



LISA M. SMITH

VISIONARY STRATEGIST INFLUENCER

Pictou County • Nova Scotia • Canada

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A *Visionary and Strategic Senior Executive* with over twenty-one years progressive leadership experience in the long-term care, primary healthcare, and community service space. Demonstrated success in applying new ideas and bold thinking to a sector, organization, or community challenge. Proven talent in leading and executing an organization's strategic priorities and skilled at championing the key elements necessary to leverage partnerships, financing, and public awareness.

A *Powerful Communicator* who displays charisma, dignity and pride while leading incredible healthcare and human service organizations, demonstrating respect, rapport, and credibility toward staff, clients, colleagues, partners, and policymakers. Achiever of significant fundraising goals in the volunteer and charitable sector, with a growing network of potential funders and philanthropists. A confident, polished, and even voice for raising an organization's profile across a variety of communications channels, with powerful oral and written skills. Ability to sensitively navigate in complex environments including but not limited to, politics, academia, and civil society.

An *Experienced Organizational Leader* with business acumen in operations, management, and governance, devoted to an energized and innovative leadership approach that arises from a triumphant spirit, inspiration, and courage. Proven decisiveness and highly developed risk management capabilities with the confidence and courage to act on opportunities, thriving in exciting innovative and growth environments.

An *Authentic and Engaging Leader* who effortlessly displays passion, commitment and allegiance to the values, vision and mission of the associated organization, stakeholders, and collaborators. A natural aptitude for motivating, inspiring, coaching, appreciating and respecting staff. A recognised champion of cultural and social equity, with a passion for creating a friendly, cooperative, diverse, and inclusive work culture, and environment for all.

SIGNATURE STRENGTHS AND COMPETENCIES

Budget Strategies	Decisiveness	People Management
Business Judgment	Financial Management	Resource Optimization
Building Coalitions	Governance Expertise	Results Driven
Change Management	Inspiring Motivator	Technology Enablement
Communication Proficiency	Multistakeholder Relationships	Transformational Leadership
Continuous Improvement	Operational Efficiencies	Vision Strategy Growth

HIGHLIGHTS OF RELEVANT EXPERIENCE

Chief Executive Officer

GLEN HAVEN MANOR CORPORATION

2007-2022

Elevated Glen Haven Manor to a position of influence in the long-term care sector, provincially and nationally, establishing it as a recognized community difference maker, a place of great pride for staff, residents, tenants, and families; reassuring and uplifting the team at a critical time of change management, transformation, and innovation.

Defined a strong organizational vision, identified sound strategic directions, and achieved robust organizational goals with impressive results, leading the Board of Directors, staff, residents, families, and community partners, together with a devoted leadership team, through four (4) rigorous Accreditation surveys all yielding compliance ratings of more than 94%, with one earning the recognition of *Accreditation with Commendation*.

Safeguarded residents, staff, and the healthcare system from the conceivable effects of the enduring staffing crisis by decisively transposing the recruitment focus to parallel strategies, supporting opportunities for local applicants while simultaneously tapping into the global pool of candidates; successfully pursuing labor mobility as a complementary pathway for displaced talent (refugees) through the Economic Mobility Pathways Project (EMPP) as lead employer in a federal pilot project.

Established key partnerships and networks critical to navigating the complex and challenging realities of global recruitment, leading to extra national and global opportunities to present solutions to jointly meet the needs of newcomers and employers worldwide:

- a. Presented to 150 countries at the Global Forum on Migration and Development (GFMD).
- b. Participated in GFMD bilateral meetings with VIP delegates (Germany, Switzerland, Canada).
- c. Discussed immigration and settlement with the Minister of Immigration and multi-sector leaders.
- d. Featured in videos by IRCC and IOE on World Refugee Day 2020 and 2021.
- e. Accompanied the Minister of Immigration in a televised address on World Refugee Day 2021.
- f. Engaged with high-profile Foundations in support of NGO partners.

Achieved significant restructuring to ease administrative and service delivery challenges and pressures, creating roles and responsibilities that conveyed immediate and longstanding results while upholding Accreditation Canada requirements; developed, mentored, and fostered a top-talent leadership team, effectively sourcing talent from within where appropriate in a conscious effort to access the loyalty and dedication of existing personnel and to enhance employee engagement.

Completed the oversight and execution of operations, financials, and service delivery by adhering to defined policies and procedures, observing the provincial Department of Health and Wellness's licensing requirements and Accreditation Canada's required organizational practices and standards, and upholding the values, vision, mission, and strategic priorities of Glen Haven Manor.

