

# Mike Nader

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## Senior Healthcare Executive

An innovative, collaborative, and transformative healthcare leader with a proven track record of driving exceptional results in complex provincial and regional health systems, including academic, tertiary, and community-based organizations. Adept at navigating multifaceted challenges by analyzing operations, shaping broad-based strategic plans, and cultivating high-performing teams to deliver impactful outcomes. Brings strong systems-thinking, communication, and interpersonal skills to motivate, negotiate, and foster strategic partnerships with leaders, physicians, staff, unions, governments, and third-party stakeholders. Committed to enhancing the sustainability, efficiency, and responsiveness of Canada's public healthcare system.

## Professional Experience

### President and Chief Executive Officer

Winnipeg Regional Health Authority (WRHA)

2021 to 2025

Winnipeg, Manitoba

**WRHA has annual operating budget of approximately \$2.5 billion and a workforce of over 14,000 employees.** Oversaw the delivery of healthcare services to more than 800,000 people across 200+ facilities, including primary care centers, hospitals, long-term care homes, and community health programs (including public health). Led strategic planning, operational efficiencies, and system-wide transformation within one of Canada's largest regional health authorities. Accomplishments included:

- Led WRHA through the COVID-19 pandemic, ensuring system resilience, workforce redeployment, and post-pandemic recovery.
- Directed the WRHA 2023-2028 Strategic Plan, embedding equity, access, system efficiencies, and staff well-being.
- Spearheaded major capital redevelopments, including the St. Boniface Emergency Department redevelopment, Portage Place Healthcare Centre of Excellence, and a region-wide facilities master plan.
- Improved patient flow, reducing long hospital stays (LLOS) by 16% and expanding Urgent Care Services and Walk-in Connected Care Clinics.
- Eliminated the surgical backlog, surpassing 110% of pre-pandemic surgical capacity.
- Strengthened Indigenous and Francophone health integration, advancing culturally safe healthcare initiatives.
- Achieved 94.9% compliance in WRHA's 2024 Accreditation Canada survey.
- Enhanced employee engagement, increasing staff and physician satisfaction by 7%+ and 13%+, respectively across multiple sites.
- Expanded ICU capacity and managed 400+ patient transfers, improving system-wide crisis response.
- Secured funding for hospital expansions, adding 67+ new beds to meet growing demand.
- Optimized financial performance, reducing agency staffing reliance and enhancing patient safety monitoring.
- Strengthened government and community engagement, improving inter-agency healthcare coordination.

**Executive Advisor**

2020 to 2021

*PwC Canada**Toronto, Ontario*

- Advised on health system workflow improvements, supply chain efficiencies, and home care redesign to enhance operational performance.
- Supported mergers / acquisition analysis, system integrations, and public sector transformation projects, ensuring seamless transitions and service alignment.
- Provided strategic guidance on policy development, organizational restructuring, and cost optimization for healthcare organizations.
- Engaged with health system leaders and stakeholders, offering evidence-based recommendations for sustainable healthcare improvements.

**Chief Transformation Officer (secondment)**

2019 to 2020

*Ontario Health / Santé Ontario (OH)**Toronto, Ontario*

***Ontario Health (OH) is a provincial agency responsible for overseeing healthcare delivery, improving clinical guidance, and enhancing quality of care for patients across Ontario.*** Played a key role in establishing and leading a transitional management team to consolidate and merge 20 provincial agencies and Local Health Integration Networks (LHINs) into OH. Key achievements:

- Oversaw the development of governance, HR, finance, IT, policy, risk management, and communications functions for the newly integrated agency.
- Successfully merged provincial agencies and transitioned LHIN functions into OH.
- Contributed to Ontario Health's strategic planning to align with provincial healthcare priorities.
- Supported healthcare transformation initiatives with provincial ministries, including:
  - Negotiating integrated accountability agreements with health service providers.
  - Establishing the Mental Health Centre of Excellence to enhance service delivery.
  - Advancing integrated care models, modernizing the healthcare supply chain, and expanding digital health and virtual care initiatives.
- Played a critical role in COVID-19 response efforts, including capacity planning and supply chain continuity.

**Executive Vice-President, Clinical Support & Performance**

2018 to 2019

*University Health Network**Toronto, Ontario*

***UHN has workforce of 16,000 staff, 900 physicians, 700 leaders and 6000 learners.*** Led a team of 8 senior executives (VP/CEO level) and provided oversight for the Medical Imaging, Laboratory Medicine, Pharmacy, Safety and Quality, Government relations and strategic development, Facilities Operations and Capital Redevelopment, Altum Health (CEO); Commercialization and Business Development, Strategic Initiatives and Performance Management portfolios. Key accomplishments:

- Finalizing \$1 Billion Integrated Facilities Master Plan
- Stabilized Altum Health's net revenue contribution of \$10M and network sites across Ontario providing care to patients with workplace injuries and require additional support for recovery
- Established the organization's performance measurement framework with real-time monitoring
- Led the organization's accreditation preparedness activities resulting in Exemplary Accreditation

**Executive Vice-President & Chief Operating Officer & Performance**

2016 to 2018

*University Health Network**Toronto, Ontario*

Led a team of 7 Senior Vice-Presidents providing oversight for clinical and facilities operations, patient experience, and collaborative academic practice. With a budget of \$1.3 Billion, operations include 1300 beds spread across 10 programs and numerous sites: Toronto General Hospital (TGH), Toronto Western Hospital (TWH), Princess Margaret Cancer Centre (PMH) and the Toronto Rehabilitation Institute (TRI). Achievements include:

