intervenir lors de catastrophes tels des inondations, des explosions, des tornades, de multiples mortalités.
 - Appuyer les communautés dans leur planification lors d'incidents critiques.
 - Appuyer l'Association de psychologie de l'Ontario dans le développement et le maintien du Réseau d'intervention en cas de catastrophes en lien avec la Société canadienne de psychologie, l'Association des psychiatres du Canada et le Réseau EMDR aux États-Unis.
 - Agir à titre de porte-parole de la Fondation de l'Hôpital général de Hawkesbury et district.
-

ENTREVUES MULTIMÉDIAS (voir drfilion.com/en/media pour une liste plus exhaustive)

- **COVID-19 - Rester calme durant la crise.** Le Téléjournal Ottawa-Gatineau. (Mars 2020)
- **Communauté en deuil – Écrasement du vol ukrainien en Téhéran.** Radio-Canada Windsor. (Janv. 2020)
- **Autopsy Reveals Death by Suicide – Murders in Western Canada.** The National de CBC. (Août 2019)
- **Le gouvernement de Doug Ford crée une méga-agence de la santé.** Radio-Canada Toronto. (Févr. 2019)
- **Consommation d'antidépresseurs au Canada.** Le Téléjournal Ottawa-Gatineau. (Mars 2018)
- **What is Psychosis – Experts Explain in Aftermath of Toronto Danforth Shooting.** Huffington Post. (Juill. 2018)

AFFILIATIONS PROFESSIONNELLES

- Ordre des psychologues de l'Ontario, depuis 2000
- Ordre des psychologues du Québec, depuis 2000
- Association de psychologie de l'Ontario, depuis 2000
- Société canadienne de psychologie, depuis 2000
- EMDR Canada, depuis 2005
- Association internationale EMDR, depuis 2005

CHAMPS D'INTÉRÊT

- Voyages, interprétation de pièces musicales, randonnée de haute montagne, lecture et jardinage.



Mental Health - Care & Research
Santé mentale - Soins et recherche

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

Expression of Interest for serving on one of the Boards of Directors | Trustees

Thank you for your interest in serving the mission and vision of The Royal as a governance volunteer. We respectfully ask you to complete this form to assist our governance committees to fulfill the difficult task of selecting candidates for nomination whose experience, skills, and personal attributes best meet the identified needs of our organization in this election year.

1. Instructions:

Please complete this form and submit it with a copy of your current resume or a brief biographical sketch by mail, fax, or e-mail to the following address:

Mail: Board Nominations
The Royal
1145 Carling Avenue
4th Floor, Foundation office, c/o J. Scully
Ottawa, ON K1Z 7K4

Email: janie.scully@theroyal.ca

Fax: 613.761.3605

Questions: call 613.722.6521 x 6527 or visit our website at www.theroyal.ca

2. Please indicate on which of The Royal's Boards you are interested in serving (check all that apply):

- | | |
|--|-------------------------------------|
| Royal Ottawa Health Care Group (hospitals) | <input checked="" type="checkbox"/> |
| Royal Ottawa Foundation for Mental Health | <input checked="" type="checkbox"/> |
| The Royal's Institute of Mental Health Research
<i>affiliated with the University of Ottawa</i> | <input checked="" type="checkbox"/> |

If a position is not available to fulfill your interest to serve on our boards, would you be open to serving on a committee or in another capacity?

☒ Yes ☐ No

3. Applicant Contact Information

Name	First: <u>John</u> Surname: <u>Chapman</u>
Address	Business: <u>PiiComm Inc.</u> <u>635 Water Street</u> <u>Plantagenet, Ontario, K0B 1L0</u> Home: <u>30 Holitzner Way</u> <u>Ottawa, Ontario</u> <u>K2G 6V6</u> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>613-790-9076</u> Home: <u>613-823-6392</u> Cell: <u>613-791-9076</u> Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>john.chapman@piicomm.ca</u> Home: <u>john@chapman-cfo.ca</u> Preferred Email: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>

4. Eligibility Criteria and Conditions of Appointment

Directors/trustees is used interchangeably.

- a. Directors must be at least 18 years old.
- b. Those who have the status of bankrupt are ineligible to serve as directors.
- c. “Ineligible individual” as defined by the Income Tax Act may not serve as a director.
- d. Directors are expected to commit the time required to perform board and committee duties. The minimum time commitment is likely 3-5 hours per month.
- e. Directors must fulfill the requirements and responsibilities of their position, for example, preparing for and attending board and committee meetings, upholding their fiduciary obligations and working cooperatively and respectfully with other board members.
- f. Directors must comply with legislation governing the corporation, the corporation's by laws and policies, and all other applicable rules.
- g. Directors must sign a Declaration confirming their agreement to adhere to their fiduciary duties and board and corporate policies.
- h. Directors must complete and obtain a Police Records Check.

