



NOTICE OF MEETING
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
February 25, 2021 at 4:30 p.m.
Via Zoom (details in calendar)

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

Time (min)	#	ITEM	REFERENCE	RESPONSIBILITY	STATUS	
4:30pm (03)	1.	CALL TO ORDER		C. Coulter	○	IN
4:33pm (02)	2.	CONSENT AGENDA	a) Acceptance of Agenda of February 25, 2021 b) Approval of January 26, 2021 Minutes	All	●	DEC
4:35pm (55)	3.	BOARD OF TRUSTEE VACANCIES	a) Review Applications Against Skills Matrix Applicants already interviewed: <ul style="list-style-type: none"> - Devlin, Siobhan - Stadnisky, Sean - Nelson, Rodney - D'Aoust, Robert New applicants: <ul style="list-style-type: none"> - Brimacombe, Glenn Interview cancelled due to Covid - Radaideh, Abdul-Kareem See separate pkg - Manley, Anita See separate pkg - Salamis, Alexandra - Abbaszadeh, Behrooz See separate pkg - Parker, Ron See separate pkg - Glasgow, Anne See separate pkg 	C. Coulter	●	DEC
5:30pm	4.	ADJOURNMENT	Next Meeting: March 9, 2021	C. Coulter	●	DEC

C. Coulter, Chair

RSVP to patricia.robb@theroyal.ca



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

MINUTES
ROYAL OTTAWA HEALTH CARE GROUP
GOVERNANCE COMMITTEE
January 26, 2021 at 4:30 p.m.

Via Zoom (details in calendar)

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	
Guests					
N. Bhargava	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.			
		N. Bhargava was welcomed to the meeting. He was invited to the meeting to provide a status update on the Innovation Committee.			
		Innovation Committee Status Update - N. Bhargava			
		<p><i>N. Bhargava attended the meeting at 4:30 p.m.</i></p> <p>The Committee agreed to move this item to the beginning of the agenda. N. Bhargava then gave his report.</p> <p>The Innovation Committee is pleased that the topic of innovation is strengthening at the Royal, with the newly developing strategies and Senior Management Team (SMT) priorities, and the Innovation Council engagement at SMT.</p> <p>The Committee was initially formed as a message to signal commitment from the Board. The topic of the evolution of the Committee was discussed openly with Committee and Board members, with a spectrum of options as follows:</p> <ul style="list-style-type: none"> - Adjust Committee to become Innovation (and Generative Thinking) Committee. The generative thinking portion would replace Ideation. - Reduce meetings to two per year (and other meetings as needed at the call of the Chair). In order to lessen the workload of SMT prior to Board meetings, the meetings would not need to be scheduled adjacent to Board meetings. There is a lot of work for SMT to prepare for Committee meetings and the purpose is not to put up barriers or add bureaucracy. It 			

		<p>should not be burdensome to management, especially in light of the new Innovation Council and Research Committee.</p> <ul style="list-style-type: none"> - The Committee membership should be left largely as is. It is important to have a forum where there can be bridging conversations among the various groups attending. - The next phase of the Committee should be light and more fluid, and include CEO chosen topics that can change over time. An example given was the 'Strategy Implementation Dashboard'. Also, there could be oversight (and foresight) on innovation implementation, with short briefings from SMT leaders: Innovation, Research, Strategy, Foundation and Quality. This is to be further reviewed and discussed over time, however, Strategy will be reporting to the Board of Trustees and we would want to avoid duplication of effort. <p>A recommendation was made that at the next Innovation Committee meeting, a review 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 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.</p> <p>N. Bhargava was thanked for his report and leadership on the Innovation Committee.</p> <p>It was noted that N. Bhargava and A. Graham presented to the ICD a few weeks ago on the Artificial Intelligence exercise The Royal went through and there was good feedback. The Innovation Committee was also recognized.</p> <p><i>N. Bhargava departed the meeting at 4:46 p.m.</i></p>	N. Bhargava P. Robb
2.	CONSENT AGENDA	<p>No items were removed from the Consent Agenda.</p> <p>Moved by C. Coulter and seconded by D. Somppi</p> <p>BE IT RESOLVED THAT the Consent Agenda, including the motions contained therein, is approved as follows:</p> <ul style="list-style-type: none"> a) Acceptance of Agenda of January 26, 2021 (as amended) b) Approval of October 13, 2020 Minutes c) Approval of October 21, 2020 E-Vote d) Approval of October 27, 2020 E-Vote e) Approval of November 3, 2020 E-Vote <p style="text-align: right;">CARRIED</p>	
3.	DECISION/ INFORMATION ITEMS	<ul style="list-style-type: none"> a) Discussion regarding Board and Committee transparency with respect to materials and meetings – C. Coulter <ul style="list-style-type: none"> i. Sharing Board and Committee Materials ii. Non-voting Members Sending Delegates to Meetings iii. Excluded Meetings Policy 	
		Briefing notes with legal advice on the three topics noted above (i, ii and iii) were included in the meeting package. Even though these	

		<p>are separate items, there are points of cross reference as well so the floor was opened to a general discussion on all the matters. The Chair noted that the Committee might also want to have further discussions at a future meeting on things which flow out of these discussions, such as:</p> <ul style="list-style-type: none"> - Why a Family and Client Council as opposed to a Committee? - Is there any reason why a Council member cannot become a Board member? - Should consideration be given to cross pollination with the IMHR and Foundation Boards? <p>There was a roundtable discussion with the following points made:</p> <ul style="list-style-type: none"> - Resonated with the guiding principle that the Board be as transparent as possible. Continue to feel that it is an appropriate thing to do, without introducing risk to the organization. As we start to live the vision that is embodied in the new strategy, and as we work more and more in the community, they will become more interested in what we are doing. We need to show the community we are walking the walk, which will be part of being transparent. - Since materials presented during an open board meeting are in the public domain, it is proposed that: <ol style="list-style-type: none"> 1) Presentations be created with the knowledge that they will be in the public domain. 2) The presentation material be made available on the website after the meeting. The meeting summary could refer to the material. 3) Committee chairs provide (either in writing or verbally) updates on matters that could/should be reported in the meeting summary. - Producing minutes in such a way to show clients/community what we are doing and still have a useful document for the Board. - There needs to be a balance in the documentation of what is required for good governance and what is management's domain. <p>Discussion followed. 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 P. Robb and D. Somppi. 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.</p> <p>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</p>	
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		<p>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.</p> <p>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. 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.</p> <p>P. Robb advised the Committee that work is underway to revamp the Board Portal and move it to a new platform on The Royal's website. It will have a different look and feel, with relevant information for Trustees. There will also be a section for notifications to the public. The Committee was pleased with this and looked forward to hearing more as things progress. The timeline for completion should be by late February or early March.</p>	
		b) Committees of the Board – C. Coulter	
		i. Compensation & Succession Planning Committee Terms of Reference	
		<p>Moved by S. Squire and seconded by D. Somppi</p> <p>BE IT RESOLVED THAT the Compensation & Succession Planning Committee Terms of Reference be approved as amended and brought forward to the next Board of Trustees meeting for approval.</p> <p style="text-align: right;">CARRIED</p>	
		ii. Advocacy and Community Engagement Committee – A. Graham	
		<p>At the strategic planning process meetings and at the Board Development Days, there was interest expressed in creating an Advocacy Committee. Three members have already indicated they are interested in serving on this Committee: P. Johnston, L. Gillen and R. Anderson. N. Loreto and J. Bezzubetz will be the staff support.</p> <p>A. Graham will have further discussions with Trustees to ask if they are still interested in the Committees they indicated given that the Innovation Committee is continuing. She will report back to this Committee at the March 9, 2021 meeting.</p>	A. Graham
		iii. Innovation Committee – N. Bhargava	

		This item was moved to the beginning of the agenda.	
		c) Review Membership Terms – C. Coulter	
		A copy of the current Membership Term renewals and vacancies was included in the meeting package. This item will be deferred until A. Graham has another round of discussions with Trustees on their intent.	A. Graham
		i. Incoming Chair 2022 – A. Graham	
		A replacement chair will need to be found before A. Graham leaves in 2022. This will also be part of the discussions A. Graham will have with Trustees to gauge their interest.	A. Graham
		ii. Board Vacancies	
		There are two vacancies on the Board that need to be filled: I. Levy is ending his term this year and there is the vacancy when J. Charette's term ended. A discussion followed about holding interviews. C. Coulter and A. Graham recused themselves from interviewing Siobhan Devlin as she is known to them. It was agreed that the Committee should have an interim meeting about the needs of the Board to determine what is needed going forward. The interviews can then be scheduled in March 2021 A suggestion was made that potential Board members should be provided with more information on what is expected of them. S. Squire and P. Robb are to meet to come up with a one pager on what should be provided to potential Board members and bring it back to the next meeting for review.	P. Robb S. Squire P. Robb
		d) Board Roles & Committee Membership for 2021-22 – A. Graham	
		This item will be part of the discussion A. Graham will have with Trustees.	
		e) Board Connections Day Survey Results (October 22, 2020) – C. Coulter	
		The next Board Connections Day will be on February 24, 2021. P. Robb will send a calendar invite to hold the date. The next session will be about Monitoring the Strategy and will be for all three Boards. The Volunteer Board Chair, Centre of Excellence Board Chair and the Family and Client Advisory Council Chairs will also be invited. J. Bezzubetz is to consider whether the Board Connections Day is the best name for this event. A suggestion put forward was Board Days.	P. Robb J. Bezzubetz
		f) Board Assessment – C. Coulter	
		The OHA has advised that the Board assessment tool that was scheduled for the spring is now on hold due to the pandemic. The OHA contact will keep P. Robb advised of details and she will advise the Committee as information is provided.	P. Robb

