

City of London - Application for Appointment to Western University Board of Governors

Application

Please choose the Board or Commission you are interested in serving on: **Western**

Contact Information

Name: **Lori Higgs**

City: **London**

Province: **ON**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 1500 characters): **In December 2018, I applied for a position to the City of London's Audit Committee as a community member. I was subsequently confirmed to join this committee and have been a member of the Audit Committee since 2019.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 1500 characters): **Through my volunteer work on various Boards and Committees, I have consistently been an active contributor to discussions and enjoy generative and future focused topics. Although I have depth of knowledge on financial matters I also bring value to Boards through my experience with regulatory environments, strategic planning, Enterprise Risk Management and building relationships with various levels of Government. I seek to identify mutual purpose in group settings and build consensus through active listening, genuinely seeking to understand others' views and then also sharing my own views (even if they differ from others) in a very respectful manner. I also believe that building positive relationships contributes to having successful outcomes on Boards. Building mutual respect for each other is an essential element of feeling safe to share diverse perspectives in a formal meeting setting.**

How will you support the work of a Board or Commission? (max. 1500 characters): **I have experience on a number of volunteer Boards and Committees, including the role of Chair of Fanshawe College's Board of Directors and in my six years on this Board I developed a deeper appreciation for the opportunities and challenges in post-secondary education. In my time as Board Chair, I focused on reviewing the college's subsidiary structure, diversification of revenue-generating opportunities and led the annual Board Workshop on the topic of "Innovation." The focus on innovation was selected to signal the college's need to adapt to innovative learning models in order to attract new students and tailor future learning to evolving changes in student needs and preferences. In addition, I led the college's executive compensation review, including implementation of enhanced metrics and reporting objectives for the President and CEO's annual performance review. Throughout my time on the Board, I also worked closely with fellow Board colleagues to create and implement an orientation program for new Board members to support their learning and understanding of all aspects of the college operations, strategic plan, and financial matters.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 1500 characters): **My community involvement also includes serving on the London Chamber of Commerce Board of Directors for several years, and being appointed to the role of Treasurer. In my time as Treasurer, I implemented positive changes to the financial budgeting and reporting processes. My interest in volunteering with the London Chamber of Commerce was to support the voice of business and economic prosperity in our community. While my volunteer roles with various organizations are more fully described later in this application, my experience broadly encompasses financial reporting and budgeting, investment portfolio management and management, government relations, regulatory requirements, enterprise risk management and strategic planning.**

Please tell us about your interest in being a part of the Western University Board of Governors. Why are you interested in this particular opportunity? (max. 1500 characters): **I am originally from the London area and have a great passion for volunteering in support of helping our community to prosper. From a broad perspective I'd like to contribute to Western's continued success as being ranked among the top 1% of higher education institutions worldwide. As a community member of Western's Audit Committee since 2020, I have had the opportunity to gain a high level understanding of Western's operations and a greater level of understanding of Western's finances and Enterprise Risk Management program. Given what I have learned about Western over the past two years and as a proud alumnus of Western, I would be most excited to have the opportunity to further contribute to Western at the Board of Governors level. As an executive leader with St. Joseph's Health Care London, I also recognize the synergies between health care and education and Western as a key partner in our shared academic and educational priorities.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters): **I have a BA in Administrative and Commercial Studies from Western and a Diploma in Accounting from Wilfrid Laurier University. In 2021, I was selected to receive the distinction of Fellow (FCPA) by CPA Ontario. This designation formally recognizes CPAs that have rendered exceptional service to the accounting profession and outstanding contributions to their communities.**

In terms of other awards and recognitions, in 2009 I received the Aspiring Leader Award at St. Joseph's, one of the St. Joseph's President's Awards, and in 2013 was named one of Business London Magazine's Top 20 Under 40 in recognition of business achievements, industry innovation and community involvement. In 2017, I was one of 50 individuals selected across Canada for appointment to the Canadian Board Diversity Council.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **As a senior financial executive with over twenty years of progressive leadership in Public Accounting and the Health Care sector, I bring lens of strategic and critical thinking to inform sound decision making while taking into consideration the risk tolerances of the organization.**

In my role as St. Joseph's Chief Financial Officer and VP of Clinical Support I am accountable for managing an annual operating budget of over \$500 million and lead a team of 550 staff who oversee the finance department, purchasing and inventory logistics, patient food and nutrition services, health information management, environmental services, and retail food services. I oversee all aspects of the hospital's resource allocation and budget planning processes, as well as financial reporting to internal and external stakeholders. My role also includes the oversight and management of a \$275 million investment portfolio. I provide leadership to guide St. Joseph's investment management strategy through a Board-approved Investment Policy Statement that outlines corporate objectives, long-term cash flow planning, return on investment, preservation of capital, asset mix and monitoring of external Investment Manager performance.

