



Backgrounder

Board of Directors for Scarborough and Rouge Hospital

October 7, 2016

Scarborough and Rouge Hospital Board of Directors

1. Maureen Adamson

Maureen Adamson was appointed Deputy Minister of Tourism Culture and Sport in April of 2016, bringing with her extensive knowledge and senior executive experience in government and the broader public sector. Prior to taking on the post of Deputy Minister, she served as President and CEO for the Michener Institute for Applied Health Sciences, and before that as the President and CEO for Cystic Fibrosis Canada.

Maureen has held senior executive positions within Ontario's post-secondary sector and one of the country's leading teaching hospitals specializing in women's health. As an Ontario Public Service executive, she has held the positions of Chief Administrative Officer, Assistant Deputy Minister for Health System Investment and Funding, and Assistant Deputy Minister for Corporate Services and Organizational Development at the Ontario Ministry of Health and Long-Term Care.

Maureen's volunteer work has included Chair of the Board of Directors of Research Canada, Vice Chair and Commissioner for the Toronto Transit Commission, Director for the Toronto Central Community Care Access Centre (CCAC), and Director of the Roberta Bondar Foundation.

She holds an MBA from the University of Toronto's Rotman School of Business and BBA from Lakehead University. Maureen has completed the Director's Education Program at the Rotman School of Management and the Institute of Corporate Directors and is a certified Director with the Institute of Corporate Directors, Canada.

2. Matt Ainley

Matt Ainley has over 30 years of experience in the construction industry and currently holds the role of Senior Vice President at Bird Construction. He began his career as a superintendent and has held positions as a project manager and chief estimator. Matt was President and Chief Operating Officer of a major Ontario general contractor and Executive Vice President of its successor company prior to joining Bird in 2012.

He is currently a member of the Canadian Institute of Quantity Surveyors. Matt has served as Chairman of the Ontario General Contractors Association (OGCA) in 2006/07. He was the recipient of the 2011 Chairman's Award of Recognition from the OGCA, which honours individuals who have made an outstanding contribution to the general contracting industry in Ontario.

Matt graduated from Centennial College as an Architectural Building Technologist. He completed the Executive Master of Business Administration Program at Queen's University and the Directors Education Program.

3. Yazdi Bharucha

Yazdi Bharucha is a Chartered Accountant and retired senior business executive, with extensive financial management and real estate industry experience. He was a founder of Canadian Apartment Properties Real Estate Investment Trust (CAPREIT), a TSX-listed REIT and one of Canada's largest apartment landlords. He

served as the chief financial officer and secretary from 1997 until his retirement in 2009. During this period, Yazdi was primarily responsible for financial and legal due diligence of property acquisitions, financial reporting and management, as well as oversight of major financing and capital market public offerings at CAPREIT.

Yazdi is a graduate of the Directors Education Program (ICD.D.), Rotman School of Management. He is currently serving as a Director and Chairman of the Transaction Committee of Genesis Land Development Corporation, a TSX-listed major Calgary land and housing developer. He is also currently serving as a Director and Chairman of the Audit Committee of Centric Health, a TSX-listed leading healthcare services company. He also currently serves as a Director of Goodwill Industries Inc.

Yazdi was nominated in 2009 for Canada's CFO of the Year Award by Financial Executives International Canada. He has a strong interest in health care issues, as well as in the health interests of the diverse communities served by Rouge Valley Health System, with which he has over 30 years' experience through medical care provided to family and friends.

4. Christian Buhagiar

Christian Buhagiar was most recently the Vice President, Education at the Institute of Corporate Directors (ICD), developed the Canadian Foundation for Governance Research and served as the Foundation's inaugural Executive Director. He has experience in the private, academic, and public sectors, including in federal and provincial politics. From 2002 to 2008, he served as the Director of Research Planning, Communications and Government Relations at York University.

From 1999 to 2002, he served as Director of Production for the UK-based firm Marcus Evans and was responsible in this highly entrepreneurial role for the intellectual content development, marketing, sale, and production of senior executive conferences across North America. During the years 1995 to 1999, Christian served the Ontario Government as Executive Assistant to the Parliamentary Assistant for Native Affairs, and then to the Parliamentary Assistant for Health and Long-Term Care. Prior to these positions, he worked on Parliament Hill as special assistant to the Minister of State (Environment) and the Minister of State (Employment & Immigration).

In 1994, Christian ran for municipal office in the former City of Scarborough. He was previously the Chairman of the Board of Directors of Housing Services Inc., and a member of the Board of Directors of Toronto Community Housing Corporation (TCHC), North America's second largest social housing corporation with a \$1 billion operating budget, over \$9 billion in real assets and 1400+ employees. During his time at TCHC, he chaired the Governance, Risk, and Human Resources Committee, chaired the Corporate Affairs and Audit Committee, and served on many special committees. He previously served as a member of several small non-profit boards and community advisory groups. He is a graduate of the ICD-Rotman's Directors Education Program, as well as multiple other director education courses. Christian also holds an Advanced Professional Director certification from the American College of Corporate Directors. His director experiences are rich and include strategy development, risk oversight and internal audit, corporate wind-ups and M&A, human capital planning and labour negotiations, CEO search and executive team transition, real estate development, and crisis and media management.