		Committee members were reminded that the OHA individual self assessment tool was sent around in November to assist in conjunction with A. Graham's conversations with Trustees.	
		a. Chair Assessment	
		The next Chair Assessment will begin in April 2021. P. Robb is to check if the last assessment was done using the OHA tool or done internally, and report back to the Chair.	P. Robb
		g) 2021-2022 Proposed Meeting Schedule – C. Coulter	
		A copy of the proposed meeting schedule for 2021-2022 was included in the meeting package for review. The meetings for the Innovation and Advocacy Committees will need to be updated given the discussions above. Once finalized, this will then be brought forward to the June Board meeting for approval and meeting requests sent.	P. Robb
		h) Review Trustee Attendance at External Workshops etc. – C. Coulter	
		A. Graham registered for the Client and Family Centered Care in Healthcare Settings Virtual Symposium on March 26, 2021. Following her attendance, she will provide a brief report for the Governance Committee on May 25, 2021. C. Coulter will continue to remind Trustees at Board meetings about education funds that are available to them.	A. Graham
4.	NEW BUSINESS	There was no new business to discuss.	
5.	ADJOURNMENT	Next Meeting: March 9, 2021 Moved by C. Coulter and seconded by S. Squire BE IT RESOLVED THAT , the meeting be adjourned at 5:49 p.m. CARRIED	
<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%;"> <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
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 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.	N. Bhargava P. Robb	April 27, 2021
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	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	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 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).	P. Robb J. Dagher	COMPLETED To be discussed again at January 26, 2021 meeting, including sending 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 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 May 25, 2021 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	C. Coulter P. Robb	COMPLETED December 17, 2020 Board meeting

members that these funds are available for their educational purposes.		
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 who are qualified will be asked for an updated matrix.	P. Robb	
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	March 2021 - Contact P. Houldon, OHA, to begin Board assessment. UPDATE: P. Houldon advised it may be delayed. June 24, 2021 Board meeting for final report/pending outcome of above note.
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	January 26, 2021 March 9, 2021
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.	A. Graham	COMPLETED December 17, 2020 Board meeting and meetings going forward

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. Robb	COMPLETED December 17, 2020 Board meeting and meetings going forward
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	COMPLETED March 26, 2020 For review after a year - March 9, 2021
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. 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.	J. Bezzubetz F. Dzierszinski	March 26, 2020 May 21, 2020 no meeting due to Covid COMPLETED Moved to Quality Committee June 1, 2020
By-law changes: - 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 IN PROGRESS
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 IN PROGRESS

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 February 25, 2021 This item was deferred until after Skills Matrix is revised and filled in by Board members
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. 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.	J. Bezzubetz F. Dzersinski F. Dzersinski	COMPLETED March 10, 2020 COMPLETED For Approval before February 20, 2020 Board meeting
To draft guidelines for e-votes and add to a future Committee agenda.	P. Robb	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

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. 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 P. Robb C. Coulter I. Levy A. Graham	CANCELLED INTERVIEW DUE TO COVID-19 – Will keep application on file for future vacancy
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. Once confirmed, the schedule will also be sent to the IMHR and Foundation Boards for their information.	P. Robb P. Robb	COMPLETED February 20, 2020 COMPLETED February 20, 2020

To take into consideration whether we need a new position for corporate counsel.	J. Bezzubetz	
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Board of Trustees' Membership Terms

Name	Position	Initial Appointment	Term(s) Completed	Current Appointment	Remaining years of term as of AGM 2021	Eligible Until (<i>no more than 9 consecutive years of service</i>)*
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
Vacant (Charette, Janice)						
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		2020-2029 (9)	8	2029 (<i>limited to 9 years</i>)
Vacant (<i>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	0	2	2	2	3	1	3	0	0	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	No	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	3	2	1	1	3	1	3	0	3	1	3	30
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	N	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
		Y/N							Y/N												

*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

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>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"/>

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.

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. Its 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 Sheps 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 DEVLINdevlinsiobhan@gmail.com

1 Kings Landing Private
 OTTAWA, Ontario, K1S 5P8
 June 4, 2019

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

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.



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: sandra.fraser@theroyal.ca

Fax: 613.722.7686

Questions: call 613.722.6521 x 6018 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>Sean</u> Surname: <u>Stadnisky</u>
Address	Business: <u>PwC LLP</u> <u>99 Bank Street</u> <u>Ottawa, ON</u> Home: <u>2223 Watercolours Way</u> <u>Ottawa, ON</u> Preferred Address: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/>
Telephone	Business: <u>6133280463</u> Home: <u>6136921376</u> Cell: _____ Preferred Telephone: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/> Cell <input type="checkbox"/>
Email	Business: <u>sean.stadnisky@pwc.com</u> Home: <u>sean.stadnisky@gmail.com</u> 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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- 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.

N/A

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

_____	Date: _____
_____	Date: _____
_____	Date: _____
_____	Date: _____
_____	Date: _____
_____	Date: _____
_____	Date: _____
_____	Date: _____

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

I was previously employed in a position dealing directly with issues
that confound veterans as they transition to civilian life

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

As a mental health survivor, it is paramount on me to give back to the
community that helped me to recover and find my new normal
I believe that as a veteran suffering from PTSD, depression and
anxiety, I can bring a wealth of real world experience regarding
MH to the board room.

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 **
3	1	3	2	2	2	1	2	0	0	0	1	0	2	0
														Consumer/Family Representation
														Clinical Care
														Quality of Care & Performance Mgmt
														Health Care Admin & Policy
														University / Academic
														Information Technology
														Government & Gov Relations
														0
														0
														2
														2
														3
														2
														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	<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. Chris Moore, chris.moore@pwc.com

2. Kevin Horseman, kehorseman@deloitte.ca

3. Clayton Myhill, cmmmyhill@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 Stadnisky, Sean Digitally signed by Stadnisky, Sean
Date: 2018.11.22 14:13:33 -05'00' Date _____

SEAN STADNISKY, CD, PMP, RMC

OTTAWA, ON

[HTTPS://WWW.LINKEDIN.COM/IN/SEANSTADNISKY/](https://www.linkedin.com/in/seanstadnisky/)

613-328-0463

SEAN.STADNISKY@GMAIL.COM

PROJECT MANAGER • PROGRAM MANAGER • CONSULTANT • MANAGER

SUMMARY

Accomplished Project / Program Management Professional and Senior Consultant / Manager, with more than 19 years of experience within large, diverse organizations. Expertise in project and program planning and consulting, possessing organizational, personnel, and performance management experience. A natural communicator, liaising at all levels, briefing executive stakeholders to leading small, multi-functional teams toward a common goal. Success derived from application of lessons learned analysis and industry best practices to effectively manage resources, improve processes, and deliver organizational excellence. Serving as key advisor to executive stakeholders, held responsibility for planning / allocating annual budgets of more than \$250M, managed department budgets to \$5M, with direct responsibility for more than 75 personnel.

Pursuing leadership role with an organization seeking a professional disposition with a commitment to organizational and performance excellence, and total customer satisfaction. Canadian Armed Forces Veteran.

AREAS OF EXPERTISE

Project Management
Project Planning – Delivery
Organizational Leadership
Training & Development

Program Management
Stakeholder Engagement
Performance Management
Budgetary Oversight

Senior Consultant
Risk Management / Mitigation
Personnel Development
Team Leadership / Mentor

CAREER HISTORY

SENIOR ASSOCIATE, CONSULTING AND DEALS – OTTAWA, ON

2018- PRESENT

- A member of the Operations Practice team specializing in business architecture, project, program and portfolio management
- Currently engaged with a federal government client implementing an Enterprise Project Management Office
- Focused on Organizational design requirements, human resources requirements, succession planning, and data analytics and reporting

FINANCIAL MANAGEMENT ANALYST – OTTAWA, ON

2017-2018

- Assists in the development of the forecasts, trend analysis, commitment review and variance analysis by collecting, evaluating, reviewing, validating and reporting financial information. Researches and assembles historical, current data and projected data and information on financial matters.
- Selects, analyzes and revises financial information for multi-year operational plans, estimates, budgetary allocations and forecasts. Provides input of budget information in SAP and prepares monthly reports.
- Participates in the analysis of budget variances. Assists in the development, implementation, evaluation and maintenance on internal financial control methods, procedures and practices.
- Advises managers and makes proposals to more senior financial officers on the consequences and appropriateness of proposed financial plans and expenditure patterns and changes with regard to financial situation as well as compliance with regulations and legislation.

OPERATIONAL PLANNER / ANALYST, HEALTH CANADA – OTTAWA, ON

2017

Primary Analyst / Advisor to the Regional Executive Committee, responsible for organizing, planning and preparing budget forecast for Fiscal Year 2017/2018 for FNIHB Ontario Region.

- Planning process consists of allocating budget of more than \$250M to fund FNIHB operations for the year.
- Provides analysis on project vetting, as well as recommendations on prioritization, with an unlimited amount of client requests, and very limited resources within the Federal government.

SENIOR PROGRAM MANAGER (OFFICER) / PLANNER, HEALTH CANADA – OTTAWA, ON

2016 – 2017

Provides Budget Management, Internal/External Communications, Time Management, Grants and Contributions Information Management System, Liaising with First Nations and Health Canada Stakeholders, Management of Federal Transfer Payments, Financial Management via SAP, Briefing Notes, and Risk Management Evaluation.

- Key Knowledge areas include Treasury Board Secretariat Policy on Transfer Payments, Financial Administration Act, FNIHB Management of Contribution Funding Agreements Policy.

- First Nations Inuit Health Branch (FNIHB) supports First Nations communities through contribution agreements to deliver community based prevention health programs, primary and public health nursing, environmental health services and Non –Insured Health Benefits.
- Manage a compliment of these contribution agreements, which requires developing relations with Health Directors, Chiefs and other community health staff within First Nation communities.
- First point of contact for communities to connect in all other areas in supporting the community.

TRANSITION PROJECT MANAGER (OFFICER), VETERANS AFFAIRS CANADA – OTTAWA, ON**2014 – 2015**

Provided detailed project analysis and planning to implement Program Evaluation and Performance Measurement on all Canadian Armed Forces Employment transition programs.

- Process included planning of Logic Model, and elements of Balanced Scorecard.
 - Coordinated communications and planning process through stakeholder engagement and feedback.
 - Worked to minimize change initiatives on daily operations of all stakeholders.
- Changed initiatives focus on Content Management Server (Cascade), upgrading web function / data collection services within Canada Company, Veterans Affairs Canada and Department of National Defence.
 - Identified inefficiencies in current reporting system and worked to find a common solution.
 - Maintained process of standardizing reporting schedules to all stakeholders and provided recommendations on the exact metrics that were to be reported by each stakeholder.
- Prepared project update reports to brief senior managers and stakeholders, up to and including executives at the government of Canada and Canada Company.

OWNER, PRINCIPAL (INDEPENDENT) CONSULTANT, CKS CONSULTING – KINGSTON, ON**2013 – 2015**

Conducted research in cooperation with the Queen's School of Business and Queen's University School of Policy Studies.