I have also spent considerable time on government relations and developed excellent relationships with the Ministry of Health, the Ministry of Long Term Care, and Veterans Affairs Canada and I am often called upon to share my insights and expertise for health care task forces, committees, and other groups. My work on these groups helps keep the hospital front and centre with its government partners, and supports shaping future funding policies. A summary of current committee work relating to provincial health care policy and funding matters is attached.

In 2012, the health care sector experienced substantial changes through the Ministry of Health's introduction of Health System Funding Reform for all Ontario hospitals. Through my involvement on a number of Provincial committees, I (along with my team) influenced changes to the complex methodology that is being used to fund Ontario hospitals. Building relationships with Ministry officials and providing detailed analysis and data to support the recommendations were instrumental in being able to influence these changes.

As a recent member of the United Way Elgin Middlesex Campaign Cabinet, I joined peers in raising funds and helping people understand needs and priorities and developing strategies that make an impact in the community. It is so important to give back to the community, not only through volunteering time to not for profit and charitable organizations but also through personal financial commitment and networking with others in the community to highlight the importance of providing financial support to the United Way.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 1500 characters): **I am a firm believer that we all have an obligation to contribute back to our community through volunteerism. I have a long history of volunteering with various not for profit organizations, with a particular focus in the health care and education sectors.**

Ontario Hospital Association Labour Relations Committee (2021-present)

Congregation of Sisters of St. Joseph in Canada Finance Committee (2020-present)

Congregation of Sisters of St. Joseph in Canada Investment Committee (2020-present)

Western University Audit Committee (2020-present)

City of London Audit Committee (2019-present)

Lawson Health Research Institute Finance, Audit and Investment Committee (2018-present)

Ontario Hospital Association Finance and Audit Committee (2012-present)

United Way Elgin Middlesex Campaign Cabinet (2019-2020)

Fanshawe College Board of Governors (2013-2018, including Chair of the Board 2017-2018)

Fanshawe College Audit Committee (2013-2018)

London Chamber of Commerce (2013-2017; including Treasurer 2015-2017)

Foundation Western Finance Committee (2006-2012)

Big Sisters of London Finance Committee (2004-2005)

Brescia University College Finance Committee (2002-05)

Slovenian Social and Cultural Club Board Member and Treasurer (1997-2001)

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 1500 characters): **Although I am no longer a member of the United Way Campaign Cabinet, I still support the United Way through St. Joseph's "Share the Spirit" Campaign and have been the Executive Sponsor of St. Joseph's Share the Spirit Campaign for five years, leading a dedicated team of leaders and staff to raise funds for both the United Way and St. Joseph's Health Care Foundation. Under my leadership, this campaign has raised over \$750,000 over the past four years.**

Attach resume or other document here, if needed: **Lori Higgs Resume.pdf**

Attach more files here, if needed: **Government and Ontario Hospital Association Committees May 2022.pdf**

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **5/19/2022 11:00:31 PM**

Lori Higgs, FCPA, FCA

OVERVIEW

- A seasoned financial executive, with a specialty in health care and public sector, who leads teams in delivering on exceptional value and customer service.
- An individual, dedicated to the London community, with a commitment to continuous organizational performance improvement and accountability.
- An effective communicator, mentor and leader.

WORK EXPERIENCE

St. Joseph's Health Care, London

January 2011 to Present

Vice President, Clinical Support and Chief Financial Officer

- Lead and monitor the overall management of financial planning, analysis and reporting on operations, with an operating budget of \$500 million and investment portfolio of \$275 million.
- Responsible for 600 staff including the finance department, purchasing and inventory logistics, patient food and nutrition services, health information management, environmental services and retail food services.
- Work collaboratively with the President and CEO and senior leadership team in developing key strategic business initiatives and vision for the organization.
- Foster and cultivate various key hospital stakeholder relationships both locally and provincially, and lead the development and negotiation of funding agreements.
- Ensure adequate internal controls and all substantiating documentation is approved and available, such that all purchases may pass independent and governmental audits.
- Responsible for all written and oral communications relating to financial reporting to the Board of Directors and their respective subcommittees.

St. Joseph's Health Care, London

September 2007 to July 2009 and October 2010 to December 2010

Director, Finance

- Recipient of the 2009 Aspiring Leader Award, one of the President's Awards for Leadership.
- Responsible for oversight of the hospital's financial performance and providing stewardship of funds, processes and policies.
- Championed transparency and accountability for policy and procedures, internal controls, and operating and capital budgets through participation and development of new analyses.
- Transformed the 28 person finance department into a highly functioning and cohesive team.
- Identified and recommended opportunities for process improvement and cost savings.
- Implemented numerous quality improvement initiatives, including creation of standardized reporting for quarterly financial results and corporate capital spending.
- Prepared and presented analysis of financial results, annual budget plans and related recommendations to the Board of Directors.
- Proactively supported senior leaders by providing financial expertise with special projects.
- Identified and implemented changes required relating to new accounting pronouncements.

