

RAE NOBEL

Seasoned, performance-driven **Executive Director** with experience steering strategic change across Health & Social Service organizations. Builds internal and affiliate resources, partnerships, employee capacity, and tertiary care programs in remote, underserved districts across Northern Canada. Blends insightful business acumen with a savvy understanding of the complete planning and operational continuum for mental health services and programs in multicultural environments.

Lauded for leadership abilities in uniting key stakeholders to transform underperforming, noncompliant organizations and programs into community-focused banners. Acuity spanning strategy, finance, staffing, program management and operations with the dynamic interpersonal skill to thrive on challenges with an inborn ability to achieve goals.

EXECUTIVE ACUMEN

Change Management
 Program & Project Analysis & Management
 Mentorship, Coaching & Teambuilding
 Performance Management
 Administration Management
 Budget Planning & Administration
 Stakeholder Management

REGIONAL EXPERTISE

Northern Alliances & Partnerships
 Community Outreach & Physician Relations
 Adult & Child Mental Health Programs
 Integrated Services for Northern Children (ISNC)
 Service-Level Agreement Creation
 Multicultural Sensitivity

RELEVANT WORK HISTORY

EXECUTIVE DIRECTOR

Beaufort Delta Health & Social Services Authority (BDHSSA), Northwest Territories

1998 - 2005

FAST FACTS

- 9,500+ population
- 300+ staff
- 9 practicing physicians
- 51-bed accredited hospital
- 2 Off-site physician clinics
- 1 Public health unit
- 7 remote health centers
- 7 remote social services locations
- 3 group homes
- 2 seniors care facilities

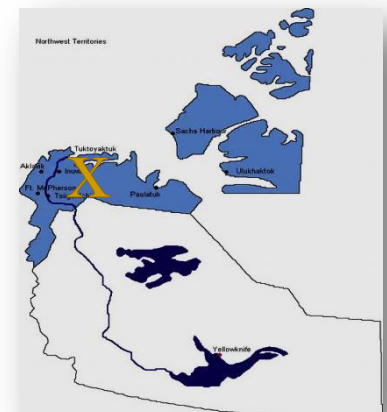
Parachuted into the only Canadian hospital north of the Arctic Circle to instill a renewed sense of trust in Board of Directors leadership, while improving strategic partnerships with the Northern Health Science Centre and NWT Health & Science Centre; quickly recognized as a matchless strategist and facilitator, uniting a Board of Directors under a flag of strategic change aligned with ministry standards while managing extensive program improvements.

CHANGE MANAGEMENT

- Rejuvenated Board member relationships, aligning strategic direction with community needs and captained a return to ministry standards by **formulating a 40-point, 2-year strategic plan** outlining critical capital projects and program enhancements.
- Mobilized a ministry audit to chart program deficiencies and define strategic program needs spanning facilities, personnel, systems, and processes.
- Addressed **35+ program gaps** in a comprehensive, 2-year strategic plan, helming oversight and management of a continuum of program changes and improvements.
- Propelled change management buy-in to marshal a culture of accountability, quality assurance, and dedication to improved services across the organization.
- Right-sized an administratively weighted mental health service department spanning 7 satellite offices by architecting fiscally prudent labour management techniques to align with ministry budgetary objectives, **saving \$60K+ annually**.
- **Amalgamated 2 satellite administrative offices** and slashed cost levels in half by negotiating new contracts and leases by successfully eradicating inefficiencies in labour management that sparked service improvements.
- Redressed noncompliance budget administration issues by automating financial tools and statistics tracking to improve program planning and funding administration, singlehandedly confronting unfulfilled historical funding agreements.

REGIONAL PROGRAM ACHIEVEMENTS

- Implemented cradle-to-grave programming spanning mental health, addictions treatment, mobile crisis response, and senior services programs.
- Fore-fronted a targeted fly-in mental health and addictions service to combat high suicide rates in native catchment areas while increasing native counselling services and native representation on the Board of Directors.
- Standardized remote case-management processes by introducing electronic case-management systems and securing funding for operational-wide computer systems to increase confidentiality in line with PHIPA.
- Championed records' audits thereby improving case-management documentation from a 4-business day turnaround to 24-hour completion.
- Increased community and service representation by orchestrating web content development.

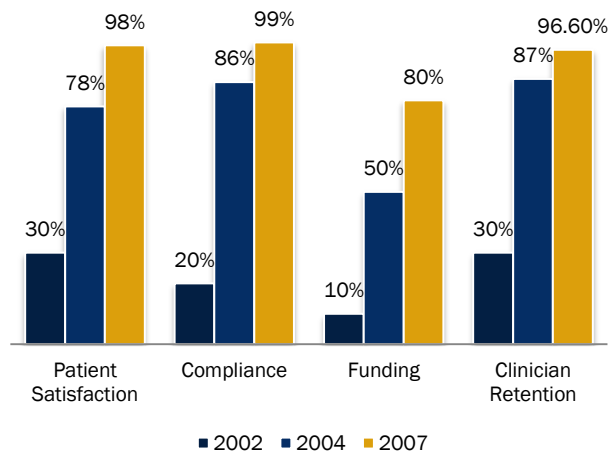


RELEVANT WORK HISTORY Continued...

