

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **Middlesex-London Health Unit Board**

Contact Information

Name: **Michael Oates**

City: **London**

Province: **ON**

Postal Code: **N6J 3P6**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have not had experience on London Boards or Commissions.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I will bring to the Board a fresh and diverse set of experiences grounded in public sector work. Having worked in varied health care settings, from hospital-based care to rehabilitation to primary care, I have an excellent understanding of the health system. In my current role as the Executive Director of a large community service agency that provides services to many marginalized, hard-to-serve or under-served populations, I have further developed an appreciation for community needs and the role that public health can play for many, whether individuals, organizations, or as a community. As a member of the Board of Health, I would further enhance this development and would be able to apply new skills within the work that I do, thereby furthering the goals of health promotion and disease prevention.

In addition to experiences gained over my career, including almost two decades of progressive leadership positions, I would also contribute a quality- and policy-based expertise: having been involved with various accreditation bodies over the years, and more recently as a reviewer responsible for evaluating practice standards, governance policies, and broad organizational policies and procedures, I have a well-developed ability to analyze and evaluate the varied systems that exist within diverse organizations with a goal of identifying areas for development and improvement and capitalizing on areas of strength.

In my current role as Executive Director, I am able to see the impacts of working to serve a smaller, often disadvantaged population who frequently experience barriers to participating fully in society. As a part of the Board, I would be able to contribute to something larger, in service of the health and wellness of not only our own community in Middlesex-London, but to the broader public health landscape through the promotion of ongoing and evolving evidence-based practices and robust research to inform future directions.

How will you support the work of a Board or Commission? (max. 3000 characters):

I have many years of Board experience and training, both as a staff person providing operational expertise in support of Directors working to further the goals of the organization, and as a Board Director working to provide fiduciary, strategic, and generative governance to organizations in our community.

As a staff person supporting different governance boards, my skills in quality improvement, operational oversight, and interdisciplinary leadership allowed the Board to develop a fulsome understanding of the work and needs of the organization as they

provided high level direction to senior leadership. I possess a deep understanding of finance and budgeting, especially as it relates to the stewardship of public funds. I understand the impacts of varied legislation; I am adept at working with others with varied levels of understanding of the systems within which we function; providing situational leadership comes naturally to me; and I am a skilled mentor and coach, helping others be better versions of themselves. All of these attributes are ones that I would bring in support of the larger whole.

Volunteering with organizations who provide supports within the mental health and addictions sector and with an Indigenous-led and Indigenous-serving organization, my knowledge of governance, human resources, risk management, finance and audit practices, and standards of practice have encouraged thoughtful discussion at the Board level and provided context and guidance for staff. My experience in working with Boards as a staff person allows me to find ways to bridge any gap that may exist between governance and operations. I embrace the concepts of governance as leadership. That is, a board should work within the three methods of governing: fiduciary or oversight responsibilities of the organization's assets; strategic or foresight responsibilities in achieving organizational goals; and generative or insight in realizing that organizations are complex and are more than merely strategies and plans.

The skills and experiences that I possess would complement those that others would bring to the Board. As a skilled communicator who is committed to collaboration and inclusion, I am equally comfortable in lending my voice in support of achieving consensus where able and in thoughtful and respectful dissent to stimulate discussion and exploration of alternative viewpoints. All of these serve to actively create conditions that are most likely to result in effective decisions.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I have spent the past several years serving as the co-chair elect of the London Middlesex Addictions and Mental Health Network, a network of senior leaders from a diverse group of organizations and agencies working within the mental health and addictions sector. This organizations in this group range from large teaching hospitals to small social service agencies. As the co-chair of this group, I have the responsibility to understand their varied needs and work to represent the members as their elected representative at other strategic and system transformation tables, all while setting aside my own preferences as I attempt to elevate the conversation. In doing so, I need to be able to navigate often contentious issues with a wide variety of partners whose own perspectives may be very different than those of the group I am speaking for. As a part of nationwide association of organizations similar to my own, I similarly have to take a very high level approach to discussions, as the systems and environments within which we operate, while similar, often have subtle differences which need to be understood to make informed decisions. This work involves advocating (both as individuals and as a collective whole) for systematic or policy changes that better align with our changing realities, all informed by evidence and real-world data. As a member of the Middlesex-London community, I also aim to involve myself in ways more personal than professional: I have coached youth baseball for years, I continue to be involved as a youth baseball umpire, and I have been involved with our local schools through parent involvement committees. As my children age, I now look for new opportunities to continue to be involved in our community and contribute to our collective wellness.

Attach resume or other document here, if needed: **Oates-CV-2022 September.pdf**

Attach more files here, if needed:

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.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **9/23/2022 11:03:54 AM**

MICHAEL L. OATES

CAREER PROFILE

A dynamic executive leader with two decades of experience in strategic planning, operational design and execution, team leadership, quality improvement and fiscal management.