- Preliminary work focused on mental health in the workplace, leader and peer helping behaviors, executive leadership, and employee engagement.
- As the principal investigator, responsibilities included literary reviews of existing academic and practitioner research, designing and deploying data collection surveys, all analysis on compiled data, and historical data provided by Statistics Canada.

RESEARCH ANALYST, ONTARIO HOSPITAL ASSOCIATION – TORONTO, ON**2013**

Provided research and analytical support around provincial health human resources, including salary benchmarking and organizational analysis.

- Synthesized research findings from key policy reports / publications for sharing with a range of audiences.
- Obtained, analyzed, and integrated quantitative and qualitative information on strategic health human resources issues and solutions within Ontario and other jurisdictions.

CANADIAN ARMED FORCES**PERSONNEL SELECTION OFFICER – OTTAWA, ON****2007 – 2012**

Provided detailed project planning to implement program evaluation and performance measurement.

- Conducted Client satisfaction study examining efficiency levels of new Canadian Forces Vocational Rehabilitation Organization.
- Developed and implemented formal Program Evaluation and Performance Management Framework.
- Managed personnel military training schedules for a squadron of 78 personnel.
- Coordinated external communications and interviews with Senior and General Officers as part of a larger Qualification Standard Board, and was responsible for reporting interview findings to the Board.

EDUCATION • CERTIFICATION

MBA , (in progress), Pennsylvania State University	Expected 2020
Master of Industrial Relations , Queen's University – Kingston, ON, Canada	2013
BA , Industrial / Organizational Psychology (Honours), The Royal Military College of Canada	2011
PMP , Project Management Professional Certification	2018
Government of Canada Authority Delegation Certification	2016
Dispute Resolution Centre Esquimalt, Victoria, BC, Canada	
• Interest-Based Dispute Resolution Practitioner	2005
• Alternate Dispute Resolution Practitioner	2005
Microsoft Office Suite Complete Level III and Access (Visual Basic Level IV)	2003



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>Rodney</u> Surname: <u>Nelson</u>
Address	<p>Business: <u>Carleton University, Sprott School of Business</u> <u>1125 Colonel By Drive</u> <u>Ottawa, Ontario, K1S 5B6</u></p> <p>Home: <u>1052 Brookfield Road East</u> <u>Ottawa, Ontario</u> <u>K1v 6J1</u></p> <p>Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/></p>
Telephone	<p>Business: <u>613-520-2600 x2397</u> Home: <u>613-820-6444</u> Cell: <u>613-422-1295</u></p> <p>Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/></p>
Email	<p>Business: <u>rodney.nelson@carleton.ca</u></p> <p>Home: <u>rodney@rodneynelson.com</u></p> <p>Preferred Email: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/></p>

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.

No real or perceived conflict.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Canadian Museum of History	Date: <u>current</u>
Canadian War Museum	Date: <u>current</u>
First Plan Pensions and Benefits	Date: <u>2013-2019</u>
Indigenous Learning Center	Date: <u>2016-2019</u>
Aboriginal Financial Officers Association	Date: <u>2012-2015</u>
Canada Dance Festival NAC	Date: <u>2009-2013</u>
Sirius Consulting	Date: <u>1998-2006</u>
	Date: _____

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

worked with several volunteer groups around mental health and taught Social Work at Carleton University. My work and research over the past six years is in providing poverty reduction strategies, mental and social support for Indigenous families through partnerships with Carleton University, Wabano Centre for Aboriginal Health, Odawa Friendship Centre, Harvest House and Minwaashin Lodge. In particular I have been involved in creating pathways to success with youth who suffer from addictions, mental health issues and learning disabilities.

The Indigenous Learning Center is a foundation dedicated to providing finances for education and training for Indigenous youth. I was Vice Chair of this board and proud to have helped create a partnership with Harvard Business School to provide financial management certificate. I helped to create this charity with grant money from government and private sources.

The Canada Dance Festival (CDF) is a registered charity that fulfills the Contemporary Canadian Dance component of the National Arts Centre. The CDF is dedicated to the creation, development and presentation of new Canadian dance artists and also bringing their productions internationally. As Vice-Chair I was responsible for ensuring all our governance documents, bylaws and policies were up to date and our strategic plan was aligned with the National Arts Centre.

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

have extensive experience and formal training in corporate governance including sitting on and working with boards. I am a Chartered Director from the Director's College at the DeGroote School of Business a Certified Aboriginal Program Administrator (which has financial training) and a Certified Aboriginal Economic Developer. As the CEO and Principle of Governance for the Global Governance Group I am often called into organizations to help with their governance structures, values and ethics strategies, strategic planning, roles and responsibilities, business growth and emergency risk management policies. I pride myself on my governance background and enjoy working with a board to achieve governance excellence. This has far reaching implications to enhance oversight and realization of strategic objectives. I also teach entrepreneurship at Carleton University and consider myself an entrepreneur who enjoys challenges to create or increase business lines including donor strategies and philanthropy. All this experience I am happy to bring to any 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	2	3	3	2	3	3	1	3	1	3	1	1	0	1	0	0	1	3	3	3		

** 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 checked="" type="checkbox"/>	Quality of Care & Performance	<input type="checkbox"/>
Research	<input 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. Tim Pychyl, Professor, 613-520-2600 ext1403 tim.pychyl@carleton.ca
2. Chrissie Unterhoffer, Corporate Secretary, Canadian Museum of History, 819-776-8493, chrissie.unterhoffer@museedelhistoire.ca
3. Morag McPherson, Former colleague and personal reference, 778-268-0976, emoragm@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 **9/5/2019**



August, 2019

To: The Royal
Re: Board Recruitment

Dear nominating committee,

It is with great pleasure that I submit my resume for consideration to sit on the board for The Royal.

The Royal has an impressive governance structure. I appreciate the relationship The Royal has with its shareholders through the Ottawa Area. As an essential service the company has a high accountability to its users and to the taxpayers as a continuous service provider for mental health. I understand the complexity of this relationship as I have experience working closely with crown and municipal corporations and their reporting relationship and shareholder agreements. I am also impressed that The Royal is guided by, and strives to exceed, governance standards by including sustainability, accountability and community relations.

As for my qualifications, I have extensive experience and formal training in corporate governance including sitting on and working with boards. I am a Chartered Director from the Director's College at the DeGroote School of Business a Certified Aboriginal Program Administrator (which has financial training) and a Certified Aboriginal Economic Developer. As the CEO and Principle of Governance for the Global Governance Group I am often called into organizations to help with their governance structures, strategic planning, roles and responsibilities, business growth (including mergers and acquisitions) and emergency risk management policies. All this experience I am happy to bring to any board. I am currently on a Crown Corporation board with a budget of over 100 million and asset holdings of over 300 million.

Prior to my current position as Chief Executive Officer and Principal of Governance for the Global Governance Group, I was a Senior Manager at the Conference Board of Canada. In both positions I worked closely with Crown Corporations and large-scale private organizations addressing issues of governance and risk management.

I have always held myself and the organizations I have been involved with to high ethical standards. Corporate ethics is an ongoing interest of mine. Several years ago, I was appointed as the ethics officer for the Federal Government's Department of Public Works and Government Services Canada. This was certainly an organizational challenge in a time of crisis for the department as they had recently gone through the sponsorship scandal and the Gomery commission. I also currently teach business ethics at the Aboriginal Financial Officers Association as have been asked to speak on corporate ethics across Canada.

Currently, I am currently a professor at the Sprott School of Business at Carleton University teaching entrepreneurship, ethics and corporate governance. I have also taught social work, anthropology and Indigenous studies. My main area of research is in service and poverty reduction for First Nations including urban populations. I have worked for the past 30 years with First Nation communities training leadership and governance skills and working to increase economic development opportunities. I am happy to bring my experience building relationships with First Nation communities to the board. I was also honoured to be chosen as one of the Canadian Board Diversity Council's 2012 *Diversity 50* group of qualified board candidates.

I have enclosed my resume along with this cover letter to provide you with more details concerning my qualifications and accomplishments. I look forward to hearing from you and hope you find my experience an asset to your board. I wish you all the best on the search for board members and I hope we have the opportunity to work together.

Sincerely,



Rodney L. Nelson, PhD (ABD), C.Dir., PAED, CAPA

Carleton University

Professor, Sprott School of Business

[Dunton Tower](#), Room 1722

613-520-2600 ext 2397



Carleton
UNIVERSITY
Canada's Capital University



-

CEO and Principal of Governance

The Global Governance Group

613-422-1295

Home: 613-820-6444

Dr. Rodney Nelson, C.Dir., PAED, CAPA

1052 Brookfield Road ♦ Ottawa, Ontario K1B6J1
Home (613) 820-6444 ♦ E-mail rodney@rodneynelson.com

Professor, Senior Executive and Independent Director

Eight years of teaching at the University level including supervision of research projects, undergraduate teaching and first year seminars. I was recently awarded the Teaching Excellence Award and have consistently high teaching evaluations.

Over 30 years of experience in both public and private sectors with experience working with senior officials including Ministers, CEO's and corporate directors of Crown Corporations

Experienced academic administrator. Positions held include current chair of Carleton's Aboriginal Education Council, Coordinator of the Aboriginal Enriched Support Program, Senate Financial Review Committee, member of the Carleton University Institute on the Ethics of Research with Indigenous Peoples, Advisory board for the Centre of Indigenous Research Culture and Education.

Excellent ability to lead and conduct research. This includes extensive personal experience conducting interviews and collecting oral histories of Aboriginal peoples across Canada.

Proven leader in Aboriginal relations working with Aboriginal communities, governments and corporations. Expertise in governance, social policy, education, ethics and economic development.

Excellent board governance experience including Audit Committees, Governance and Nominating Committees and experience chairing board meetings.

I have a deep understanding of critical business and cultural issues including;

Aboriginal Relations	Policy development	Education
Governance	Economic Development	Business Development
Ethics	Indigenous Traditional Knowledge	Identities and Diversity

Relevant Experiences

Board Trustee (Governor in Council position), The Canadian Museum of History formerly the Canadian Museum of Civilization, is Canada's national museum of human history.

Chair of FirstPlan Pension and Benefits. An Aboriginal company providing pension and benefits to first nations communities and businesses.

Co-Chair of Carleton University Aboriginal Education Council, to promote, guide and oversee the implementation of Carleton's Aboriginal Coordinated Strategy. The Aboriginal Education Council reports directly to the President and Vice-Chancellor.

Member of the Carleton Senate Finance Review Committee, A committee to oversee fiscal responsibilities and recommend financial advice to the Senate.

