

**Curriculum Vitae - Dr. Loreen Gilmour**  
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**AREAS OF EXPERTISE**

- Strategist and Thinker – make sense of complex evidence, be the voice of reason and ensure realistic implementation plans are developed.
  - Researcher and Evaluator – lead and coordinate numerous research inquiries which deliver rigorous and valid findings and recommendations for improvement.
  - Relationship Builder – seek and develop strong working relationships with stakeholders and partners from a multitude of sectors and experiences.
  - Team Leader – motivate and develop staff, consultants, partners and volunteers.
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**EDUCATION**

Doctor of Philosophy 2008 - Community Health Sciences, Faculty of Medicine, U of C

- Dissertation Title “Realism Approach to Theory and Implementation of Knowledge Translation: A Case of a Patient Safety Intervention within an Adult Acute Care Setting”.
- Studied how 36 nurse managers from three Calgary adult hospital sites implemented a series of patient safety polices through the mechanisms of education and delegation.
- Discovered the local contextual factors that triggered or suppressed the desired outcomes. Developed recommendations which established priorities to increase the adoption of similar initiatives in a variety of local contexts.
- Achieved a rare unanimous highest Grade “1” for both my dissertation and oral defense.
- Gained a unique and very practical perspective on policy as I was part of the policy development and approval process as a Calgary Health Region board member and then studied the implementation issues as a PhD student.

Masters of Business Administration 1991 - Executive Program, University of Toronto

- Focus on strategic thinking to ensure that plans deliver on the vision and goals.
- Dean’s Honours List – First Year, Top 10%

Bachelor of Commerce (Honours) - University of Saskatchewan

- Dean’s Honour List – Third Year and Fourth Year

Canadian Securities Course 1994 - Canadian Securities Institute

Teachers of Adults Diploma 1993 - Algonquin College

## **PROFESSIONAL EXPERIENCE**

**Alberta Health Services  
Research Scientist, ERAS**

**2016 to present**

Support Enhanced Recovery After Surgery (ERAS) spread and scale throughout AHS by leading the research and policy development initiatives which focus on patient perspectives, practical implementation issues such as clinician perspectives and health care system concerns. I work in a dyad with the ERAS Implementation Lead to enact the ERAS Charter by integrating research findings and extending best practices which reflect AHS policies to a multitude of embedded surgical programs and practices. Key accomplishments:

- Lead writer and project manager for seven research grant applications: PRIHS 3, CIHR Policy grant, CIHR Innovative Clinical Trial, CIHR Patient Perspectives, CIHR Sex and Gender Study, U of C Seed Grant and Alberta Innovates Technology Grant. Research grant writing requires strategic, academic, financial, project management and team building skills.
- Recruited and work with numerous Patient Advisors on a plethora of projects and grants.
- Developed relationships with ERAS researchers and clinicians within AHS and across Canada as new research and program opportunities arise.
- On-going responsibilities to write briefing notes for SCN leadership and evaluation outcome reports for several granting agencies, ethics boards and budget reports.

**United Way Calgary and Area  
Vice-President Strategy  
Director, Policy, Research and Operations  
Director, Poverty Initiatives and Research  
Director, Poverty Reduction Coalition**

**2008 to 2016**

My responsibility was to contribute to improved social conditions by developing and constantly improving the policy and program environment for vulnerable populations. This involved research to understand population level issues, government mandates and policies, the local context for both non-profits and businesses and to share best practices amongst the sector.

I led the transformation at United Way (UW) for how research was used to influence changes to policy, systems, program and practice both within UW and amongst our network of over 100 agencies. I changed the culture of my group and influenced the organization by introducing strong project management, robust research designs, effective program evaluations, recruiting and leading several advisory committees representing a broad range of stakeholders and finding consensus while continuing to develop a staff of 14 and numerous consultants. Key results:

- Developed and coordinated a research program which identified the transit barriers for vulnerable youth, worked with municipal government and youth serving agencies to successfully implement the key recommendations. I directed an extensive knowledge

translation and transfer effort to create this change which resulted in an additional 47,000 low income Calgarians becoming eligible for reduced transit fares.

