

Ruth L. Collins-Nakai

CM, MD, MBA, FRCPC, FCCS, MACC

RESUMÉ

Office address:	#3, 7570 May Common NW Edmonton, Alberta T6R 0G9
Telephone & Voice:	(780) 432-4200
Fax (business-related):	(780) 988-0853
Electronic mail:	rcnakai@telusplanet.net

EXECUTIVE SUMMARY

Trained as an academic cardiologist and organizational change leader, I thrive on developing groups with leadership challenges. My goal is to create a positive impact through innovation, teamwork, process management and policy development. I currently work as a consultant in health care, education and research. I remain a board member on various organizations and companies. For the past few years I have also been serving as a medical advisor and sometimes consultant to various biotech companies.

RELEVANT WORK EXPERIENCE

2008-present Consultant / Board member

Since I retired from clinical practice I have been serving a medical director or Chief Medical Officer and/or board member for several biotechnology companies. I also serve as a mentor or informal advisor to several startup companies and as a board member on a variety of companies, government organizations. Having had formal board/governance training and considerable leadership experience, I also continue to consult to and serve on several private, community and philanthropic boards. I also continue to work at provincial, national and international levels on early child development.

2011-2013 Board Member, Alberta Health Services

I was appointed by Order in Council to the Board of Alberta Health Services in February 2011. I served on the Quality & Safety Committee, as Chair of Human Resources Committee, and as a member of the Governance Committee. I regularly attended the Finance & Audit Committee. The Minister of Health dissolved the Board in June 2013.

2001-2008 Clinician / Healthcare / Management Consultant

Since obtaining my MBA in 1998, I had been consulting, primarily in health care and life sciences, or management areas, with an emphasis on physician liaison issues, strategic planning, academic health care planning, change management, health care financing, post-secondary education, biotechnology, and children's issues. I continued to do clinical cardiology several days per week. I also served a President of both the InterAmerican Society of Cardiology and the Canadian Medical Association during this time.

1993-1996 Associate Dean (Faculty & Clinical Affairs)
Faculty of Medicine and Dentistry
University of Alberta

In this capacity, in addition to routine management of faculty and clinical services, I oversaw and developed International Affairs, developed a process and financial accountability for fund/endowment development, introduced a completely electronic faculty salary and promotions process, and served as the major liaison with the new regional health authority. I also carried a full load in pediatric and adult congenital cardiology clinical work, teaching and clinical research.

1988-2000 Professor of Pediatrics
University of Alberta

In this capacity, I served as the Training Program Director for Pediatric Cardiology and was, until 1992, the only congenital cardiac diseases

interventional cardiologist in Western Canada. I carried a full clinical load with teaching and research in pediatric cardiology, and cross-covered the Intensive Care Unit for Pediatrics.

1980-1988 Associate Professor of Pediatrics
University of Alberta

During this time I served initially as a member, and then as Chair of the Faculty of Medicine Ethics Review Board and ran the Pediatric Cardiology / Cardiovascular Surgery Morbidity/Mortality Quality Improvement Reviews. I developed a unique computer-assisted instruction program for pediatric cardiology. I also carried a full clinical, teaching and research load in cardiology while taking additional call in the intensive care unit and directing the Pediatric Cardiology residency training program.

1977-1980 Assistant Professor of Pediatrics
University of Alberta

During this time I proposed and developed the Alberta Heritage Pediatric Cardiology Program and became its first Director. This involved not only clinical and educational components but also the first introduction of pediatric echocardiography, infant cardiac surgery, an outreach clinic system, and a research epidemiology data collection system. I also served as the Pediatric Residency Training Program Director.

NON-ACADEMIC POSITIONS

2010-present City of Edmonton Salute to Excellence

After being inducted into the Hall of Fame, I was recruited to the Committee on Community Service within the Council on Salute to Excellence. Within one year I became a member of the Council and Chair of the Committee. For the 2014-2015 year, I chaired the entire Council (including committees on Sports, Community Service, and Arts & Culture). We have recently reviewed all policies and constructed a complete policies and procedures manual for the Council and broadened both the recruitment of nominees (to be more inclusive of the Community at large) and of individuals serving on the Council. Since serving as Past Chair, I now continue to assist the Committee and Council as an expert advisor.