Past Chair and Board Member, AFOA Canada Aboriginal Financial Officers Association. A national Aboriginal association that helps communities better manage and govern their affairs and organizations through enhancing finance and governance practices.

Past Vice Chair of the board of directors for The Canada Dance Festival Association. This association presents, advances and celebrates dance excellence in Canada in association with the National Arts Centre and the Banff Centre for the Arts.

Past Chair of the Council on Corporate Aboriginal Relations. A council of industry and Aboriginal leaders who are responsible for relations with Aboriginal peoples.

Past Co-Chair of the Public Enterprise Governance Centre. A forum for Chairs, CEO's, and Board members of Canadian Crown corporations and agencies to discuss governance.

Past Chair of the Pandemic Preparedness Working Group. A working group for executives to discuss organizational and operational planning for a pandemic.

Past Ethics Officer for Public Works and Government Services Canada. Appointed by the Minister of Public Works and Government Services Canada.

Recent Career Highlights

Professor at Carleton University in the Sprott School of Business teaching Business Ethics and Entrepreneurship. Formerly with the Centre for Initiatives in Education teaching Introduction to Anthropology, Intro to Social Sciences, Early Colonial Contact and Indigenous Issues. I recent received a Teaching Excellence Award. The Dean of Social Science recognition for teaching excellence receiving the highest departmental evaluation and third overall in Social Sciences.

Board Trustee (Governor in Council position), The Canadian Museum of History and The Canadian War Museum

Past Chair of the **Aboriginal Financial Officers Association of Canada.**

Represented Canada at the world **APEC (Asia-Pacific Economic Cooperation)** symposium on ethics health policies relating to Pandemic Influenza.

Spoke at the **United Nations Permanent Forum on Indigenous Issues** on economic development and how corporate/First Nations partnerships have been addressing these issues.

Professional Experience

Professor, Carleton University

Current

Sprott School of Business

Academic Research	I teach Entrepreneurship, Business Ethics and Cross-Cultural Communications.
Aboriginal Issues	My current research examines how traditional Indigenous knowledge can be combined with board governance to help create an indigenous model of business governance and enhance economic development within Indigenous communities.
Community Engagement	

CEO, The Global Governance Group

Current

Board Governance	I am the current CEO of the Global Governance Group (GGG). This independent consulting firm provides research, training, strategic advice, negotiations and governance guidance to businesses and all levels of government. GGG is actively involved in training and consulting with Aboriginal leaders and communities on business and economic development, board governance, ethics, corporate relations, education and historical research for Aboriginal communities.
Senior Management	
Research Leader	
Ethics	I also work with the Aboriginal Financial Officers Association delivering courses on ethics, performance reporting, strategic planning and negotiations in the Aboriginal workplace.

Professor, Carleton University

2012-2019

Centre for Initiatives in Education, Department of Anthropology, School of Canadian Studies

Academic Research	I taught Introduction to Indigenous Studies, Contemporary Indigenous Issues, Introduction to Social Sciences and Indigenous History courses.
Aboriginal Issues	
Community Engagement	I managed the Indigenous Enriched Support Program at Carleton University. This is an entrance program for Indigenous students that may not meet traditional university admission requirements.

Senior Manager, Executive Networks, The Conference Board of Canada 2006-2009

Board Governance	Director of the Centre for Aboriginal Issues Chair of the Council on Corporate Aboriginal Relations Chair of the Public Enterprise Governance Centre Chair Pandemic Preparedness Working Group
Aboriginal Issues	
Fiscal Responsibility	
Negotiations	
Maintaining Organizational Membership	<p>As a senior manager I was responsible for both the corporate governance and Aboriginal portfolios. My role included overall management of a four-million-dollar budget, staffing, contract management, research and the strategic direction.</p> <p>I sat helped facilitate several negotiations and agreements including the billion-dollar Kitamat container port project and the Churchill hydro projects. I was the media spokesperson on Aboriginal issues and business continuity.</p>

Public Works and Government Services Canada **2005-2006**

Management	A/Director of Audit and Evaluation – Reporting to the Chief Risk Officer of PWGSC. I managed a team of auditors, evaluators and risk managers. Our branch was responsible for oversight of the department's fiscal responsibilities, governance reporting structures and management accountability framework.
Fiscal and Program Accountability	

Public Works and Government Services Canada **2003-2005**

Management	Ethics Officer – I was appointed by the Deputy Minister as the Ethics Officer for Public Works. I sat at the senior management table to ensure compliance to the Values and Ethics Code of the Public Service. Working alongside the Minister, Assistant Deputy Minister and the Chief Risk Officer I was responsible for enhancing the ethical climate of the organization.
Compliance and Ethics	

Public Works and Government Services Canada **2000-2003**

Policy Development	Senior Policy Advisor – I worked on several national social policies including Ralph Goodale's Good Neighbor Policy, Aboriginal procurement strategies, access to education policies and the National Accommodation Strategy.
Aboriginal Policy	
Budgeting	I co-managed a 5-million-dollar national research innovation fund for the development of new green technologies in the STEM disciplines.

CEO and Chair - Sirius Consulting Ottawa **1996-2000**

Board Chair	Co-founded a communications company in 1994. Under my direction as CEO and Chair, I increased capacity to become a national company increasing the operational budget to over a million dollars.
Governance	
Marketing	I was responsible for the strategic vision, mandate and direction of the company that increased revenues by over 300 per cent. Client base included fortune 500 companies.

Carleton University – Instructor of Anthropology **1994-1996**

Aboriginal Issues	I was an instructor at the University where I taught <i>Native Studies and Anthropological Research Methodology</i> . I was recognized by the Dean of Social Science for teaching excellence by received the highest student evaluation in the department and third overall in social Sciences.
Research Methodology	

Department of National Defence – Various Positions **1985-1994**

Risk Management	Intelligence Officer – I worked during the Gulf War to develop and implement military security procedures to ensure national security. I was a liaison with several international governments and military leaders to ensure coordinated strategies.
Research	
Procurement and Supply Chain Management	Procurement Officer – I developed and delivered innovative supply chain solutions including leveraging Department of National Defence's buying power through implementation and facilitation with United States Government effecting saving of 3-5 million dollars in purchasing power.

Recent Speaking Engagements

International Union of Anthropological and Ethnological Sciences, Moderator and Plenary
Indigenous Movements/ Mouvements autochtones, 2018

Indigenous modernity and the concept of Bimaadiziwin: reconciling environmental stewardship and economic development from an Indigenous perspective. Panel entitled: Ambivalent Stewards: Communities, Disparities, Shifting and Resilient Subjects at the Conservation-Extraction Nexus. American Anthropological Society, Washington D.C. 2017

Understanding Meta Data and Ethical Research. Modern Treaties and Reconciliation: A New Relationship 150 Years Later, Ottawa, 2017.

Indigenous Sustainable Economic Development and Community Governance: How to Connect Strategy to Economic and Social Outcomes, AFOA International Conference, Vancouver, 2017

International Union of Anthropological and Ethnological Sciences, Moderator and Plenary
Indigenous Movements/ Mouvements autochtones, 2017

Pipelines and Puppy-dogs: Decolonizing Anthropology. Canadian Anthropology Society, Decolonizing Anthropology: Practicing Anthropology with Indigenous Communities, 2017

Generational Sustainable Development: A Path to Self Determination, Native American and Indigenous Studies Association conference, Hawaii, 2016

Ethics and Research with Indigenous Communities, Indigenous Research Ethics Institute, Carleton University, Ottawa, 2016

Aboriginal Governance in the Canadian Context, Emerging Leaders in the America Program, Ottawa, 2016

Unceded Ottawa: The Algonquin and the Outaouais, Arboretum Festival, Ottawa, 2015

Self Determination through indigenous leadership and Mentoring, Zelikovitz Centre for Jewish Studies Conference Developing Future Leaders: Partners in Emerging Leadership: Campus and Community, 2015

Evaluation and Reporting for First Nations, Waswanipi First Nation, Quebec, 2015

Aboriginal Governance in the Canadian Context, Emerging Leaders in the America Program, Ottawa, 2015

Evaluation and Reporting for First Nations, Waswanipi First Nation, Quebec, 2015

Conflict and Negotiations for First Nations Economic Development Opportunities, Opaskwayak Cree Nation, The Pas Manitoba, 2014

Governance for Chief and Council, Waswanipi Cree First Nation, Waswanipi Quebec, 2014

Session Chair, Financial Management - Analysis of Debt - Good or Bad - The Ulnooweg Community Report Process, Aboriginal Financial Officers Association, Halifax, 2014

Guest Key Note Speaker: Education and Economic Development Successes for First Nations in Canada: Indigenous Perspective, Botho University International Research Conference and the British Council, Gaborone, Botswana, 2013

Access to Education in Canada, an Indigenous Perspective, World Congress on Access to Post-Secondary Education, Montreal, 2013

Working with First Nations communities: The ethical debate on economic development. The Centre on Values and Ethics (COVE) Annual Spring Research Day. Carleton University, Ottawa, May 6th, 2013

Facilitating Chair - Indigenous Leadership and Self Governance Conference, presentation: **"Revising Your Election Code and Using Performance Measurements to Help Conquer Obstacles to Effective Leadership"**, Ottawa, 2013

Lessons in Business Strategy Planning: Aboriginal Entrepreneurs Conference, Ottawa, Oct. 2011

"A Traditional Board: Practical Applications for First Nations Board of Directors", Aboriginal Financial Officers Association, Conference Workshop, Vancouver, 2011

"Economic Development and Poverty Among First Nations in Canada" Queens University, Kingston Poverty Conference, 2010

University of Notre Dame, Promoting Student Success Conference, **"Recruitment and Retention of Native Students in Colleges and Universities: A Canadian Experience"**, Oct, 2010

Council for the Advancement of Native Development Officers, Niagara Falls, **"Incorporating Indigenous Knowledge into Good Board Governance Practices"**, 2010

"Incorporating Indigenous Knowledge into Good Board Governance Practices", Aboriginal Financial Officers Association, Ottawa, 2010

"The Role of Leadership in Community Health - Business Continuity Planning", Aboriginal Financial Officers Association, Ottawa, 2010

Keynote Speaker on **"Aboriginal Indigenous Knowledge and Corporate Governance"**, First Plan Benefits AGM, Winnipeg, 2009

"Leveraging Our Joint Resources", Land Claims Agreements Coalition Conference, Ottawa, 2009

"Seven Generation Crisis: Building Capacity for Aboriginal Board of Directors", United Nations Permanent Forum on Indigenous Issues, 2009