- Led an extensive multi-method research effort into the reasons why Alberta's high school graduation rates were amongst the lowest in Canada and what could be done to improve those rates. Spent six months working with key government officials to create buy-in for several changes to the Education Act. This research report was used extensively by bureaucrats, politicians and school officials and contributed to a new major initiative within UW called "All in for Youth" which continues to influence school policies.
- Supervised the research and evaluation efforts for \$40 million in grants to over 100 agencies and 40 collaborations. This effort ensures that the funds are well stewarded and that outcomes are in line with our stated objectives. A significant knowledge translation and transfer effort was ongoing to ensure that best practices were adopted such as streamlined intake processes and optimal outcomes were achieved for the community.
- Created various practical guides to assist vulnerable populations to navigate complex systems. Over 25,000 copies of the "Hope" guide have been requested which makes it a Canadian best seller. Thousands of other guides have been distributed.
- Developed a 'Rapid Response' methodology which aims to quickly create a plan and consensus amongst a divergent group. Published and distributed this guide at the request of several participants and other United Ways across Canada.
- Appointed as UW's staff liaison with the Mayor's office on a joint poverty initiative and for three years facilitated the 18 member Stewardship Group. City Council and UW board approved an additional \$3 million in funding upon the report completion.
- Appointed as United Way staff support for the Board's Public Policy Committee where provincial and municipal policy opportunities and plans were discussed. My role was to research policy options and develop knowledge translation plans for the committee.
- Presented to the Justice Committee of the Canadian Senate in February, 2014 regarding UW research findings on poverty and crime.
- Recruited to the Provincial Governments Strategic Alliance Committee, Human Services, which focused on the impact of government programs and policies upon vulnerable populations. UW research reports and input are frequently used to influence the direction of government policy and programs.
- Stewarded the implementation, monitoring and evaluation of several pilots and test projects. Developmental evaluations have been a critical tool to create iterative quality improvements in these programs.
- Numerous staff have been developed and promoted to lead significant projects both within UW and with other non-profit agencies.

**Citizen's Advisory Team (CAT)  
South Health Campus**

**2012 to 2015**

- Volunteer member of CAT which contributed to continued improvements in patient centered care for the South Health Campus and to AHS in general.

**Assistant Adjunct Professor  
Department of Community Health, U of C**

**2011 to present**

- Taught a Master level class in Social Policy at the School of Public Policy, U of C (Winter Semester, 2015, 2016, 2017). Very positive student reviews as I am able to communicate complex models which enable the students to internalize the concepts.

**Director, Board of Directors  
Calgary Health Region**

**2001 to 2008**

Reporting to the Minister of Health through the Chair, the Board of Directors were responsible for the governance of a large and complex health region which served 1.2 million people, employed over 29,000 staff with a budget of approximately \$2.5 billion.

- Quickly earned the respect of the Chair, fellow Board Members and Senior Executives by bringing strong people skills and a strategist perspective where I was able to make sense of competing priorities in a complex systems and by championing the patient and community viewpoints.
- Chaired the Vision, Mission and Values committee which resulted in a widely accepted new mission statement 'Leaders in Health – a Partner in Care'. Developed the policy based on a broad consultation process across the organization, assisted in the synthesis of input and continued as the key board contact on the implementation and evaluation plans.
- Chaired the Finance and Audit Committee for two fiscal years and achieved clean audit opinions from the Auditor General of Alberta. Appointed by the Chair to be the Board representative to management's annual budget planning and program priority process. Vice-Chair for one year prior to becoming Committee Chair.
- Shepherded several consultations regarding our most contentious policy issue 'Conflict of Interest' which was successfully passed. Appointed to the Board of the Calgary Health Trust Board for five years and numerous other committees and task forces.
- Appointed by the Chair as the Board's media spokesperson on numerous issues.

**Mother, Caregiver and Policy Advocate**

**1997 to 2001**

The premature birth of my second child (11 weeks early) and her battle against pediatric cancer and Cerebral Palsy required that I became a full time mother and caregiver. She is now a post-secondary student living on her own in residence. This experience changed the course of my life:

- Became a policy advocate for patient issues and was able to have several hospital policies changed for my family. The department's refusal to adopt these policy changes for all families was my prime motivation to seek election to the Calgary Health Region Board.
- Became a better human being with more wisdom and grace.