2007-2017 Rotary Club of Edmonton Glenora

I was able to convince my Rotary Club to support an inner city multicultural child and family support centre. The Centre provides childcare and family support to more than a dozen different cultural and ethnic groups (Ethiopian, Eritrean, Sudanese, Kurdish, Karan-from Myanmar, Vietnamese, 2 separate ethnic Chinese, Filipino, and inner city Aboriginal), many of whom are refugees.

We have accomplished accreditation for the childcare, and developed a unique intercultural training program through Grant MacEwan University with the support of the Province of Alberta. These immigrant women are learning childcare, a vocation and their rights against violence.

Within the Rotary Club of Edmonton Glenora, I have served as Chair of International Services Committee and Community Services Committee. I also served on the District Services Committee. I have had a total of 3 years on the board and last served as a member of 3 committees in my Club. Although no longer a member, I continue to support this Rotary Club

2011-2015

Royal College Canada International

This organization is the international business arm of the Royal College of Physicians and Surgeons of Canada and is responsible for disseminating and improving education and standards of care for specialists throughout the world. As one of the founding board members, we have been responsible for creating the model, policies and implementation of the strategic plan for this nascent organization. I served as Chair of the Board from October 2014 to November 2015 working at putting the organization on sound financial footing.

2008-2010

Council for Early Child Development

Board member, September 2008-2010

Executive member, 2009-2010

The Council, under the initial leadership of Dr. Fraser Mustard, attempted to convince the federal government of the need to create a national childcare strategy, and to emphasize the need for protection and promotion of the best in care for children, especially those below the age of 6 years. Dr. Clyde Hertzman assumed the role of de facto leader on Fraser Mustard's death. The Council was dissolved in 2010.

2010-2015

Genome Alberta

I was appointed to the board of Genome Alberta and am serving on the Governance and Human Resources committee, and Ethics Committee. I was the Vice-Chair of the Board and Chair of the Ethics Committee.

2010-2017

Alberta Health Out of Province Health Services Appeal

Panel

I was appointed as a member of this committee in 2010 and almost immediately assumed the role of vice-chair. I was the Chair since January 2011. Our panel reviewed the current legislation guiding the Appeal Panel and made

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suggestions for updating the legislation to try to bring greater clarity, transparency and fairness to the process. We also worked with the Ombudsman's office to clarify processes and eliminate a backlog of outstanding cases.

2008-present Canadian Medical Foundation

I was appointed to this Foundation in 2008 and its executive in 2009. The Foundation serves as the charitable arm of the Canadian Medical Association focusing on bursaries for needy medical students, physician health and well-being, and on physician outreach internationally (charitable work by physicians in developing countries –primarily focused on children). I was appointed as Chair of the Board of Trustees in 2011 and have overseen the appointment of a new CEO, renewal of the Board, and new strategic and fundraising plans for the organization resulting in a renewal and the creation of a thriving organization. After serving as Past Chair, I was asked to continue as a member of the Board.

2007 – 2010 World Medical Association

I was the sole Canadian representative of Canada to the WMA, where I chaired working groups on child health, environment and health (including health and climate change, health and degradation of the environment, and health and the built environment), and on violence against women and girls. I was able, in my short term, to have declarations brought forward and passed: Ottawa Declaration on Child Health (which broadened the scope of the previous declaration from hospitalized children, to the needs of children globally), a declaration against violence against women and children, the Delhi Declaration on Health & Climate Change. This was a major accomplishment as previously there had not been agreement on the need to act on these issues by physicians at world level.

2006 - present Athabasca University

I am serving on the Advisory Panel of the Doctorate of Business Administration program (DBA approved September 2008, first intake spring 2009, first graduates 2013)

2005-2008 Canadian Health Network: Cardiovascular Disease
& Stroke National Advisory Group

This project was an attempt by the federal government to provide a credible source of information on health issues to the Canadian public via the web.

1998 - 2005 Canadian Coordinating Office for Health Technology Assessment (Now Canadian Agency for Drugs and Technologies in Health)

I served as a member of the Scientific Advisory Panel until 2000 and then served as its Chair until 2005

1999-2003 Institute of Health Economics (formerly Institute of Pharmacoeconomics)

I served as a member of the Board of Directors as a representative of the Alberta Science and Research Authority.