Please refer to the relevant Board's roles | expectations and criteria for further details.

- The Royal
- Foundation
- Research

5. Conflict of Interest and Disclosure Statement

Directors must avoid conflicts between their self interest and their duty to the corporation. In the space below, please identify any relationship with any business or organization that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to the board.

None.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Chairman - Audit Committee - PiiComm Inc.	Date: January 2021 to Present
Chairman - Compensation Committee - PiiComm Inc.	Date: January 2021 to Present
Chairman - Governance Committee - PiiComm Inc.	Date: January 2021 to Present
Treasurer - Mothercraft Ottawa	Date: 2015 to 2019
Director and CFO - Ackroo Inc.	Date: 2013 to 2014
Carleton Condo Corp. 431	Date: 1997
Neill Wycik Co-Operative College	Date: 1988
	Date:

Please describe any associations you may have had with various health care groups or charitable foundations:

In the 2000's and 2010's, while my children were growing up I utilized my volunteer activities for coaching and managing the sports teams they played on. the included:

Nepean Ravens Ringette;

Nepean Minor Hockey;

Barrhaven Scottish Rugby Football Club.

I continue to coach and adult female Ringette team as an independent coach.

Please describe how you would help The Royal advance its organizational vision and philanthropic objectives.

I believe I can help in the areas of accounting, finance and audit. As a CPA and in my role as a Chief Financial Officer I have developed skills in overseeing and understanding complex financial and accounting issues and being able to translate them into the impacts and implications on an organizations operations and business. I can then communicate these impacts to decision makers to increases the effectiveness of Board Member and Executive decision making. My goal is to ensure decision makers are fully informed as to the financial implications of issues and to enable the maximum effectiveness in the use of financial resources to achieve the vision and goals of the organization.

The Boards seek a complementary balance of knowledge, skills, abilities and experience. Please indicate your knowledge, skills, abilities and experience for each category.

Knowledge, Skills, and Experience																						
Please indicate your knowledge, skills, and experience for each category (See rating definitions below)																						
All Organizations															Hospital and Research							
Yes	Finance/Accounting Designation CA, CMA, CGA (Yes/No)	Philanthropy	Individual and Corporate Networks	Financial Literacy	Risk Management	Human Resources Management/Labour Relations/ Organization Development	Health Care System/Strategy	Ethics Expertise *	Legal LLB (Yes/No)	Strategic Planning & Organization Performance	Board Governance	Non-Profit Board Expertise	Partnership Building/Community Alliances	Advocacy **	Bilingual – English/French	Clinical Expertise	Research Expertise	Technology/Information Management Strategies	Quality Systems & Management	Government Relations & Strategic Communications	Lived Expertise/Family	Lived Expertise/Client
	1	2	3	2	2	1	2	2	3	2	2	1	2	1	0	0	0	0	0	0	0	0

* Do not rank yourself for acting ethically, as the presumption is that everyone behaves in an ethical manner

** Pro-active advocate/supporter in support of The Royal

- 3 Advanced** - Has really strong experience in this area through professional experience and/or education. You could lead in this area on the Board.
- 2 Good** - Has some level of experience in this area either through professional experience and/or education. You can contribute in this area on the Board.
- 1 Fair** - Has some level of personal experience or interest in this area. You could help in this area but not lead.
- 0 None** - Has never had the opportunity to develop this competency in a professional environment. You would not be able to or are not interested in contributing in this area on the board.

Please indicate (✓) if there are areas of board activity | responsibility that are of particular interest to you:

Finance and Investment	<input checked="" type="checkbox"/>	Governance & Policy	<input checked="" type="checkbox"/>
Audit	<input checked="" type="checkbox"/>	Quality of Care & Performance	<input type="checkbox"/>
Research	<input type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Events	<input type="checkbox"/>		

Please list three references and contact information (name, phone number and email address)

1. **Jim Stechyson - (613) 266-4500 - jim.stechyson@hostedbizz.com**
2. **Pat Shanahan - (613) 854-8229 - patrick.shanahan@hubinternational.com**
3. **Alicia Ashton - (613) 728-1839x239 - alicia.ashton@mothercraft.com and Julia Thompson (613) julia_thompson14@hotmail.com**

7. Declaration

By submitting this application, I declare that

- a. I meet the eligibility criteria and accept the conditions of nomination as described.
- b) I read and agree to comply with the following documents of The Royal's boards in which I have expressed interest:
 - **Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee**
 - **Board of Trustees' Code of Conduct**
 - **Foundation Board Code of Conduct**
 - **Research Board of Conduct**
- c) I certify that the information in this application and in my resume or biographical sketch is true.

