

## PROJECT PLANNING/DELIVERY MANAGEMENT EXECUTIVE

Mega Complex Capital Projects Delivery | Contract Negotiation and Settlement |  
Facilities Management | Operational Strategy and Improvement | BB Lean Six Sigma

30 years of strategic, operational, mega capital projects planning and delivery, facility management leadership. Executive lead for multi large and complex projects including planning, design, implementation and closeout (Lump Sum and AFP). Vice President of Canada's leading community, academic, teaching and research hospitals. Confident, open, transparent and accessible leadership style accompanied with passion for innovation, transformation and performance excellence.

### ACHIEVEMENTS

#### Recognized Leadership:

Established strategic long-term and short-term development and maintenance plans, Capital planning and development of mega and major complex infrastructure projects, master planning, building services and engineering, asset management and leasehold, operational and strategic accountability.

#### Capital Projects Leadership:

Managed and led large, multidisciplinary teams and oversee programs and budgets exceeding \$1B for all stages of projects (Lump Sum and AFP). Michael Garron Hospital (\$600M, DBF), new patient care tower. Renew Sinai Phases 2, 3A and 3B (\$1.3B), 134 phase completions. Bridgepoint Hospital (\$1.2B, DBFM), received 22 national and international awards.

#### Government Relations:

Created strong and continuous relationships with Infrastructure Ontario, the

### CAREER HISTORY

**Self-Employed** | Toronto, Ontario **2025 – date**  
**Strategic Advisory Leadership in Capital Planning, Project Delivery and Facility Operation**

**Michael Garron Hospital** | Toronto, Ontario **2021 – 2025**  
**Vice President, Facilities, Planning, Redevelopment & Support Services**

- Successfully led the negotiations to resolve disputed Interim Completion and Substantial Completion milestones on P3 complex project (\$600M) DBF (new patient tower and site renovations).
- Completed the revised submission of Michael Garron Hospital Master Plan Phase 2 looking at 10-20 years vision and implementation (\$2-3B).
- Successfully negotiated with Ministry and Infrastructure Ontario, the addition of major change orders including the adding of 60-beds for inpatient care.
- Successfully led the utilization management activities and reduced the cost associated with external decanting resulted from the complicated project implementation and the operational increase in space demand.
- Implemented new initiatives for operations of Facilities, Support Services and Bio-Medical Engineering.
- Successfully engaged the Board of Directors in the project and resolved issues related to critical milestones.

**Sinai Health** | Toronto, Ontario **2014 – 2020**  
**Vice President, Facilities and Capital Development**

- Established departments operational and project strategies in line with the organizational strategic directions.
- Using innovation, achieved the improvement of several operational services along with the Project Management Office.
- Implemented LEAN experiments and processes to aid the design of clinical area for excellence and efficiency.
- Established 10-20 years Real Estate development options along with sites Capital Financial Plan that is presented to the Board as part of overall

Ministry of Health and Long-Term Care, OHA and other internal and external and stakeholders.

Multi-local share successful negotiations for the benefit of the organizations.

Increase Ministry of Health contribution to project after bid and during construction (for an example: \$50M for Michael Garron Hospital and \$28M for Sinai Health)

**Negotiations with External Vendors, Contractors, and Authorities of Jurisdiction:**

Achieved great results in dispute resolution, risk management & mitigation, and finding resolution to the complex issues of a project. Successfully negotiated the settlement of three-multimillion-dollar claims (38% of original claim paid) with contractors and consultants.

Successfully removed disputes causing milestones delays, reducing impact on time and budget.

Recommended by Infrastructure Ontario to deal with complex projects issues.

**Land Exchange, Re-Zoning, and Site Plan Approvals:**

47 Land Exchange Agreements with the City of Toronto on Bridgepoint site.

Led large multi-consulting team to a successful re-zoning.

Led community consultation and worked with the City of Toronto staff and councillors for approval.

Continuous community presentations and

hospital's Financial Plan. Involved in post construction operating plan process.