Moderator of Aditawazi Nisoditadiwin Aboriginal Conference at Carleton University, Sessions Nation-to-Nation and Aboriginal Ways of Knowing, 2009

"Economic Development for the Métis Nation", Métis Nation of Ontario, 2008

Represented Canada at the **Asia-Pacific Economic Cooperation** symposium on Pandemic Influenza Preparedness, 2008

"Understanding the Duty to Consult in Aboriginal Business Partnerships", Council for Corporate Aboriginal Relations, St. John's, Newfoundland, 2008

"Board Governance and Pandemic Planning: All Hazards Approach", Pandemic Preparedness Working Group, Conference Board of Canada, Montreal, 2008

"Creating Wealth and Opportunity in Aboriginal Communities", Aboriginal Financial Officers Association Conference (AFOA), Winnipeg, 2007

"Continuity and Pandemics - Are We Prepared?", Canadian Pension & Benefits Institute's National Conference, Winnipeg, 2007

"Building Better Aboriginal Relations Through Cultural Understandings", Council for Corporate Aboriginal Relations, Prince Rupert, 2007

"Business Continuity and Pandemic Influenza, Is Canada Prepared?", Information Technology Insights Network, Montreal, 2007

"Creating Wealth and Prosperity in Aboriginal Communities", Council for Corporate Aboriginal Relations, Calgary, 2006

"Managing Organizational Change Management" Invited to speak on organizational change management at the World Workplace Conferences in Toronto, Japan and Czech Republic, 2004

"Managing Organizational Change Management", World Workplace Conference, 2003

Tsimshian Secret Societies. Canadian Anthropological Society Association, Toronto, 1999

Publications

Beyond Dependency Economic Development and First Nations in Canada, Journal of Environment and Development, 2019 (forthcoming)

Book Chapters in **"Canada and the Challenges of International Development and Globalization"** Chapter on *"Historical Developmental Colonialism"*, Chapter on *"Indigenous Peoples and Western Development: A New Perspective"*, 2017

The Role of Values in Ethical Decision Making for Indigenous Leaders, Journal of Aboriginal Management, 2016

Rethinking Economic Strategies for First Nations in Canada: Incorporating Traditional Knowledge into Governance Practices, PhD Thesis, Carleton. 2016

"Corporate Social Responsibility and Partnership Development with First Nations" in Journal of Aboriginal Management, 2015 (refereed)

"A Long Shadow Looms: Opportunity Through Economic Development and Education for Indigenous People in Canada", in BURIC, Botho University Press, 2014 (refereed)

"Dispute Resolution the Anthropologist in the Middle" in Cultural Anthropology, 4th Edition with Liam Kilmurray, William Haviland, Shirley Fedorak, Richard Lee and Gary Crawford, Nelson Publishing, 2013

"A Tale of Two First Nation: Traditional Knowledge in Today's Business World" in Cultural Anthropology, 4th Edition with Liam Kilmurray, William Haviland, Shirley Fedorak, Richard Lee and Gary Crawford, Nelson Publishing, 2013

"Economic Development: The Role of Good Governance" Aboriginal Resources and Economic Development Forum, Insight Publishing, June, 2012.

"Traditional Knowledge in the Boardroom a Quest for a New Model of Aboriginal Corporate Governance", JAM: The Journal of Aboriginal Management, Sept 2010 - Volume 8 (refereed)

"Pandemic influenza planning: The Asia-Pacific Economic Cooperation Emerging Infections Network", Journal of Telemedicine and Telecare, Oct 2009, 15 (7): 368-372. (refereed)

"From Vision to Venture: The Story of Five Successful Aboriginal Businesses", The Conference Board of Canada, 2008

"The Value of Aboriginal Cultural Industries", Heritage Canada, 2008

"Through the Eyes of the Board; Governance, Enterprise Risk Management and Performance", The Conference Board of Canada, 2007

"Creating Economic Development Through Governance Structures in Aboriginal Businesses", Conference Board of Canada and INAC, 2006

"Me Change, No Way, Managing Resistance to Change in Workplace Accommodation Projects", 2003 Journal of Facilities Management, Vol: 1 #4 (refereed)

"Masking Rituals of South East Asia" 1996, Museum of Civilization

Research and Collections of Marius Barbeau, North West Coast Art, Museum of Civilization, 1995

"It's Not About Bricks and Mortar, It's About the People: An Anthropologist Perspective in the Corporate World." MA Thesis, Carleton University, Dept. Sociology and Anthropology

Consulting and Other Relevant Activities

Creation of the Values and Ethics/ Conflict of Interest documents for Micmacs of Gesgapegiag First Nation, 2017

Revision of Nemaska Cree First Nation Development Corporation's ByLaws, 2017

Comprehensive Health Policy for Interior BC Health Authority and Nlha'7kpmx Nation Health Authorities, 2017

Board training for Scw'Exmx Health Society, BC Health, 2017

Consultant for the Anishinabek Nation Economic Development committee on 20-year economic plan, 2016

City of Ottawa, Audit and evaluation of the City's Cultural Funding, 2015-2017

Nak'azdli Band Governance Workshop, 2013

Nunasi Corporation, Conflict of Interest and Policy review, 2012

Indian and Northern Affairs Canada (INAC) Economic development and leadership capacity for Aboriginal businesses, 2006

Creation of Canadian Food Inspection Agencies Internal Lines of Disclosure, 2006

Aboriginal Businesses in Nunavut, consulting on compliance structures, 2005

Delivered several courses on "Ethics in the Public Service" for the Government of Canada, 2005

Education and Credentials

Doctor of Philosophy (PhD)

Carleton University, Department of Indigenous and Canadian Studies
An interdisciplinary approach combining, Indigenous Studies, Business and Anthropology

Chartered Director (C.Dir.)

McMaster University; DeGroote School of Business, The Directors College
Certificate for director education required to be an effective board and committee member.

Master of Arts (MA) in Anthropology

Carleton University; specialized in Cultural and Medical Anthropology

Bachelor of Arts (BA) in Sociology/Anthropology

Carleton University; specialized in Native Studies and Medical Anthropology

Bachelor of Arts (BA) in Psychology

Carleton University; specialized in Clinical and Group Psychology

Professional Aboriginal Economic Development Certificate (PAED)

Council for the Advancement of Native Development Officers, 2012

Certified Aboriginal Professional Administrator (CAPA)

Aboriginal Financial Officers Association, 2013

Other Credentials

Graduate University Teaching Skills Certificate, Carleton University, 2010

Facilitation Training - Niagara Institute, 2007

Media Spokesperson Training - McLoughlin Media, 2006

Facilitation Training - Conference Board of Canada 2005, 2006

Memberships and Honors

Member of the Canadian Board Diversity

Council's Diversity 50

American Anthropological Society

Society for Cultural Anthropology

Aboriginal Barr Association

Aboriginal Financial Officers Association

Canadian Anthropological Society

Association of Indigenous Anthropologists

Society of Canadian Studies

Council for the Advancement of Native

Development Officers

Awards and Grants

Member of the Canadian Board Diversity Council's Diversity 50	
New Faculty Excellence in Teaching Award, Carleton University	2016
SF Wise Graduate Award	2013
Dr. Thomas Betz Memorial Award	2013
Diversity 50 New Corporate Leader, Canadian Board Diversity Council	2012
Ottawa Chamber of Commerce 2010 New Business of the Year - finalist	2010
Colonel William B. Sutherland Graduate Award	2010
New Sun Aboriginal Scholarship	2009
Canadian Studies Graduate Award	2008
Carleton University Doctoral Research Award	2007-2010

Research Grants

2016-2022	Social Sciences and Humanities Research Council of Canada Partnership Grant, <i>Youth Futures</i> . Building youth resilience and prosperity in First Nations communities. Amount: \$2,500,000 (over seven years)
2013	<i>Assembly of First Nations E-Governance Project</i> , AFN This research examined e-governance systems worldwide and how they can be adapted to First Nations. Amount: \$6,000.00
2010	<i>Aboriginal recruitment strategy</i> , Carleton University. To examine and recommend recruitment strategies for Aboriginal students. Amount: \$6,500
2010	<i>Aboriginal community engagement project</i> , Algonquin College. Examined post-secondary access and barriers for Aboriginal people to attend colleges and universities. Amount: \$44,700
2008	<i>Assessing the Aboriginal culture industries in Canada</i> , Heritage Canada. This research examined the Aboriginal culture industries to gain an understanding of the value it has for communities and Canada. Amount: \$120,000
2007	<i>Aboriginal entrepreneurship research project</i> , Conference Board of Canada. This research examined five successful Aboriginal businesses and proposed best practices and guidelines. Amount: \$150,000
2006	<i>The state of readiness: Canada's pandemic planning</i> , Public Health Agency of Canada. This research examined how prepared the Canadian and provincial governments, essential services and businesses are in the case of a pandemic. Amount: \$250,000

D'Aoust, Robert

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>Robert</u> Surname: <u>D'Aoust</u>
Address	Business: _____ _____ _____ Home: <u>5248 Stonecrest rd</u> <u>Woodlawn (Ottawa), Ontario</u> <u>K0A 3M0</u> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>819-938-5017</u> Home: <u>613-623-1097</u> Cell: <u>613-868-2439</u> Preferred Telephone: Business <input checked="" type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>robert.daoust@canada.ca</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.

No conflict of interest.

Currently employed as senior executive with Environment and Climate Change Canada, and assigned as Executive in Residence with the Institute for Fiscal Studies and Democracy.

Owner of a corporation which is currently inactive and has no affiliation or relationship to health care.

6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

Champlain Community Care Access Centre	Date: 2015 - 2017
Arnprior District Memorial Hospital	Date: 2009 - 2012
	Date: _____
	Date: _____
	Date: _____
	Date: _____
	Date: _____
	Date: _____

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

Health Care organizations per above (Board member)

In the early 1990's, employed by "The MIS Group" which was a precursor organization to the Canadian Institute for Health Information (CIHI).

As a chartered accountant, participated in external financial audits of Hospitals (mid 1980s).

Also, as a management consultant conducted various assignments for Health Canada, including contribution funding and operational audits of different health organizations and NGOs (mostly in the 1990s and early 2000s). Examples would include the Canadian Public Health Association, the Canadian Aids Society, the Community AIDS/HIV Treatment Information Exchange.