Signature



Date **March 2, 2021**

*30 Holitzner Way, Ottawa, Ontario K2G 6V6
(613) 791-9076 john@chapman-cfo.ca*

Summary

Strategic finance executive with diversified experience in financial reporting for both public and private enterprises in Canada and the United States. Proven track record of debt and equity financing, finance process implementation, organisational change, post merger integration, financial management and productivity improvement. Domestic and international experience that leverages excellent finance ability strengthened with engineering and human resources experience. Decisive and team oriented with a focus and drive to achieve goals. Strong ability to formulate strategy from external events and internal targets coupled with the leadership ability to inspire others to implement new ideas.

Career

PiiComm Group

08/2015 to Present

Initial engagement was as a consultant to provide forecasting and business plan development assistance to executive team. Evolved to full-time employment and full CFO accountability for 6 entities.

Chief Financial Officer – PiiComm Inc.

01/2018 to Present

Chief Financial Officer – Shiptrack Inc.

10/2018 to 11/2020

- Sold to Descartes Systems Group in November 2020

Chapman CFO Resources Inc.

03/2006 to Present

Virtual CFO Clients

- ZIM Corporation – July 2007 to Present – Public NASDAQ OTC – USGAAP Accounting
 - Full CFO Accountability
- Giatec Scientific In. – January 2017 to May 2019 – Private – IFRS Accounting
 - Full CFO Accountability including debt financing
 - Appointed Chief Financial Officer in October 2017
 - Provided finance consulting services from January 2017 to October 2017
- Equispheres Inc. – February 2015 to September 2017 – Private – IFRS Accounting
 - Full CFO Accountability including raising capital
 - Three, over subscribed, rounds of private financing
 - In August 2015 assumed the role of COO
 - Transitioned role to new Full Time CFO employee
- Ackroo – February 2012 to June 2016 – Public TSXV – IFRS Accounting
 - Board Member and Chairman of the Audit Committee
 - Full CFO Accountability including IR to November 2014
 - Private Placement of \$3.2 Million
 - Reverse Takeover into public market with net \$3.0 Million in proceeds
- Guardian Mobility – September 2006 to June 2015 – Private – IFRS Accounting
 - Full CFO Accountability including raising capital
 - Sale of assets and integration with buyer (GMI)
 - Acquisition of Alakai

Consulting and Executive Coaching Clients

- Versature Inc. February 2015 to 2018 – Forecast and strategic planning
- Impressions Inc. – October 2010 to October 2011
- Prescott Russell Community Development Corporation – March 2009 to December 2011
 - 2 turnaround clients in Hawksbury
- Starr Gymnastics and Fitness – Feb 2008 to March 2013
- Exclaimer Inc. – April 2007 to May 2010
- Tvidia – March 2006 to April 2007

Amdocs Canadian Managed Services and Certen 02/2002 to 08/2005

Certen was a joint venture between Bell Canada and Amdocs established to provide billing system modernization and billing outsourcing for Bell Canada. In July of 2003 Amdocs bought out Bell Canada's share of the joint venture. Amdocs is a global company with head offices in Tel Aviv, Israel. All executive level finance function are performed at head office

Amdocs: Director – PMO

- Developed project plan to consolidate the division's North American outsourcing operations and offshore positions to India. Total project encompassed 600 positions with annual savings in excess of \$10 million.
- Program management of the project to successful go live of phase one.
- Plan components included:
 - Economic and operational feasibility
 - Governance structure and stakeholder commitment
 - Process mapping, reengineering and knowledge transfer
 - Recruiting, relocation, severance, retirement and retention strategies

Amdocs: Director – Finance

- Integrated the financial operations of a \$ 400 m joint venture
- Migrated planning, budgeting and financial controls from SAP to in-house systems and Oracle financial system.
- Successfully built \$ 400 m business plan into new owner's systems within 4 months of acquisition.
- Initiated, implemented and managed productivity program management office that evaluated, established funding and tracked to completion productivity initiatives targeted to reduce operational expenses by 10% per year.
- Established and managed financial bid support and pricing function within the division and established new model standards for Amdocs' financial analysis of outsourcing opportunities.
- Led the Sarbaines-Oxley compliance efforts related to Bell Canada's billing operations performed by Amdocs.

