

## Summary

I am a skilled and knowledgeable Business and Systems professional with thirty years of private and public sector experience. My recent roles have emphasised technical Leadership and prudent Management within our Health Care system. My background includes:

- ◆ strategic and tactical planning of Information Technology infrastructure;
- ◆ business process analysis and design;
- ◆ financial planning and budget preparation;
- ◆ policy and procedure development;
- ◆ system development and project management; and
- ◆ high performance team building.

## Education

Master of Business Administration, University of Toronto, Toronto, Ontario

Bachelor of Education, University of Toronto, Toronto, Ontario

Bachelor of Science, York University, Downsview, Ontario

## Recent Positions

**The Centre for Addiction and Mental Health**      2008 - 2010      **Director, Information Technology**  
Toronto, Ontario      Information Management Group

Reporting to the Vice-President Chief Information Officer (CIO), I directed and provided leadership for several key areas within the Information Management Group (IMG) portfolio. These included Corporate Applications, Web and Portals, IT Architecture, Technical Infrastructure, Telephony, Service Delivery, and Vendor Relations. The latter involved all aspects of those operational IT functions which have been outsourced.

While at CAMH, I:

- ◆ established a strong leadership role within my portfolio;
- ◆ transformed an adversarial vendor relationship into a partnership;
- ◆ made significant improvements in the effectiveness and efficiency of outsourced services;
- ◆ built a strong management team in my portfolio team by hiring two new managers and coaching the incumbents;
- ◆ rebuilt a damaged internal relationship with the Research arm of the institution;
- ◆ developed a vision for the functional structure of my portfolio and advised the CIO on necessary restructuring;
- ◆ improved Service Delivery reporting and processes which led to improved customer satisfaction;
- ◆ participated in The Centre's accreditation process;
- ◆ in collaboration with the CIO and my peers, tabled a suite of capital projects that fulfilled organisational needs and were consistent with strategic direction.

**St. Michael's Hospital** 2001 - 2008  
Toronto, Ontario

**Director, ICT Infrastructure**  
Information & Communications Technology

The Information & Communications Technology (ICT) Department is a key unit within the Information Management (IM) portfolio. The Department, comprised of seventy staff, is responsible for all ICT components, including data centre operations, end user computing, business and clinical application systems, telephony and telecommunications, and help desk and switchboard call centres. I directed and provided leadership for the Infrastructure components of the ICT Department's functioning while reporting to the Chief Information Officer (CIO). My duties and responsibilities included:

- ◆ day to day direction of administrative aspects of the Department including financial, contractual, and human resources issues;
- ◆ ongoing planning and execution consistent with the hospital's Information Management Strategic Plan;
- ◆ in collaboration with my team of managers, all aspects of the hiring, training, organisation, discipline, and management of the Infrastructure support personnel;
- ◆ financial planning and budgeting consistent with the hospital's fiscal goals as promulgated by the Chief Financial Officer (CFO);
- ◆ in collaboration with the CIO, the Department's other Director, my team of managers, and the department's clients, the establishment and monitoring of service level metrics to ensure that service delivery is effective and efficient;
- ◆ the selection of vendors, issuance of contracts, vendor relationship management, and direction of contract personnel for specialised projects and initiatives;
- ◆ overall responsibility for the ICT capital and operating budgets of approximately \$10 million annually.

In addition to my Departmental work, I was also a member of several corporate committees. These included:

- ◆ the Information Management Council which reviewed, prioritised, and approved IM initiatives;
- ◆ the Plant and Capital Resources Council which was responsible for reviewing and approving requests for the allocation of capital funding and physical space within the hospital;
- ◆ the Technical Advisory Committee (Chair) which provided direction to the provision of information management technology throughout the organisation.

**LCBO**  
Toronto, Ontario

1998 – 2001

**Manager**  
Technical Services

Reporting to the Director, IT Infrastructure, I managed a team of specialised technical staff who installed, tested, tuned, upgraded, and maintained both externally and internally supplied systems software and hardware for all LCBO computing networks and networked systems. This included:

- ◆ the identification of opportunities to apply IS technology within the LCBO;
- ◆ development and implementation of telecommunications strategy;
- ◆ development of the LCBO technical architecture and strategic systems initiatives;
- ◆ development and documentation of technical standards pertaining to systems software.

#### Earlier Positions

**Healthware Technologies Inc., 1997 – 1998**  
North Bay, Ontario

**Manager**  
Special Projects

Reporting to Senior Management and the principals of this privately held corporation, I was directly responsible for mission critical projects with a high profile and priority. Such projects included:

- ◆ the management of Information System implementation projects at major client sites;
- ◆ direct involvement in all phases of submissions to governmental agencies regarding research funding; and
- ◆ direction of activity related to Year 2000 compliance assurance of all corporate software products.

**Rehabilitation Institute of Toronto, 1993 – 1997**  
(formerly The Queen Elizabeth Hospital, Toronto)  
Toronto, Ontario

**Project Co-ordinator**  
Management Information Systems

As a key member of two project teams, analysed and documented functional specifications for an Admissions, Discharge and Transfer information system and a Medication (Pharmacy) information system. Responsible for maintenance and status reporting of the project plan using automated planning tools and acted as an instructor and mentor for the team in the areas of project methodology and Information Systems technology.

As a member of a Task Force of the Hospital Information System Steering Committee (HISSC), produced three comprehensive and detailed sets of policy guidelines related to (i) Security, Audit, and Control of Information Systems; (ii) Business Resumption Planning; and (iii) Benefits Realisation within the hospital.

**Transamerica Life Companies, 1990 - 1993**  
Toronto, Ontario

**Productivity & Q.A. Manager**  
Information Services

Researched, prepared, documented, and promulgated Standards and Guidelines relative to the administration, maintenance, and use of Computer Aided Software Engineering (CASE) tools, File Server, and Local Area Network (LAN) technology within the Head Office, Canada (HOC).

Managed the in-house development effort of PC based insurance policy illustration software. This included directing the search for new, modular development tools and guiding the change to a graphical user interface (GUI).

**St. Michael's Hospital, 1987 - 1990**  
Toronto, Ontario

**Technical Support Manager**  
Information Systems

Reporting to the Director of Information Systems, built and managed a five person Technical Support Group. This strong technical support resulted in uptime figures in excess of 99 percent.

Developed and implemented policies and procedures pertaining to mainframe system, data communications, security, and data base environment. This led to a well-structured, smooth running technical environment conducive to high productivity.

Interviewed and selected programmers, analysts, and technical support staff. My strong participation in all phases of the hiring process led to a department staffed with a well qualified and hard working team.