- Implemented Caring Safely, transforming UHN into a high-reliability organization focused on zero preventable harm and superior patient experience.
- Established an overcapacity protocol, reducing ED wait times by 30%, OR cancellations by 55%, length of stay, and eliminating 38 unfunded escalation beds.
- Created the Office of Stewardship & Sustainability, eliminating a \$16M forecasted deficit (2016/17) and delivering a \$5.4M surplus (2017/18).
- Spearheaded the Hillcrest Reactivation Centre, helping patients transition from long-term care pathways back to their homes with community supports.
- Led capital projects, including a \$50M Stem Cell Transplant expansion (PMH), \$150M OR rejuvenation (TWH), \$60M laboratory expansion (TGH), and a 75-bed transitional care reactivation site (TRI) to reduce ALC patients.
- Developed UHN's strategic plan with a Population Health focus.
- Served as executive lead for integrated comprehensive care and social medicine programs

**Chief Operating Officer**

2014 to 2016

*Vancouver Coastal Health – Coastal Community of Care**North Vancouver, British Columbia*

Oversaw the strategic direction and operations of the Coastal Community of Care (serving a population of 350K residents & 14 first nations communities). Operations include 6 hospitals (420 beds), 2 diagnostic centres, 13 residential care sites (1581 beds), and community programs with a budget in excess of \$465M.

- Promoted Releasing Time to Care achieving a 30% reduction in Care Sensitive Adverse Events.
- Steered clinical operations improvements resulting in enhanced patient flow, a 6% reduction in acute inpatient days, 9.4% reduction in ALC, and 5.0% reduction in ED Admission Rate.
- Initiated the development of a new acute care tower (\$170M) and numerous facilities improvements.
- Led one of ten provincial prototypes to redesign the primary and community care system
- 59% improvement in financial position in the first year, reducing deficit from \$11.5M to \$4.7M

**Residential Care Rejuvenation** – Executive lead to rejuvenate and replace 850 residential care beds across Vancouver Coastal Health (total contract value in excess of \$1B).

**Chief Operating Officer & VP, Clinical System Transformation**

2012 to 2014

*Vancouver Coastal Health – Richmond Community of Care**Richmond, British Columbia*

Oversaw health services in the Richmond Community of Care serving a population of over 200,000 residents. Operations included a 241-bed acute care hospital, 5 residential care facilities (751 beds), and community programs with a budget of \$270 Million.

- Promoted over 300 LEAN / Releasing Time to Care quality initiatives resulting in:
  - Richmond Hospital receiving 2014 BC Patient Safety and Quality Council Award
  - Full accreditation with 98.2% of Accreditation Canada criteria.
  - 20% reduction in ER wait-times while ER visits grew by 10%
  - Nurse-Sensitive Adverse events reduced (UTI's down by 10%; SSI down by 69%)
  - Hip-Fracture Fixation target (48 hours) increased from 65% to 95%
- Initiated a Master Plan for the redevelopment of the acute care site (\$600M), rejuvenation of residential care facilities (\$50M+) and consolidation of Community programs.
- Fostered development and growth of the provincial Bariatric Centre of Excellence.
- Realized over \$6M of productivity and financial savings through the systematic review of operations.

## Education and Training

<b>Institute of Corporate Directors ICD.d</b> <i>Institute of Corporate Directors</i>	2024 Winnipeg, Manitoba
<b>Lean Executive (Director)</b> <i>Lean Sensei International</i>	2006 (2010) Vancouver, British Columbia
<b>Masters of Arts, Health Care Leadership &amp; Training</b> <i>Royal Roads University</i>	2005 Victoria, British Columbia
<b>Masters of Business Administration</b> <i>University of British Columbia</i>	1998 Vancouver, British Columbia
<b>Bachelor of Science, Biology</b> <i>University of British Columbia</i>	1994 Vancouver, British Columbia

## Community Involvement & Memberships

Vice Chair of the Board, Health Insurance Reciprocal of Canada (HIROC)	2022 to Present
Board Chair, Manitoba Association for Safety in Healthcare (MASH)	2022 to Present
Board Member, Canadian College of Health Leaders	2024 to Present
Surveyor / Team Lead, Accreditation Canada	2007 to Present
Member, Canadian College of Health Leaders	2007 to Present
Scout Leader, Scouts Canada	2018 to 2021
Board Member, Health Insurance Reciprocal of Canada (HIROC)	2017 to 2021
Board Member, CanProbe	2017 to 2019
Board Member, Plexxus	2017 to 2019
President / Board Chair, VGH Thrift Shop Society	2006 to 2016
Co-Chair, BC Provincial Medical Imaging Advisory Committee	2010 to 2012
Chair, Canadian Radiology Administrative Directors	2008 to 2009
President / Board Chair, Renfrew-Collingwood Seniors' Society	2005 to 2008
Board Member, Canadian Hemochromatosis Society	2005 to 2007
Board Member / Treasurer, Canadian Crossroads International	1998 to 2001
Honorary Life Member, UBC Hospital Volunteer Auxiliary	