Endeavored to create a value-added board of directors who were fully aligned with the mission and vision of the organization and primed to take the organization into the future; collaborated and integrated with the leadership team, two national unions (CUPE & NSNU), multiple government departments and several community agencies, all to maintain the highest level of accountability to the residents, tenants, families, staff, and community.

PROFESSIONAL EXPERIENCE

Service Delivery Coordinator

CONTINUING CARE BRANCH – DEPARTMENT OF HEALTH

2006-2007

Directed the provision of standardized quality continuing care services across the province by developing and implementing strategies that resulted in effective customer service delivery, rational and sound problem solving and consistent policy application by nine District Managers, and the Supervisors of Adult Protection and Intake and Placement.

Prepared briefing notes and required communications for the Office of the Minister, while ensuring the Executive Assistants, Minister and ultimately the Premier, were well-versed on emerging program and service delivery issues, identifying any apparent impacts locally, regionally, or provincially.

Project Manager – Alternate Levels of Care (ALC)

CONTINUING CARE BRANCH – DEPARTMENT OF HEALTH

2005-2006

Applied a project management methodology to effectively leading project implementation as outlined by the ALC Project Committee – Department of Health; achieved all project deliverables, ensuring project direction, schedule, budget, timelines, and scope aligned with the Project Charter and provincial Continuing Care Strategy.

Facilitated open-ended communication within the Continuing Care sector, Department of Health, and other health system partners, developing and delivering presentations to a wide range of stakeholders and community associates.

Primary Health Care Manager

COMMUNITY AND POPULATION HEALTH - PICTOU COUNTY HEALTH AUTHORITY

2003-2005

Applied comprehensive strategic planning approaches to developing sustainable Primary Health Care initiatives, ensuring cooperation and collaboration with the Primary Health Care vision, Health Authority priorities, and community stakeholder needs.

Led Primary Health Care design and implementation, managing the Health Care Transition Funds and Primary Health Care staff, delivering business plans, progress reports, and evaluations, as per the framework of Health Canada.

District Manager / Senior District Manager

ANTIGONISH & NEW GLASGOW DISTRICT OFFICES - DEPARTMENT OF COMMUNITY SERVICES

1999-2003

Exercised financial, human resources, and technology management to effectively deliver a wide range of programs, fostering high ethical standards by instilling mutual trust and confidence and maximizing employee performance through motivation and encouragement.

Applied a community development and capacity building approach to partnering with complimentary services, special interest groups, government bodies and community leaders to identify the social needs of the population and define the essential related services.

Led the Northern Regional Management Team in the resolution of service delivery issues, identifying internal and external influences and assessing any associated program or service implications, along with preparing consistent and timely stakeholder communications.

EDUCATION

Master of Public Administration Degree

School of Public Administration, **DALHOUSIE UNIVERSITY**, Halifax, NS

Bachelor of Social Work Degree

Dean's List - Faculty of Health Professions

Maritime School of Social Work, **DALHOUSIE UNIVERSITY**, Halifax, NS

Bachelor of Business Administration Degree

Double Major: Accounting/Management **Minor:** Psychology

MOUNT SAINT VINCENT UNIVERSITY, Halifax, NS

Academic Grade Twelve

Honor's List / Co-Valedictorian

RIVER HEBERT DISTRICT HIGH SCHOOL, River Hebert, NS

AFFILIATIONS

NOVA SCOTIA ASSOCIATION OF SOCIAL WORKERS

1996-2013 – *Registered Member*

PICTOU COUNTY PROGRESS CLUB

2003-2011 – *Vice Chair - Fundraising Event Co-Chair*

ROTARY CLUB OF NEW GLASGOW

2003-Present – *President - VP - Secretary - Treasurer - Fundraising Co-Chair - Paul Harris Fellow*

PICTOU COUNTY HEALTH AUTHORITY CLINICAL ETHICS COMMITTEE

2008-2014 – *Board Co-Chair - Board Member*

NURSING HOMES OF NOVA SCOTIA ASSOCIATION

2011-Present – *Board Chair - Executive Member - Founding Member*

NATIONAL SENIORS' COUNCIL

2012-2018 – *Member*

COMMUNITY AND VOLUNTEER

PICTOU COUNTY HELP LINE

2003-2016

Board Chair - Board Member - Line Worker

SUMMER STREET FOUNDATION

2008-2014

Board Member

2011 SPECIAL OLYMPICS WINTER GAMES

2010-2011

Co-Chair, Opening Ceremonies

PICTOU COUNTY BIG BROTHERS BIG SISTERS

2011-2015

Volunteer - Big Sister

SHIP'S COMPANY THEATRE BOARD OF DIRECTORS

2018-Present

Co-Chair - Chair Elect - Secretary