2000 - 2002 Member, Governing Council
Canadian Institutes of Health Research

I was honoured to be one of the few clinicians serving on the Governing Council whose initial purpose is to create the policies and procedures for the development of an internationally competitive health research community in Canada. I served on the working groups on ethics and on finance, planning and evaluation.

1994-2001 Member, Alberta Science & Research Authority
I served on a variety of committees within the authority, (Priorities & Evaluation, Biotechnology, Strategic Investment Committee, Information Sciences, Health Research) and chaired a Life Sciences Steering Committee in developing an Alberta Life Sciences Strategy. Collectively, these activities have resulted in a greater awareness of the need for education, research and a significant investment in science infrastructure (e.g. Supernet fibreoptic wiring of the province), including new involvement of the social sciences and humanities.

1990-2004 Member, Past President
Canadian Cardiovascular Society

I served in a succession of positions beginning in 1990 including member then chair of the Ethics Committee (during which time we introduced a new code of Ethics between the profession and industry), as a member of the Council of CCS and chair of the Annual Meeting Committee, member of the Ad Hoc Committee on Reference-based Pricing of Pharmaceuticals, member of the Executive Committee and as Vice-President, and 1 and ½ terms as President (1999-2002), then past President and finally as the Canadian Representative to the World Heart Federation and to the Global Forum on Cardiovascular Diseases.

I implemented a move to “professionalize” this organization of cardiologists, cardiovascular surgeons, pediatric cardiologists, and researchers, supporting a move to Ottawa, closer relationship with the Heart & Stroke Foundation and through it, advocacy, better fiscal management, an umbrella annual meeting of

the entire cardiovascular community (Canadian Cardiovascular Congress), and a new focus of involvement in continuing professional development and workforce issues.

1989 –present Member, Past President, again President
Muttart Foundation

This is a private foundation with a multimillion-dollar endowment, focused on activities in the voluntary sector (particularly with children, families in crisis, and aboriginal peoples) in Alberta and Saskatchewan. I have served three terms on the Board of Directors and am a Life Member. For a decade I have served on the Finance and Investment committee that controls all decisions and policies regarding the Foundation's multi-million dollar assets. I have served two terms as President in the last decade and led a governance review of the entire organization.

I served my third term as President, having assumed an acting role in 2011 and then serving a full term as President once again, finishing in June 2014. Our focus is on making the Charitable Sector more effective, and, of course, on Early Child Development, Learning and Care.

1989-2003 Member, Governor, Chair, Trustee
American College of Cardiology

I served as a Governor for the Prairie Provinces, as the first Canadian, and first woman Chair of the Board of Governors, on the Executive and on the Board of Trustees, in addition to significant committee and task force work.

I also served as the Editor-in-Chief of an innovative multi-media instructional CD-ROM – the first to utilize interactive multi-media format (including angios and PET scans, & newly created embryology 3D-images) to teach cardiac embryology and pediatric cardiology.

1972 – present Member
Canadian Medical Association

I have served on the Board of Directors and a variety of committees, which have called on my expertise in finances, management and planning, innovation, leadership, workforce, prevention, and knowledge of the political and medical sectors.

I served as President of the CMA for the year 2005/2006 during which time I focused on trying to improve child health in Canada. During this term we were able to bring to fruition, the Canadian Child Health Charter (see attachment 3).

I then served as the representative of the CMA to the World Medical Association and now chaired the Archives & Awards Committee for 3 years.

1991-1995 Member
Provincial Advisory Committee on Cardiac Services

With others, we were instrumental in developing a collaborative approach between government and clinicians to the funding, equipment & waiting lists for cardiac procedures.

1990-1993 Member
Premier's Council on Science and Technology

During a short period in late 1993, at the request of the provincial government I reviewed all research funding by the provincial government (including universities, crown corporations and departments within government) and produced a set of recommendations, the most significant being the recommendation to create an "at-arms-length authority composed of a mix of government, private-sector and university leaders to promote, develop and make accountable provincial research funding". This led to the creation of the Alberta Science & Research Authority on which I have served on the Board since its inception.

1987-1989 Commissioner
Premier's Commission on Future Health Care for
Alberta

The commission traveled the province widely, with broad public consultation, and produced "The Rainbow Report" most of whose recommendations have been implemented within the province. This experience also involved interprovincial and international consultation on health care systems and financing. We were also able to highlight the need for a focus on children and their needs in terms of preventive health for the future of Alberta.