Beaufort Delta Health & Social Services Authority (BDHSSA), Northwest Territories, Continued...

INDUSTRIAL RELATIONS & HUMAN RESOURCES

- Led the bargaining, negotiation, and implementation of a 4-year collective agreement that halted a protracted 9-month labour strike that had severely affected service delivery and productivity.
- Curtailed employee relations issues by advising managers on staff coaching, performance management, and conflict resolution while serving in Employee Return-to-Work and Pay-for-Performance meetings.
- Revitalized performance management and instituted a new progressive discipline program tailored to the needs of a unionized environment.
- Collaborated with 7 remote health centres to engage in program revitalizations, expanding shared resources to include speech language pathology and child psychology services.
- Headhunted and hired a Regional Director and a Director of Finance to steer clinical psychology and fiscal management program improvements.



EXECUTIVE DIRECTOR

1992 - 1998

Qikiqtani General Hospital, Nunavut

Recruited to this non-profit organization governed by a 9-member Board of Directors to support the principal health centre linking health promotion, education, wellness, and outreach for this crossroads northern community.

- Directed complex recruitment and retention initiatives, navigating stakeholder, and union agendas to create fused goals, objectives, and indicators for service programs by developing a team approach to a strategic vision and direction.
- Revitalized a pervasively stale management philosophy and outmoded procedural frameworks, and secured buy-in from team members at all organizational levels to position new community-centric mandates as critical goals.
- Ameliorated relationships with existing and nascent stakeholders through strategic community-needs analysis, clarifying remote-area needs to market the cultural and physical landscape to external agencies.
- Constructed a profitable foundation of partnerships with health centres and social service systems, establishing a physician locum pool to promote clinical competencies and manage primary and public health programs in underserved, remote areas.
- Piloted leadership in promoting and developing outreach and recruitment processes by attending national conferences and tradeshows to access talent and improve out-of-territory services.

COMMUNITY LEADERSHIP

BOARD MEMBER

2008 - PRESENT

Skills Canada NWT, Northwest Territories

Handpicked, after returning from personal leave, to serve on a board of 11 directors spanning industry, education, and government. Leveraged a passion for industrial relations and experience managing change to develop strategic priorities in Status of Women as a representative of health services. Guided strategic input, budget prioritization, marketing, product development, and skills training in support of value-added program development and capacity-building.

EDUCATION & TRAINING

INDUSTRIAL RELATIONS CERTIFICATE, Athabasca University, 2005
 Dispute Resolutions Course • Negotiations Course • Labour Relations & Arbitration Course
FINANCIAL LITERACY FOR DIRECTORS AND EXECUTIVES, Athabasca University, 2003

Strategy:

Rae was an incredible woman. After years of experience in Executive Director roles in Northern Canada, Rae had so many accomplishments that it was a matter of choosing what to leave out without losing sight of her value. Rae loved the northern reaches of Canada and during perusing her work improving a health facility in the Northwest Territories, she was diagnosed with breast cancer.

For this inspired and driven woman, even battling through a lumpectomy and several rounds of chemotherapy following surgery couldn't stop her. "Cancer is a word, not a sentence" was her mantra, and after a brief personal leave, Rae was committed to getting back involved in the work force. During her recovery, Rae volunteered as a member of Skills Canada's NWT board of directors, playing a key role in growing out a new women-focused program. After her success as a volunteer, Rae was itching to get back into the workforce, and wouldn't settle for anything less than an ED role in a remote health centre. As a Northern Girl, Rae was limiting her applications to only Northern Canada, so I chose to use Canadian English.

Renewed with a drive to improve oncology services in remote communities, Rae wanted to communicate her value. Her passion was change. Walking into each environment, she saw the possibilities for improvement and wanted her role as a change advocate to be clearly shown in her resume. She also wanted the reader to see her regional knowledge and executive competencies – she could build team engagement and retention (even in remote areas), develop strategy, grow businesses and serve as a transformative leader.

I chose to convey her by creating functional headings, drawing out her translatable executive competencies (showcasing program development, budget management, people management, strategic planning and relationship development successes) while also portraying distinctive regional challenges. I created text boxes, graphs, and even a map of the region she served so that her accomplishments would be easy to find and visualize while developing a clean, conservative, uncluttered brand.

The "Rx" brand, and "x" as a branding element throughout the document, actually came from a joke within the consultation; Rae commented that she needed a presentation "clearer than her signature" since, after over 20 years of working with physicians she had inherited their illegible writing style.

As Rae was all about results – program growth, retention, patient satisfaction etc. – I created a document that showed how she turned around unusually challenging healthcare environments and helped navigate organizations through difficult periods. After a number of weeks with her new presentation, Rae was entertaining several offers, including that of Assistant Deputy Minister of Northwest Territories Health and Social Services Ministry.