He resides in Scarborough with his wife and two young daughters

5. Valerie Carter

Valerie Carter is a senior executive with a comprehensive background in executive management, strategic planning, health policy, government relations, communications, and marketing. She has significant experience working with health care organizations to enhance patient care. In her current role at the Ontario Chiropractic Association, she partners with the Ministry of Health and Long-Term Care and

relevant stakeholders on the development of musculoskeletal strategies related to interprofessional collaboration and continuity of care for patients.

Valerie has previously worked as Group Director, Brand Management for the Canadian Cancer Society and Vice President, Client Services for Program Design Group working with clients such as TD Bank, British Airways, Health Canada, and the Canadian Diabetes Association.

She is from Ottawa and has a BA from Queens University.

6. Fred Clifford

Fred Clifford is a senior partner with Ernst & Young LLP, a global professional services firm. He has served a wide variety of clients both within Canada and internationally across a wide range of industries. He is also the Canadian Leader, Financial Accounting and Advisory Services Practice.

Fred is active in a variety of other charities including the Canadian National Institute for the Blind, where he is a member of the Central Zone Advisory Board.

7. Andrea Cohen Barrack

Andrea Cohen Barrack is the Chief Executive Officer of the Ontario Trillium Foundation. She provides strategic and operational leadership to this government agency and oversees the transparent investment of \$120 million in public funds.

She worked in health care administration for more than a decade before joining the Foundation, most recently as the Chief Executive Officer for Unison Health and Community Services in Toronto during an organizational merger. Previously, she served as the Executive Director of the New Heights Community Health Centres in Toronto and as Clinical Director of the Lawrence Heights Community Health Centre. She is recognized for her expertise in making organizations more effective by ensuring that systems are integrated and impact is both measured and assessed.

Andrea earned a Bachelor of Arts degree in psychology at the University of Guelph and a Master's of Health Science in health administration at the University of Toronto. She has also earned certificates in non-profit management and governance from Harvard University's business school and John F. Kennedy School of Government, as well as training in advanced board consulting from BoardSource in Washington, D.C. Andrea currently serves as a sessional instructor in health strategy and policy at the University of Toronto's Institute of Health Policy, Management and Evaluation.

A long-time volunteer, Andrea serves as the Chair of International Planned Parenthood Federation, Western Hemisphere Region. She is an Advisory Board Member for the Centre for Effective Philanthropy, a mentor with CivicAction DiverseCity Fellows, the Vice Chair of the Dean's Council for the Ted Rogers School of Management at Ryerson University, and serves as a member of the Health Policy Council at the C.D. Howe Institute.

Her community involvement includes participation in initiatives that seek to find creative and collaborative solutions to community and human rights issues.

8. Janet Dalicandro

Janet Dalicandro is the President and Co-Founder of Enrichment Enterprises Inc., a strategic consulting practice that helps corporate and not-for-profit boards, community organizations, CEOs and leadership teams "come to clarity on key business issues." The firm serves clients across a broad range of corporate sectors, municipalities, educational institutions, and not-for-profit organizations in Canada and internationally.

Closer to home, she has worked within the Scarborough community with clients in the health care and social services fields, and in the GTA with acute care, long-term care, and complex continuing care hospital boards and senior leadership teams.

Prior to starting the consulting practice, Janet led three technology and services companies with operations across Canada, internationally and worldwide on the web.

She currently serves on the Board of Educators Financial Group, and is Chair of both The Scarborough Hospital's Board of Directors and the Board at Crosslink Technology Inc. She is also a member of The Scarborough Hospital Foundation Board. Previously, she served on the Boards of, and chaired the Governance committees of, MD Financial Services and MD Private Trust, which are for-profit subsidiaries of the Canadian Medical Association, serving the financial needs of physicians and their families.

Janet has also served on the Board, Audit, and Governance committees of West Park Healthcare Foundation and Plexxus Shared Services, and as Chair of Junior Achievement of Toronto and York Region. She obtained her ICD.D designation in 2005.

9. Ome Jamal

Ome Jamal is an associate owner of a Shoppers Drug Mart, offering progressive years of experience in the areas of health care and senior management. She holds a degree in pharmacy from the University of Toronto. She has helped to establish various health and educational programs for women's health and wellness and the elderly.

10. Alan Mak

Alan Mak is a Partner at Ferguson + Mak LLP, a forensic and investigative accounting firm. He is a Chartered Accountant accredited in Canada, the USA and Hong Kong; and is a forensic accounting specialist in Canada and the U.S. Alan's practice focuses exclusively on litigation accounting, with particular emphasis on professional negligence and complex commercial litigation. He has been retained by various levels of government to advise on accounting and financial matters.