1986-87 President, Numerous positions
Alberta Medical Association

During my tenure, for a period, there was no Executive or Assistant Executive Director, so I provided both staff (Executive Director) and elected representative (President) functions. We were also able to change the functional style of the Association from confrontational to principled (win-win) negotiations. This position also involved a 2-year term on the Board of Directors of the Canadian Medical Association.

EDUCATION

2009	Financial Literacy Program (ICD)
2007-2008	Certification by Institute of Corporate Directors, Directors Education Program (ICD.D)
1998	Master's Degree in Business Administration, (MBA) University of Alberta
1978	Fellowship, American College of Cardiology, FACC
1977	Fellowship, Royal College of Physicians & Surgeons of Canada (Pediatric Cardiology) FRCPC (Harvard University)
1976	Fellowship, Royal College of Physicians & Surgeons of Canada (Pediatrics) FRCPC
1972	M.D., University of Alberta Edmonton, Alberta, Canada

HONORS AND AWARDS

1. 1966-67 & 1967-68: Queen Elizabeth II Scholarships for Academic Achievement.
2. First Pediatric Resident "Teacher of the Year Award", University of Alberta, Pediatric Resident Conference 1988, Edmonton, Alberta, March 4 & 5, 1988.
3. Honored at the University of Alberta Hospitals 'Recognition Night' for contribution to medical profession, November 1988.
4. Elected to the Alpha Omega Alpha, Alberta Chapter, University of Alberta, Edmonton, Alberta, 1988.
5. Nominee "Woman of the Year" in category Science and Technology, YWCA, Edmonton, Alberta, 1991.
6. Nominated by the Premiers Council in Support of Alberta Families for "Service Award", Edmonton, Alberta, 1991.
6. Honorary President, Canadian Society of Cardiology Technologists, 1994.
7. Woman of Vision Award, ITV and Connecting Women magazine, for professional and community service and leadership, February 1997.
8. 1997 Department of Pediatrics Faculty Teacher of the Year Award for excellence of dedication to education.

9. "Wisdom of the Heart: Women and Heart Disease", a documentary produced in association with Health Canada (and for which I was the Chair of the Advisory Committee for Health Canada, and a major editor and contributor to the content), has now won two major international awards: a *Silver Apple* at the National Educational Media Network Awards in Oakland, California, and a *Silver Medal* at the Houston International Film Festival. In October 1996, the documentary was awarded the *Bronze Plaque* at the Columbus International Film and Video Festival in Columbus, Ohio.
10. Selected as 1999 Business and Professional Woman of the Year by Business and Professional Women's Club, Northern Alberta Branch.
11. Distinguished Achievement Award (for promoting cardiovascular education and research throughout the world) International Academy of Cardiovascular Sciences. Presented at the International Society for Heart Research Winnipeg, Manitoba July 8, 2001.
12. Dedicated Service Award. Heart & Stroke Foundation of Canada. In recognition of devoted service on behalf of the Heart & Stroke Foundation of Canada. October 2002.
13. Honorary Member of the Mexican Society of Cardiology. November 2003.
14. Selected as one of "Alberta's 100 Physicians of the Century" Sept 2005.
15. Selected as 2005 "Canada's Most Powerful Women: Top 100 Award" in the category of Professional by WXN (Women's Executive Network), Toronto
16. Distinguished Honor from American College of Cardiology: Master of the American College of Cardiology (MACC) 2006
17. Honorary Member Federation of Medical Women of Canada 2006-07
18. 2006 Alberta Centennial Medal in recognition of achievements and contributions to her community.
19. YWCA Women of Distinction Lois E. Hole Lifetime Achievement Award 2007
20. College of Physicians & Surgeons of Alberta Certificate for Meritorious Service. 2007.
21. Canadian Medical Association Medal of Service August 2008
22. Distinguished Citizen. Grant MacEwan College November, 2008
23. City of Edmonton's Hall of Fame (Community Service), June 2009

24. Queen Elizabeth II Diamond Jubilee Medal 2012
25. Appointed Honourary Lt. Colonel for 1 Field Ambulance, Canadian Forces 2013
26. Annual Achievement Award, Canadian Cardiovascular Society, 2015.
27. Honorary Fellow of the Canadian Cardiovascular Society, Oct 2015 (FCCS)
28. Member, Order of Canada. Appointed December 2016.