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

I believe I am very well qualified and positioned to support The Royal's Board of Directors in helping people living with mental illness and addiction to recover, through fostering excellence in mental health care, advocacy, research and education. My distinctive combination of professional credentials and expertise in various fields, diverse senior executive and management roles, and prior health-care and governance experience, would benefit the Board's strategic stewardship and oversight goals. In addition, I believe I possess the personal attributes and competencies necessary for valuable contributions within the Board's collegial setting. Please refer to my CV.

I would help The Royal advance its organizational vision and objectives through actively collaborating with Board colleagues and management to: further the strategic direction, plans and fundamental values of the organization; ensure an effective framework for performance management and oversight; ensure the independent oversight of quality of care, financial and risk management, and stakeholder relations; supervise and support the senior leadership; and, help steer the Board's internal governance. The Royal operates within the legislative, policy and organizational framework of the provincial health care system. In light of current important changes to the Ontario system, in addition to evolving societal, health and technological factors, I would strive with my colleagues to foster the rigorous governance vital to The Royal's continued success.

Finally, I would like to comment that I had a trying exposure to mental health issues within my family in recent years. This has considerably strengthened my understanding and sense of empathy for people dealing with mental illness and their families. As well, it strongly underpins my desire to make a valuable contribution.

Thank you for your consideration,
Robert D'Aoust, BCom, MBA, CPA-CA, CFE

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						
1	1	2	3	3	3	2	3	3	2	3	2	1	2	0	1	1	2	2	0	1	2
Link to Mental Health & Addictions clients/families															Consumer/Family Representation						
Philanthropy															Clinical Care						
Individual and Corporate Networks															Quality of Care & Performance Mgmt						
Board and Governance															Health Care Admin & Policy						
Strategic Planning															University / Academic						
Finance															Information Technology						
Risk Management															Government & Gov Relations						
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 **																					

** 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. Dr. Denise Alcock, prior chair of the Board of the Champlain CCAC. alcockd@rogers.com, Tel 613 746 6242
2. Dr. Gilles Breton, Director – Graduate School of Public and International Affairs. Gilles.Breton@uottawa.ca; Tel. 613 562 5800 ext 3379
3. Dr. Martine Dubuc, Associate Deputy Minister – Environment and Climate Change Canada. martine.dubuc@canada.ca; Tel. 819-938-9043

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

A handwritten signature in black ink, appearing to be 'John D. [unclear]', written over a horizontal line.

Date

12 November 2019

ROBERT D'Aoust

PROFILE: Senior executive and professional with thirty-eight years of diversified experience in both the public and private sectors, primarily in areas of: governance and strategy, performance and productivity, financial management and controls, auditing and evaluation, management information and systems, procurement, and grants and contribution funding. Both breadth and depth of experience gained from a wide-variety of hands-on assignments and senior executive and management responsibilities. Solid track record of judiciously assessing issues, evaluating organizational needs, and devising innovative and value-added solutions. Please refer to the next pages for examples of numerous accomplishments.

In addition, broad academic background and professional expertise spanning a number of symbiotic disciplines, including public sector governance, commercial and management sciences, operational research and quantitative analysis, public accountancy and finance, forensic examination, financial and performance auditing, productivity and program evaluation.

EDUCATION & DESIGNATIONS

- B.Com.** Baccalaureate in Commerce (Honours, Cum Laude) University of Ottawa, 1978
- M.B.A.** Master in Business Administration - Science of Management, Univ. of Ottawa, 1981
- CPA-CA** Chartered Professional Accountant, "Ordre des comptables agréés du Québec", 1984
- CFE** Association Certified Fraud Examiners, 1998
- Certificate** Public Sector Leadership and Governance, University of Ottawa, 2016

CAREER HISTORY

- 2017 - present Executive in Residence, University of Ottawa
- 2011 - 2017 Chief Audit & Evaluation Executive, Environment Canada, Gatineau, QC
- 2008 - 2010 Director General, Financial Services, Environment Canada, Gatineau, QC
- 2005 - 2008 Comptroller and CFO, Office of the Auditor General of Canada, Ottawa
- 2002 - 2004 Audit Director, Office of the Auditor General of Canada, Ottawa, ON
- 1996 - 2004 Founding Partner, MLL Management Consultants Inc., Ottawa, ON
- 1992 - 1996 Independent Management Consultant, Ottawa, ON
- 1990 - 1992 Director of Business Development, The MIS Group (Health Care), Ottawa, ON
- 1987 - 1990 Manager / Senior Consultant, Deloitte & Touche, Ottawa, ON
- 1981 - 1987 Manager/Supervisor/Auditor, Raymond, Chabot & Partners - CAs, Hull/Ottawa

PROFESSIONAL ASSOCIATIONS AND BOARDS

- Quebec Order of Chartered Professional Accountants
- Association of Certified Fraud Examiners
- Board of Directors - Arnprior Hospital (2009-12);
- Board of Directors - Champlain Community Care Access Centre (2015-17)

EXPERTISE AND EXPERIENCE HIGHLIGHTS

Strategy, Finance and Comptrollership

- Strategic and operational planning
- Executive and external reporting
- Financial and budget management
- Policy, procedures and process re-engineering
- Contracting and procurement
- Financial, accounting and treasury operations
- Financial systems management and implementations

Performance Audits, Evaluations and Reviews

- Financial management and controls
- Contracting and procurement
- Grants and contribution funding
- Evaluation and performance measurement
- Environment and sustainable development
- Special accounting investigations

Governance, Management and Operations

- Board directorships
- Governance, policies and processes
- Governance and management research
- Management information framework
- Program and project management
- Contribution funding
- Facilities and material management
- Organizational reviews and devolution

BACKGROUND INFORMATION

- Languages: French and English (fully bilingual)
- Citizenship: Canadian
- Security: Secret clearance (expires 2027)
- Residence: 5248 Stonecrest road
Ottawa, Ontario K0A 3M0
- Tel.: 613-623-1097 (Residence)
819-938-5017 (ECCC)
613-868-2439 (Cell)

- Annex A Detailed Experience (pp 2-8)
- Annex B Letter of Recommendation (p 9)

PSC EXECUTIVE ASSESSMENT: The following is a summary of an earlier assessment of Mr. D'Aoust by the Public Service Commission of Canada, based on a simulation exercise for senior executives:

"The Candidate greatly exceeded expectations in the area of action management. He exceeded expectations for strategic thinking, communication and financial management ... He was particularly effective at mobilizing teams and delivering through action management. His performance was equally balanced in both the presentation and the question period. Overall, it is considered that he exceeded expectations in this simulation for the EX03 level."

ANNEX A.: DETAILED EXPERIENCE AND EXAMPLES**A.1. FINANCE AND COMPTROLLERSHIP****EC: Director General – Financial Services Directorate (2008 - 2010)**

Director General of Finance and Deputy CFO at Environment Canada, a large federal department with total budget exceeding \$1 billion and over 6,500 employees. Responsible for all aspects of corporate finance and accounting functions, including accounting operations, financial services in regions and in the NCR, financial planning and reporting, financial systems and policies, strategic analysis and support (MCs, TB submissions). Headed the Finance directorate and managed a staff of approximately 250 in the National Capital region and across the country, and an operating budget of close to \$20 million. As senior executive, participated or coordinated a number of strategic initiatives and provided leadership on number of Department priorities. Selected examples include:

- Functionally responsible for the implementation of audited departmental financial statements and the financial statement audit readiness assessment and remedial action plan.
- Member of the Department's strategic review management team and coordinated the financial components of the strategic review exercise.
- Participated and lead a number of initiatives to revise key aspects of the financial management and governance framework, and improve financial management information and processes.
- Directed a review of the Financial Services' delivery model and organization to improve the effectiveness and responsiveness of services provided to managers.
- Participated in a number of the Government's Comptrollership and management agenda initiatives (e.g. MAF).
- Senior liaison with central agencies, including Treasury Board Secretariat and Office of the Comptroller General, and directed the coordination of the memorandum to Cabinet and Treasury Board Submission processes (including CFO attestations).
- Member of Departmental Executive Committee and Finance Committee; provided regular financial and strategic advice on the Department's financial situation and related issues.
- Representative on the Inter-departmental Oracle system cluster group (DG level).
- Directly responsible for a major multi million-dollar infrastructure contribution program (Toronto Waterfront Revitalization Initiative).

OAG: Comptroller & Chief Financial Officer (2005-2007)

As Chief Financial Officer (SFO/CFO) for the Office of the Auditor General of Canada, responsible for all aspects of financial management and accounting for the entire Office (approximately 700 employees), and for directing the financial and administration branch of approximately 40 staff. Directed and responsible for financial planning and reporting, financial policies, financial and accounting operations, financial systems, procurement and material management, and facilities and distribution. As a member of senior management, contribute to the Office's strategic decisions and priorities, and lead a variety of key initiatives. Selected examples include:

- Responsible for the Office's public accounts and financial statements, Performance Report (DPR) and Report on Plans and Priorities (RPP), and participated in related hearings before Parliament's Public Accounts Committee.
- Representative at the Departmental Oracle system cluster group (ADM level).
- Participated as SFO in government comptrollership initiatives, and was the senior liaison with the Treasury Board Secretariat and the Office of the Comptroller General.
- Participated in a project to establish an independent funding mechanism for the Officers of Parliament (i.e. Parliamentary Panel). Supervised the yearly funding and Main Estimates processes.
- Responsible for operational and financial planning in support of the Executive Committee's strategic planning exercises.
- Responsible for ongoing financial monitoring and budget reviews, and related briefings to the Executive Committee.
- Member and Coordinator of the Executive Committee's Working Group on Finance.
- Member (ex-officio) of the Office's Audit Committee.

- Spearheaded a project to implement an Office-wide staff scheduling system and business procedures.
- Responsible for directing the implementation of a new financial system and re-engineered financial business processes.

NRC: Audit of Construction Contracting (2002)

Managed a Value-for-Money (VFM) audit of Construction Contracting and Projects for the National Research Council of Canada. As part of this audit, performed a detailed survey and examination of construction contracting and project management, including:

- Detailed review of the functions and processes related to: Construction Contracting / Procurement, Facilities Engineering, Realty Management, Facilities Maintenance.
- Detailed examination of a selection of contracts and related transactions to assess compliance with Treasury Board requirements and policies pertaining to contracting, procurement and capital projects.
- Assessment of management and financial controls pertaining to construction projects and contracts.