Alan's governance experience includes more than five years as Treasurer and Board member of the Real News Foundation, a non-profit international media (television and internet) service. He is currently serving as an elected member of the governing council of the Chartered Professional Accountants of Ontario, and is also a director of the Homes First Society, a non-profit housing provider.

Alan grew up in Scarborough, and lives in Toronto with his wife and two children.

11. Graeme McKay

Graeme McKay has spent more than thirty years with IBM Canada Ltd. in a variety of professional, management, and executive positions. He is currently the IBM Canada Vice-President responsible for IBM's overall relationship with the Ontario Government, Healthcare, Education and Municipal sectors. Graeme has served as the Chairman of ITAC Ontario (Information Technology Association of Canada) (2004-2006) and remains an active Committee member. In addition, he was Board Vice-President of Participation House Durham, a not-for-profit, provincially-funded organization providing full-time and respite care to adults with physical and developmental challenges.

Graeme is a graduate of IBM's executive certification process, which included education at the Harvard Business School, and has also completed the Public Executive Program and the Corporate Governance Program at the Queen's School of Business.

He and his wife Lisa have lived in south-east Scarborough for more than thirty-five years.

12. Terri McKinnon

Terri is a Chartered Accountant and Partner at PricewaterhouseCoopers (PwC) LLP. She is leader at PwC of the GTA assurance health care practice. In addition to providing core audit services to a diversified client base, Terri provides advisory services in the areas of governance, internal control, risk management, and accounting.

Over the years, Terri has demonstrated her commitment to volunteerism and community involvement in many ways, including through serving on the Board of Directors of Girl Guides of Canada, Trafalgar Castle School, and Junior Achievement of Central Ontario.

Terri lives with her family in Pickering, Ontario and enjoys golfing, skiing, and traveling.

13. Glenna Raymond

Glenna Raymond, BScN, MBA, CHE, is the former President and CEO of Ontario Shores Centre for Mental Health Sciences (Ontario Shores), a public specialty hospital that provides assessment and treatment services for people living with complex mental illness.

As the inaugural President of Ontario Shores, Glenna worked together with a new community-based Board of Directors to guide the organization to create a public hospital in 2006. Under her leadership, the organization put together a mission, vision, values, strategic plan, new brand, and site development plan. Glenna's dedication to quality and safety resulted in Ontario Shores being the recipient of provincial and national awards for innovation, quality, and team leadership in 2007 and 2009.

As a Certified Health Executive (CHE), her career includes executive roles in the acute care, mental health, and academic setting. Glenna has also held leadership roles in clinical services, human resources, professional practice, and quality and risk management. She is currently involved with a number of boards and councils and has served on numerous hospital Boards, foundations, local community charities, and mental health agencies.

Currently, Glenna is Director for the University of Ontario Institute of Technology and has been a Director for the Healthcare Insurance Reciprocal of Canada (HIROC), and Chair of the Pan-Canadian Patient Safety in Mental Health Advisory Group.

14. Krishan Suntharalingam

Krishan Suntharalingam is a Chartered Professional Accountant and Chartered Accountant. He owns and operates the chartered accounting firm Suntharalingam Professional Corporation- CA in Scarborough, which specializes in accounting, taxation, and business advisory services to private enterprises, not-for-profit entities, and charities.

He has served on several Boards of Directors, previously serving as a Treasurer/Board member of Scarborough Centre for Healthy Communities. He has also acted as an external advisor to a number of not-for-profit and charitable organizations.

Krishan grew up in Scarborough and attended the University of Toronto. He has a Bachelor of Arts (Hons.) degree, as well as a Chartered Accountant designation.

15. Karen Webb

Karen Webb is currently Principal of KWebb Solutions Inc., Board Chair of MicroSkills (a United Way member

agency), Board Governor at Seneca College, and Treasurer Camp One (engineer's obligation).

Karen has held senior positions in NFP and public organizations including VP Student Services at CGA Ontario, VP Operations at Foresters, VP Operations for Manulife's US Pension business, Project and Product Management VP roles at Rogers Wireless, and a variety of roles at Imperial Oil.

She earned her ICD.D from the Rotman School of Business at University of Toronto, her MBA from York University, and a degree in Systems Design engineering from the University of Waterloo.

To review the Lakeridge Health Board of Directors, see separate backgrounder.

-30-

Media Contacts:

Lloyd Rang
Senior Director, Communications
Lakeridge Health
905-576-8711, ext. 4360
lrang@lakeridgehealth.on.ca
www.lakeridgehealth.on.ca

Leigh Duncan
Director of Government Relations and Communications
Rouge Valley Health System
416-284-8131, ext. 4010
leduncan@rougevalley.ca
www.rougevalley.ca

Holly-Ann Campbell
Director, Communications and Engagement
The Scarborough Hospital
416-438-2911, ext. 8308
hocampbell@tsh.to
www.tsh.to