- Successfully achieved the organization target of implementing facilities management and capital projects (\$3.5B), space utilization, and master planning (DBFM, BF and Lump Sum)
- Successfully negotiated with the Ministry and Infrastructure Ontario an increase in the Ministry's funding to projects that reduced the hospital's local share by 20%.
- Obtain Ministry approval to for several change orders during bid and construction phases (\$28M-\$45M)

**Sinai Health- Bridgepoint Active Healthcare | Toronto, Ontario 2013 – 2014  
Joint Vice President, Facilities and Capital Development**

- Recommended by IO Executives and engaged by Board of Directors to negotiate three-multimillion-dollar claims by contractors and consultants and successfully achieved 62% reduction of the claims.
- Successfully eliminated project pausing risk and managed to bring the largest BF project in Ontario back on-track through renegotiations with Ministry and Infrastructure Ontario.
- Successfully negotiated and obtained the Ministry's approval to increase the DBF project budget on several occasions.
- Improved the performance of the PMO through restructuring, and increased the confidence of two Boards of Directors, stakeholders, and authorities with jurisdiction.

**Bridgepoint Active Healthcare | Toronto, Ontario 2007 – 2013  
Chief Facilities Planning and Redevelopment Officer**

- Successfully led the first DBFM project in Toronto, on-time, and under budget, \$600M in construction and \$600M in life cycle and maintenance.
- Received 22 national and international awards for the new 472-bed facility for Chronic Complex Care and Rehabilitation.
- As the hospital's representative for the Project FM Contractual Agreement, successfully upheld the FM operator to contract and high standards of maintenance.
- Established strong internal and external relationships that were invested in removing obstacles from, and successful implementation of, the project.
- Successfully led 47 Land Exchange Agreements with the City of Toronto, Re-Zoning, Community Consultation and Site Plan Approvals. Real Estate development options.

**St. Joseph's Health Care London| London, Ontario 2000 – 2007  
Manager, Facilities Planning and Development**

- Oversee the physical asset of over 3 million square feet on five main sites: acute care, rehabilitation and complex care, mental health, long-term care, and community-based clinics.
- Successfully led, on-time and on-budget, Capital Projects, BF, DBFM and Lump Sum including:

troubleshooting during construction.

**Mergers and Acquisitions:**

As an active part of the executive team, implemented strategic priorities to merge two hospitals as well as the divestment of mental health hospitals to St. Joseph’s Health Care London. Established clinical program evaluation from scratch to monitor, assess and report the implementation of patient-centred quality care and risk management. Established city-wide policies and procedure for capital projects and plant maintenance.

**Leadership and Employee Engagement:**

Achieved excellent reputation and track record for motivating staff and colleagues. Through leading by example and believing in shared leadership, every single member of the team had a role to play in departmental and organizational success.

**INTERESTS**

- Drawing
- Decorating
- Poetry
- Music
- Sports (soccer, hockey, and basketball)

- Complex Acute and Ambulatory Restructuring (\$180M)
- Mental Health Restructuring (\$180M)
- Southwestern Rehabilitation and Complex Care Services (\$12M)
- Diagnostic Imaging Master Planning (\$15M)
- Successfully managed three PMO teams (external consultants) to implement the organizational strategic, physical, and operational improvements.
- Established City-wide project management and physical plant policies and procedure for London hospitals.

**London and St. Thomas Psychiatric Hospitals, Ontario** **1995 – 2000**  
**Quality Management, Hospital Administration Team**

**Water Resource Centre | Newcastle University, UK** **1993 – 1995**  
**Research Associate and University Demonstrator**

**Engineers Circle and Consulting Offices, Syria** **1984 – 1987**  
**Management and Construction Engineer**

**Department of Civil Engineering | Damascus University, Syria** **1984 – 1987**  
**Lecturer**

**E D U C A T I O N**

**Rotman School of Management | Ontario, Canada** **2020 - 2020**  
**The Academy Hospital Leadership Academy (50% Completed)**

**Fanshawe College | Ontario, Canada** **1999 – 2000**  
**Health Services Management and Administration**

**Newcastle University | United Kingdom** **1988 – 1994**  
**Doctor of Philosophy in Civil and Structural Engineering**

**Sheffield University | United Kingdom** **1987 – 1988**  
**Master of Science in Civil and Structural Engineering**

**Damascus University| Syria** **1979 – 1984**  
**Bachelor of Science in Civil and Structural Engineering**

**P R O F E S S I O N A L L I C E N S E S A N D A F F I L I A T I O N S**

- Lean Six Sigma Black Belt Certification (ICBB)
- Canadian College of Health Leaders (CCHL)
- Professional Engineers of Ontario (PEO) and Ontario Society of Professional Engineers (OSPE)
- American Society of Civil Engineers (ASCE)