NSERC: Review of FIS Accounting Policies (2001)

Provided assistance to the Finance Division of the National Sciences & Engineering Research Council of Canada in reviewing the Financial Information Strategy (FIS) small agencies accounting policies. Ensured the consistency of the French version of the policies with Treasury Board's FIS Manual and accounting standards, and with the CICA's Public Sector Accounting Policies.

NCC: General Accounting Professional Support and Review (1997)

Acted as interim manager of general accounting for the Finance division of the National Capital Commission, during a turbulent period which saw both significant reorganisation and a major financial system implementation initiative (Oracle). Responsibilities included: treasury and investment operations, banking operations, accounts verification and payments, centralised general accounting and ledger, accounting reconciliations and monitoring, Receiver General reports (public accounts plates). Participated in the identification and resolution of various financial control and process issues ensuing from the implementation of the new financial system. Oversaw the transition to the new general accounting unit and trained the new staff in their functions.

EC: Financial Management Framework Review (1996)

Conducted a comprehensive review of the Capital region's Financial Management Framework, for the Review Branch of Environment Canada. This review examined a number of key financial topics at the Department, including: overall financial structure and organization, financial resources and capabilities, financial management and accountability framework, functional direction, key internal controls, and financial information and reporting.

SWC: Financial Operations & Management (1993-1995)

Acted as interim senior financial officer for Status of Women Canada, a federal government agency governed under the Financial Administration Act. As such, assumed overall responsibility for ongoing financial and accounting operations, for coordination of financial planning and preparation of central agency submissions (e.g. MYOP, Main Estimates, Treasury Board submissions, Receiver General requirements), and for the development and implementation of financial policies and procedures.

CPVAW: Financial & Accounting Support (1992-1993)

Senior finance manager for the Canadian Panel on Violence Against Women. Provided direction for all key aspects of accounting, budgetary and financial operations. Reviewed the Panel's accounting controls, assisted with the implementation of financial management procedures and systems, supervised the reconciliation of the Panel's accounting records, and provided direction and training to the accounting staff.

Subsequently, provided assistance with the financial wind-down of the Panel, and managed the closure and transfer of the Panel's remaining financial functions and systems after completion of its mandate.

CIDA: Financial Management Audit (1989-1990)

Managed the comprehensive audit survey of the Comptroller's Branch; as well as the detailed audits of Accounting and Financial Controls, and of Budgetary and Financial Management, for the Internal Audit Division of the Canadian International Development Agency. These integrated projects examined in detail most major aspects of financial management at CIDA, and included the audit of accounting and financial controls, planning and budgeting, budgetary and financial management, and financial reporting.

Miscellaneous Financial Audits (1981-1987)

- Participated as audit supervisor in the external financial co-audit of the Bank of Canada.
- Participated in the Auditor General's audits of a federal department and of the Canada Council.
- Managed a special financial co-audit of a major engineering firm in the defence industry, and reviewed its management accounting practices.
- Participated in the financial audits of various public non-profit organizations such as school boards, municipalities, health institutions, and cooperatives.
- Managed audits of Individual Band Accounts for the Department of Indian & Northern Affairs.
- Managed audits of Fitness and Amateur Sport's contributions to National Sport Governing Bodies.

A.2. PERFORMANCE AUDITS, REVIEWS AND EVALUATIONS**ECCC: Chief Audit and Evaluation Executive (2011-2017)**

Previously Director General of Audit and Evaluation at Environment and Climate Change Canada, a large federal department with total budget exceeding \$1 billion and over 6,500 employees. This position reported directly to the Deputy Minister (DM) and included the responsibilities of Chief Audit Executive and Head of Evaluation for the Department. Responsible for all aspects of the audit and evaluations functions including overseeing the conduct of risk based internal audits to provide assurance on the governance, risk management and control processes; and evaluations of the relevance and performance (effectiveness, economy/efficiency) of the Department's very diverse programs (including regulatory, scientific, meteorological, enforcement and stewardship/conservation programs). Executive responsibilities of the position also include:

- Member of the Department's Executive Management Committee.
- Member of the External Audit Advisory Committee and the Departmental Evaluation Committee
- Key liaison with the Office of the Auditor General and the Commissioner of the Environment and Sustainable Development (CESD), including coordination of the Environmental Petitions Process.
- Provided periodic monitoring of management actions in response to internal and external audit and evaluation report recommendations.
- Implemented all aspects of the revised Treasury Board policies and related directives on Internal Audit and Evaluation (and subsequently the TB Policy on Results).
- Provided ongoing support and advice to the DM and senior management on variety of issues and departmental priorities (e.g DRAP implementation, CESD reports and responses, MAF assessments)

CESD-OAG: Audit Director (Executive Interchange - 2002-2004)

Participated in an executive interchange program with the Office of the Commissioner for the Environment and Sustainable Development (part of the Office of the Auditor General). Assumed the responsibilities of Audit Director within the OAG. Managed the examination of Infrastructure Canada's progress toward its sustainable development commitment to invest in green infrastructure (2003 Report, Chapter 3). Responsible for Chapter 1 of the Commissioner's 2004 Report, on International Environmental Agreements. Directed the government-wide audit of results achieved under various international agreements and the lead federal departments' accountabilities under the agreements.

Also, as a member of the OAG's Practice Development Committee, participated in the development of professional audit practice methodology and standards.

CIDA Financial Contribution Audits (various; 2001-2002)

Managed financial attest audits of contribution recipients for the Financial Compliance Unit of the Canadian International Development Agency (conducted under Marcil, Lavallée, Loyer & Partners). As well, conducted supplemental operational and financial review procedures as requested by CIDA for selected NGO recipients. Examined compliance to the terms and conditions of the funding agreements.

OAG: Public Accounts Audit - DFAIT (2001)

Participated in the Office of the Auditor General's Public Accounts Audit at the Department of Foreign Affairs and International Trade for 2000-01. Responsible for the audit of expenditures, liabilities, central accruals and contingencies in accordance with OAG standards and methodology.

HC: Comprehensive Review of CATIE (2000)

Managed the comprehensive review of the management and use of contribution funds provided to the Community AIDS/HIV Treatment Information Exchange (CATIE) by Health Canada, for the 1998-99 and 1999-00 fiscal years. This comprehensive review included 3 key components:

1. A review of the governance and strategic framework;
2. An operational review (value for money);
3. A financial and compliance audit based on the terms and conditions of the contribution agreement.

OAG: Audit of Defence Support Productivity (2000)

Assisted the Office of the Auditor General in its progress (follow-up) audit of Support Productivity at the Department of National Defence. Primarily responsible for the examination of the performance of supply and transportation operations at selected Canadian Forces Bases, Wings and Supply Depots. Managed the preparation, compilation and analysis of detailed information requests (questionnaires) to selected Bases/Wings. As well, coordinated data extractions from DND's Supply (CFSS) and Fleet Management (FMS) systems, and compiled and analysed performance and productivity information (using data extraction and analysis software). Also provided support for the review of Environmental Commands Business Plans and Operational Budgets.

CIC: Management and Audit Support for Year 2000 Initiative (1998-1999)

Participated in Citizenship & Immigration Canada's Year 2000 initiative, and in the monitoring and audit of IT projects to ensure Year 2000 compliance of the Department's various systems and applications. This comprehensive initiative encompassed all life-cycle activities (initial assessment, planning, problem definition and analysis, development, testing, and roll out) pertaining to ensuring the Y2K compliance of a large number of mission critical and priority applications. The audit review of the various projects was conducted according to a SUD (system under development) approach and methodology, and included the utilisation of the CobiT framework (Control Objectives for Information and Related Technology). The assignment also included the participation in the review of the overall strategy, management and operations of the Y2K initiative.

TC: Audits of Privately Operated Ferry Services (1998-1999)

Managed audits of two federally subsidized and privately operated ferry services for the Corporate Audit & Advisory Services of Transport Canada. These audits reviewed the ferry companies' compliance with both the financial and operational terms and conditions of the subsidy agreements.

CIC: Operational Audit of Investigations (1997)

Participated the audit of the Investigation function and operations, for the Review Branch of Citizenship & Immigration Canada (CIC). The project comprised both an audit and a best practices research component, and served to assess: the effectiveness and efficiency of Investigation policies and activities; the reliability of information to support management's accountability for results; and the compliance to established policy and procedures by regional delivery groups. Assisted the CIC Audit Manager in performing all aspects of the fieldwork in the Québec region, and with the preparation of the draft report.

HC: Value for Money Audits of Contributions (1996-1997)

Managed and conducted value for money audits of contribution recipients under Health Canada's HIV-AIDS Prevention & Community Action Programs. Audited the compliance of Non Governmental Organizations (NGOs) to the financial terms and conditions of the contribution agreements. Also, examined the economy and efficiency of selected operations funded under the contribution, as well as reviewed the overall management framework and controls under which the contributions were administered.

OAG: Base Supply Operations & Productivity (1996)

As part of the Office of the Auditor General's 1996 Comprehensive Audit of Defence Support Productivity, managed a comparative review of Base/Wing Supply at 22 selected Canadian Forces Bases. This benchmarking exercise assessed the productivity and costs of labour resources in relation to the activities, performance and facilities of Base/Wing Supply operations.

CIDA: Audit Survey & Management Review (1990)

Managed a combined audit survey and management review of the Africa 2000 program at the Canadian International Development Agency.

NGC: Comprehensive Audit Survey (1989)

Managed a comprehensive audit survey at the National Gallery of Canada, for the National Museums of Canada Corporation.

AC: Comprehensive Audit of Research Station (1988)

Managed the comprehensive audit of the St. John's Research Station for the Internal Audit Division of Agriculture Canada. This audit assessed the operations and effectiveness of the research station, mainly with respect to the following areas: research project management, human resources, facilities and material management (including the management of dangerous substances), records management, support service interfaces, expenditure and budgetary controls, revenues and accounts receivables.

NMC: Devolution Reviews (1988)

Co-managed the devolution reviews of four major national museum, for the Internal Audit Division of the National Museums of Canada Corporation. The reviews examined the dismantling of the centralized corporate structure of the National Museums of Canada Corporation in favour of four autonomous national museums. The reviews involved an examination of services devolved in the areas of Finance, Personnel, Protection Services, Library and Administrative services including Planning, Materiel Management, Public Relations, Records and Mail, and Information Services.

NMC: Asset Acquisition Operational Audit (1988)

Participated in the operational audit of the acquisition, transfer and inventory management of the Canada Pavilion (Expo 86) assets for the National Museums of Canada.

INAD: Follow-up Audits (1988)

Conducted a comprehensive follow-up of previous internal audit findings for Indian & Northern Affairs Canada.