Certen Inc.: Director - Finance

- Leveraged organisational development skills to transform group to a customer focused empowered team that enabled the Development and Operations teams to achieve both customer and shareholder success.
- Represented the company and produced all required documentation and information to secure line of credit.
- Led the development of 3-year business plan and 2003 budgets encompassing 800 employees and a revenue stream of \$450 million.
- Successfully integrated the management reporting function with the planning function and eliminated the need for an additional director position

- Redesigned information systems and reporting to align, shareholder reporting, management reporting and SAP financial structure. Resulted in greater financial understanding by non finance people and increased the speed that analysis could be performed and presented to business leaders.

BCE Corporate Services:

11/2000 to 07/2002

BCE Corporate Services is an internal consulting firm to BCE Companies for Human Resource expertise. I moved to the group at the request of the Chief Human Resources Officer at Bell Canada to assist in the transition of the executive development function, provide expertise in planning and performance management and enable the implementation of a shared services delivery model for HR services at Bell Canada.

Senior Consultant – Planning and Performance

- Designed and implemented effective planning, project management, contracting and budget discipline for BCE internal Human Resource consulting organisation.
- As management consultant to the Chief Human Resource Officer for Bell Canada led the organisation through the development of the 2002 Human Resources plan, budget and performance scorecard
- As management consultant to the Chief Human Resource Officer for Bell Canada worked with the Bell Canada HR Council to develop and implement an new HR governance and decision structure

Senior Consultant - People Development

- Led the creation and implementation of executive development strategies and corporate wide learning
- Development of strategy for group and individual learning for top 150 executives at Bell
- Development of learning programs as related to executive development and corporate change initiatives
- Development and delivery of strategic unity and alignment workshop for top 150 executives
- External competency assessment process for Bell executives and strategic talent

Bell Canada:

05/1988 to 11/2000

Bell Canada: Director – Shareholder Value (1999 - 2000)

- Led the shareholder value strategic change initiative to focus Bell executives on balance sheet accountability as well as P&L accountability. The program included:
- Enhancement of financial performance metrics and targets to included economic profit
- Integration and alignment of corporate strategy and business planning with economic profit targets
- Fundamental change of long term incentive plans to an economic profit performance based options plan
- Customised 3 day war game business simulation training delivered to all executives from president to director level (top 600 people) that linked the current business and market dynamics to economic profit principals and future strategy
- Securing Executive sponsorship from Jean Monty (CEO – BCE) and company officers
- Partnering with Chief Human Resources Officer to lead the change management of the initiative.

Bell Canada: Director - Business Decision Support (1997 – 1999)

- Built a centre of excellence for the application of Value Based Management principals to business decisions
- On a consulting basis to the Chief Strategy Officer of BCE developed systems dynamic simulation of the Canadian direct to home (DTH) satellite TV market with resulting recommendations on investment levels and marketing strategies for ExpressVu being accepted and implemented. Presented the model at the 1999 McKinsey Business Dynamics Conference in New York.
- Developed linear simulation tool for Activity Based Costing based business planning
- Developed and implemented a standardized process for financial analysis and pricing for customer bids
- Implemented a wellness program for the department (100 people)

Other Positions held at Bell Canada

- Associate Director – Corporate Performance (1995 – 1997)
- Associate Director – Expense Management (1993 – 1995)
- Senior Analyst – Economic Studies (1992 – 1993)
- Manager – Construction Project Management (1990 -1992)
- Manager – Mechanical Design (1998 – 1990)

Academic Achievements

- Certified Management Accounting, Society of Management Accountants of Ontario 2008
- Masters of Business Administration (Executive Program) University of Ottawa, Ottawa, 1999
- Queen's Executive Development Program - Queen's University, Kingston, 1997
- Bachelor of Technology- Ryerson Polytechnical Institute, Toronto, Ontario 1988

Professional Affiliations

- Member of the Association of Professional Engineers of Ontario
 - P.Eng. Achieved December 1993
- Member of the Canadian Association of Management Consultants
 - CMC achieved March 2000
- Member of the Society of Management Accountants of Ontario
 - CMA achieved August 2008
 - CPA through amalgamation March 2013