SUMMARY OF QUALIFICATIONS

- Advanced leadership of large interdisciplinary teams and individuals, including development of culture, team performance and mentoring
- Demonstrated ability to manage human resources, strategic and operational planning, budgeting, and policy development.
- Well developed governance skills in working with and within Boards of Directors
- Superior ability to develop relationships with diverse stakeholders from a variety of sectors
- Commitment to continuous quality and process improvement through innovation and implementation of best practices combined with a strong customer service focus
- Strong data analysis skills with the ability to identify and translate trends into practical solutions
- Excellent organizational, communication, and lifestyle balance skills

PROFESSIONAL EXPERIENCE

St. Leonard's Community Services, London & Region
Executive Director

London
May 2018 – Present

- Overall responsibility for the strategic, fiscal, and operational functioning of a community organization focusing on services to individuals with complex histories within the corrections, justice, mental health and addictions, and homelessness sectors
- Direct reporting to a volunteer Board of Directors within a strategic and policy governance model
- Focus on development of diverse relationships with a variety of funders, system partners and external stakeholders

Thames Valley Family Health Team
Senior Director, Operations & Quality

London
October 2013 – January 2018

- Senior Leader with responsibility for all aspects of operations of multi-site interprofessional teams working in partnership with a diverse group of primary care practices within the Thames Valley region
- Lead organizational Strategic and Quality Improvement Planning and implementation
- Reporting responsibilities to the Board of Directors and Board Committees
- Strong focus on integration and collaboration across sectors with varied system partners

St. Joseph's Health Care London
Coordinator, Medicine Services

London
September 2009–October 2013

- Provided leadership to large interdisciplinary teams in primary and tertiary care teaching practices
- Responsible for all aspects of operations including quality of care and process improvement, human resources, policy implementation, community integration, and business performance

CBI Health Group <i>Multi-Clinic Manager</i>	London March 2008–August 2009
<ul style="list-style-type: none"> • Responsible for regional clinic operations • Regional lead for ongoing CARF conformance and re-accreditation • Clinical Education Coordinator in collaboration with the University of Western Ontario School of Physical Therapy 	
University Health Network, Rehabilitation Solutions <i>Program Manager</i> <i>Professional Practice Leader</i> <i>Physiotherapist</i>	Toronto June 2004–February 2008 August 2003 – June 2004 August 1999 – August 2003
<ul style="list-style-type: none"> • Provided leadership and clinical expertise to an interdisciplinary team of over 30 clinicians and consultants • Successfully managed program budget and human resources to meet aggressive revenue growth targets • Implementation of new program streams and satellite clinic development 	

VOLUNTEER EXPERIENCE

Atlohsa Family Healing Services <i>Board Member</i>	London September 2021 - Present
Canadian Centre for Accreditation <i>Accreditation Reviewer</i>	Toronto March 2020 - Present
Addiction Services of Thames Valley <i>Board Member</i>	London June 2016 – June 2021
Southwest London Youth Baseball <i>Coach, Umpire</i>	London May 2014 – Present

EDUCATION

Queens University Organizational Design	November 2015
University of Michigan LEAN Healthcare Certification	November 2010
University of Western Ontario Bachelor of Science (Physical Therapy)	April 1997
University of Western Ontario Bachelor of Science (Applied Mathematics)	April 1993

PROFESSIONAL DEVELOPMENT & PRESENTATIONS

January 2022 – Media and Crisis Communications, Fanshawe College Corporate Training Solutions
December 2021 – Speaker, Public Health Insights
September 2021 – Restorative Practices, International Institute for Restorative Practices
July 2021 – Indigenous Canada, University of Alberta
March 2020 – Accreditation Reviewer Training, Canadian Centre for Accreditation
September 2019 – Presenter, Western University, Continuing Education in Leadership Studies
February 2018 – Co-Author, Towards Optimal Electronic Medical Record Use: Perspectives of Advanced Users (published in *Family Practice, Vol 35*)
October 2017 – Executive Sponsor. Improving and Driving Excellence Across Sectors (IDEAS)
September 2016 – Co-Author, Taking the Pulse of Team Functioning in Interprofessional Primary Health Care Teams (published in *Canadian Family Physician, Vol. 62*)
April 2016 – Board Leadership in Risk Governance
March 2016 – Co-Author, Advanced EMR Use Characteristics
November 2015 – Effective Governance for Quality and Patient Safety
November 2015 – Presenter, Association of Family Health Teams of Ontario
August 2015 – Media Training: Message, Delivery, and Timing
June 2015 – Co-Author, Team Development in Family Health Teams (*submitted for publication*)
June 2013 – Presenter, Southwest LHIN Quality Symposium,
November 2012 – Presenter/Facilitator, St. Joseph’s Health Care London, Crucial Conversations
May 2012 – Sandra Letton Quality Improvement Award Winner, St. Joseph’s Health Care London
January 2012 – Presenter, University of Western Ontario Department of Family Medicine,

REFERENCES

Available upon request.