AC: Audit of the Special Grains Program (1987)

Co-managed the financial compliance audit of Agriculture Canada's payments to grain producers under the 1986 Special Grains Program, as well as the overall administration and management of the program.

AC: Management & Compliance Audit of Advance Payments for Crops (various; late 1980s)

Managed various audits of producer organizations' management and compliance with Agriculture Canada's Advance Payments for Crops Act and funding program.

CDC: Compliance & Capital Project Audits (mid 1980s)

Participated in internal audit engagements for the Canadian Dairy Commission, including the audit of a Capital Acquisition Project, and Milk Quota compliance audits of producer organizations.

A.3. GOVERNANCE, MANAGEMENT AND CONSULTING**University of Ottawa:****Residency and Research Study of Public Sector Management Reforms (2017 - ongoing)**

Executive in residence with the University of Ottawa's Graduate School of Public and International Affairs (GSPIA), and subsequently with the Institute of Fiscal Studies and Democracy (IFSD). The residency has a number of objectives, including: to conduct original research on common challenges, success factors and lessons stemming from federal public service management reforms; to contribute to the academic life and curriculum of the GSPIA; to support as required to work of the IFSD, and to support when opportune beneficial liaisons between the University and the public service. Amongst some of the highlights of the residency's many activities and deliverables:

- Conducted broad research on past public sector management reforms and analysed the outcomes of different reforms through case studies, various reports of the auditor general and annual reports of the clerks of the Privy Council and Secretary to the cabinet to the Prime Ministers.
- Published an article "*The Repeated History of Federal Management Reforms*" in the Canadian Government Executive magazine (July-August 2018).
- Developed and conducted a survey of federal public service executives on management reforms results and impacts on their work. Provided the final survey report to central agencies and collaborators.
- Submitted a second article for publication, concerning the results of the aforementioned executive survey on management reforms (expected publication in November 2019)
- Through various activities supported the GSPIA activities and curriculum (provides assistance on an academic article, participated in lectures, mentored various graduate students).
- Contributed to public service objectives through liaison with the university. For instance, participated in GSPIA's policy experiential learning initiative with Agriculture and Agri-Food Canada (2018).
- A final detailed research study report is in progress, and planned for completion in early 2020.

Health Sector: Boards of Directors (2009-2017)

Member of the Boards of Directors of organizations in the health care sector, namely the Arnprior District Memorial Hospital (now Arnprior Regional Health), and the Champlain Community Care Access Centre. As such, directly participated in all governance activities, decisions and special projects of these organizations, as well as in a number of Board sub-committees.

CH: Support for the Canadian Volunteerism Initiative (2002)

Provided support and advice to the Citizenship and Promotion Program of the Department of Canadian Heritage to develop the terms and conditions of the Canadian Volunteerism Initiative. Assisted with the development of the funding request for proposals, with stakeholder (NGO) consultations, and provided advice to the Review Committee regarding the process for the assessment of funding proposals. Also performed financial and budget analysis of the funding proposals received from NGOs.

HC: Assistance with Review of Funding Proposals (2001)

Provided assistance and support to the Review Committee of the HIV/AIDS Policy, Coordination & Programs Division of Health Canada, with the analysis and review of operational funding proposals submitted by selected NGOs under the Canadian Strategy on HIV/AIDS.

HC: Development of Operational Funding Guidelines and Application Instruments (1999-2000)

Assisted the AIDS/HIV Prevention & Community Action Programs of Health Canada in defining the terms and conditions of operational funding contributions to national non-governmental organizations (NGOs) under the Canadian Strategy on HIV/AIDS. Developed the operational funding guidelines and request for funding proposals, and provided information sessions and support to NGOs on the guidelines.

Subsequently, also assisted with the development of similar Funding Guidelines and Application Documents for the Hepatitis C Disease Prevention, Community-Based Support & Research Program.

CIC: Management Information and Reporting (1995)

Provided professional assistance to the Planning, Review & Renewal Branch of Citizenship & Immigration Canada, to develop and implement a management information and reporting framework for the Department. As part of this assignment, conducted a survey of information needs and issues, and developed an initial Information Management & Reporting approach. Assisted selected program branches with the review of available management information and requirements according to a comprehensive information structure, and coordinated the production of integrated Executive Management Reports and the implementation of a periodic and structured reporting process.

IC: Interfirm Comparisons (various 1988 to 1995)

Participated in numerous Interfirm Comparison Studies for Industry Canada, in various manufacturing or industrial sectors. The objective of these productivity studies was to provide the participating firms with an in-depth independent analysis of their respective strengths and weaknesses in relation to their industry sectors, and consequently identify areas where productivity could be improved. Within this context, performed intensive reviews and analysis of the operations of the participating companies, including examination of production facilities and processes, marketing strategy and financial performance.

NHIC: Health Information Task Force (1991-1992)

Participated in projects of the National Health Information Task Force to review the needs and constraints pertaining to comprehensive management information developments in the Canadian health industry. Coordinated the MIS Group's response and reports to the Task Force and to the National Health Information Council.

MISG: Strategic & Business Planning (1991-1992)

Coordinated the MIS Group's strategic and business planning exercise, and supported the development of the organization's planning documents. Assisted in defining the corporation's policy development and planning framework and processes (i.e. the MIS Group was an NGO in the healthcare sector).

NGC: Organizational Study (1989)

Conducted an organizational study of the National Gallery of Canada. The study addressed various issues of functional responsibilities and managerial processes. Recommended an integrated organizational framework for the museum which defined the basic parameters of the organizational structure, functional responsibilities and authorities, committees, and policy development and planning processes.

CAC: Management of Receivables (late 1980s)

Participated in the study of a federal department's managing of accounts receivable, under contract with Consulting and Audit Canada.

Miscellaneous (1981-1987)

Provided accounting, financial and general consulting and tax services to numerous commercial clients including: retail stores, manufacturing plants, machine shop, construction companies, car dealerships, and various service organizations such as hospitals and school boards.

ANNEX B.: LETTER OF RECOMMENDATION

Auditor General of Canada
Verificatrice générale du Canada

23 October 2007

CONFIDENTIAL

To Whom It May Concern

Re: Robert D'Aoust

I am pleased to write this letter of recommendation for Robert D'Aoust.

Robert was the comptroller of the Office of the Auditor General from January 2005 to October 2007. In this role, he reported directly to the Deputy Auditor General however he often presented at our Executive Committee meetings, so I have a reasonable knowledge of his contributions.

As Comptroller, Robert had the full responsibility for all of finance, management reporting, procurement, contracting, distribution centre and facilities management.

Robert consistently demonstrated his effectiveness, reliability, diligence, and loyalty to the Office. He was willing to work hard and to put in long hours to meet timelines when necessary. He was also well liked by his direct reports and colleagues.

I wish Robert the best of luck in his future career.

Yours sincerely,

Sheila Fraser, FCA

Glenn G. Brimacombe
861 Clearcrest Crescent
Ottawa, Ontario
K4A 3G1
GlennBrimacombe@hotmail.com

Brimacombe, Glenn

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

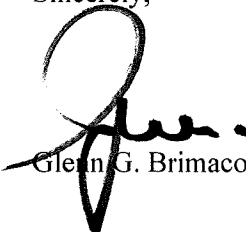
Dear Ms. Scully:

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

Glenn Brimacombe - IMHR and
Hospital



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

Board Governance

The Royal

Expression of Interest for serving on
Boards of Directors | Trustees

BOARD GOVERNANCE

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

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															Consumer/Family Representation							
Philanthropy															Clinical Care							
Individual and Corporate Networks															Quality of Care & Performance Mgmt							
Board and Governance															Health Care Admin & Policy							
Strategic Planning															University / Academic							
Finance															Information Technology							
Risk Management															Government & Gov Relations							
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 **																						

** 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 Dec 20/19

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.



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>Alexandra</u> Surname: <u>Salamis</u>
Address	Business: <u>Integral Leadership Design</u> <u>5 Chesley street, Ottawa, ON K1S3B9</u> <hr/> Home: <u>5 Chesley street, Ottawa, ON K1S3B9</u> <hr/> <hr/> Preferred Address: Business <input type="checkbox"/> Home <input checked="" type="checkbox"/>
Telephone	Business: <u>6137959357</u> Home: <u>6137959357</u> Cell: <u>6137959357</u> Preferred Telephone: Business <input type="checkbox"/> Home <input type="checkbox"/> Cell <input checked="" type="checkbox"/>
Email	Business: <u>alexandra.salamis@sympatico.ca</u> Home: <u>alexandra.salamis@sympatico.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.



6. Knowledge, Skills, Abilities and Experience

Please list current or prior board experience:

The Caring and Sharing Exchange, Ottawa, Board of Directors Member

02/2015 - 10/2018

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

Date: _____

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

MD Financial Management | Gestion financière MD: Assistant Vice President Change Management and Organizational Development - 2007-2009

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

I am the President of Integral Leadership Design a consulting and coaching firm dedicated to challenging, supporting and inspiring leaders, teams and organizations to expand their perspectives in order to implement real and lasting success and change.

I believe I have the requisite leadership skills and experience that enable's me to contribute meaningfully to further enhancing mental health and addiction services at The Royal.

I began my career as a municipal government Social Worker (MSW) working with mental health clients requiring supportive living housing in the community - often after discharge from The Royal. This required case consultation and coordination with The Royals health care professionals. Given this experience, I have the understanding and sensitivity to the issues associated with living with mental illness.

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	2	3	1	2	3	0	0	0	2	3	3	0	1	1	1	0	0	1	3	

**** means that the individual has a recognized designation**

Please indicate (C) 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 type="checkbox"/>	Philanthropy	<input type="checkbox"/>
Events	<input checked="" type="checkbox"/>		

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

Maryam Arwan, Maryam.Awan@navcanada.ca

1. _____
2. Chris Lawson, chrislawson@gmail.com
3. Shelley Hariski, Shelley.Hariski@canada.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:

^h Board of Directors' | Trustees' Duties and Expectations of a Director | Trustee

^h Board of Trustees' Code of Conduct ^h

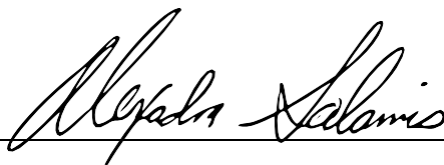
F*0)da/\$*) B*a-d C*d *! C*)d0c/ ^h

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

15/03/2020