Lori Higgs, FCPA, FCA

St. Joseph's Health Care London and London Health Sciences Centre July 2009 to October 2010 Executive Associate, President and CEO's Office

- Prioritized and managed the work of the joint and hospital-specific senior leadership teams.
- Identified and provided recommendations to the President concerning process improvements.
- Supported the President in preparation for Board meeting presentations.
- Management liaison between the President's office, external stakeholders and senior leaders.
- Assisted the President and senior leaders with strategic planning initiatives.
- Actively participated as a member of numerous committees that supported organization-wide strategic objectives.

Ernst & Young, LLP September 1999 to September 2007 Senior Manager

- Responsible for planning, facilitating and executing assurance, business advisory, and corporate tax service engagements for a wide variety of clients ranging from sole proprietorships to international public corporations, with a specialty in health care organizations.
- Assisted clients with assessing and managing various aspects of their business including cash flow projections and management, accounting policies and general risk management.
- Represented London on the National Knowledge Leader Network and facilitated learning programs for firm training initiatives.
- Received top performance ratings throughout full time working experience.

AWARDS, EDUCATION AND PROFESSIONAL QUALIFICATIONS

Fellow Chartered Professional Accountant Designation	CPA Ontario	2021
Appointed as Member of "Diversity 50"	Canadian Board Diversity Council	2017
Award – London's Top 20 Under 40 <i>(in recognition of business achievements, industry innovation and community involvement)</i>		2013
Chartered Professional Accountant Designation	Canadian Institute of Chartered Accountants	2002
Diploma in Accounting	Wilfrid Laurier University	1999
BA, Administrative & Commercial Studies	Western University	1998

COMMUNITY INVOLVEMENT

Finance Lay Advisory Committee	Congregation of Sisters of St. Joseph in Canada	2020 - Present
Investment Lay Advisory Committee	Congregation of Sisters of St. Joseph in Canada	2020 - Present
Audit Committee	Western University	2020 - Present
Audit Committee	City of London	2019 - Present
Finance and Audit Committee	Ontario Hospital Association	2012 - Present
United Way Elgin Middlesex	Campaign Cabinet	2019 - 2020
Board Member (Board Chair from 2017-2018)	Fanshawe College	2013 - 2019
Director and Treasurer	London Chamber of Commerce	2013 - 2017
Finance Committee Member	Foundation Western	2006 - 2012
Not-for-Profit Task Force Member	Public Sector Accounting Board	2007 - 2010
Finance Committee Member	Big Sisters of London	2004 - 2005
Finance Committee Member	Brescia University College	2002 - 2005
Treasurer, Board Member	Slovenian Social & Cultural Club	1997 - 2001

Ministry of Health (MOH) / Ontario Hospital Association (OHA) Committees
Lori Higgs, FCPA, FCA

Active in system leadership and advocacy at a provincial level, currently serving on the following committees:

1. Co-Chair of the Ontario Hospital Association's Finance Leader Network
 - comprised of hospital CFOs from all 141 Hospitals in the province
2. Co-Chair of the Ontario Teaching Hospital CFO Committee
 - comprised of hospital CFOs from the 23 Teaching Hospitals in the province
3. Co-Chair of the Mental Health and Addictions Administrative Data Quality Working Group
 - this group is examining data quality on Mental Health care in the province
4. Member of the Ministry of Health / Ontario Hospital Association Patient-Based Funding Financial and Clinical Data Advisory Committee
 - this group provides recommendations to the Ministry of Health on improvements in the quality and timeliness of data submissions for funding and capacity planning models
5. Member of the Ontario Hospital Association Hospital Finance Advisory Panel
 - this is an ad-hoc group comprised of hospital CEOs and CFOs to develop funding recommendations to the Ministry of Health in response to COVID-19
6. Member of the Ministry of Health/Ontario Hospital Association Mental Health and Addictions Funding Advisory Committee
 - comprised of physicians, CFOs to examine and recommend funding methodologies for Mental Health Care in hospitals and community agencies
7. Member of the Ministry of Health/Ontario Hospital Association Mental Health Quality Standards Working Group
 - comprised of clinical and administrative leaders to develop a strategy to implement clinical quality standards in Mental Health Care in hospitals and monitor related achievement of performance outcomes
8. Member of Advantage Ontario's Funding Advisory Committee
 - comprised of clinical and administrative leaders from long-term care homes to advise Advantage Ontario on funding policy and advocacy issues
9. Community member of the Ontario Hospital Association's Finance and Audit Committee
10. Community member of the Ontario Hospital Association's Labour Relations Committee