**Professor, Marketing and Management  
Algonquin College, Ottawa**

**1992 to 1997**

- Taught management courses which focused on strategic decision making and planning.
- ‘Teacher of Excellence’ award as voted by students.

**Director, Board of Directors  
Ontario Lottery Corporation**

**1993 to 1996**

- Contributed to the development and successful implementation of many improved governance policies based on the Carver model.
- The organization grew to \$2 billion in revenues and continued to be a leader in the industry in terms of product innovation and technology platforms.
- Chaired the Marketing and Sales Committee for two years.

**Director of Marketing  
Redpath Sugars, Toronto**

**1988 to 1992**

- Responsible for all strategic marketing decisions and multi-million budgets for the organization’s consumer brands including new sugar product introductions.
- Led a team of seven direct reports, hired and managed two contract sale forces and provided peer leadership to the Sales and Executive team as we achieved consistent annual growth.

**Brand Manager  
Procter & Gamble, Toronto**

**1982 to 1988**

- Delivered consecutive sales expectations by developing and managing multi-million dollar marketing programs for numerous consumer product goods.
- Developed strategic management skills in an environment where executional excellence, deep research understanding and thorough analysis of your brand’s business was paramount.

**AWARDS**

**2015** – Finalist for the Rotman/TD Women @Work Essay Competition.

- One of 6 national finalists in an essay competition discussing work and family balance. Competition was open to any Canadian woman with a university degree and ten years working experience. 334 essays were received.

## PUBLICATIONS

### Peer Reviewed

Gillis C, Gill M, Marlett N, MacKean G, GermAnn K, **Gilmour L**, Nelson G, Wasylak T, Nguyen S, Araujo E, Zelinsky S, Gramlich L. (2017). Patients as partners in Enhanced Recovery After Surgery. bmjopen-2017-017002.R1.

Gramlich L., Sheppard C., Wasylak T., **Gilmour L.**, Ljungqvist O., Basualdo-Hammond C., Nelson G. (2017 in press). Implementation of Enhanced Recovery After Surgery: A Strategy to Transform Surgical Care Across a Health System. Implementation Science. IMPS-D-16-00715R2

### Grey Literature

From Crisis to Resiliency: A guide for partners in flood recover. United Way of Calgary and Area. Aug, 2013. <http://calgaryunitedway.org>

Enough for all - Unleashing Our Communities Resources to Drive Down Poverty in Calgary. Final Report of the Calgary Poverty Reduction Initiative, Volune1. City of Calgary, United Way of Calgary and Area. June 2013. <http://enoughforall.ca>

From Getting By to Getting Ahead: Six levers for Building the Wellbeing of Families with Lower Incomes. June 2012. United Way of Calgary and Area. [http://www.calgaryunitedway.org/main/images/Documents/From\\_Getting\\_By\\_v2\\_online](http://www.calgaryunitedway.org/main/images/Documents/From_Getting_By_v2_online).

**Social Policy Framework: Submission to the Government of Alberta, Phase 1 and 2.** Oct 2012  
United Way of Calgary.  
[http://www.calgaryunitedway.org/main/images/Social%20Policy%20Framework%20Submission%20Phase%202\\_Nov%202012.pdf](http://www.calgaryunitedway.org/main/images/Social%20Policy%20Framework%20Submission%20Phase%202_Nov%202012.pdf)

Poverty Series. United Way of Calgary and Area and City of Calgary, City of Calgary, Vibrant Communities of Calgary. April 2012.  
[http://www.calgaryunitedway.org/policy\\_and\\_research/research/poverty\\_initiatives\\_research](http://www.calgaryunitedway.org/policy_and_research/research/poverty_initiatives_research)

Social Policy, November 2011. United Way of Calgary and Area.

Signposts II – A survey of the social Issues and Needs of Calgarians; United Way of Calgary and Area and City of Calgary, June 2011  
<http://www.calgaryunitedway.org/main/sites/default/files/signposts.pdf>

Rapid Response Initiatives: When and How to Use a Rapid Response; United Way of Calgary and Area, March 2011  
[http://www.calgaryunitedway.org/main/sites/default/files/rapid\\_response.pdf](http://www.calgaryunitedway.org/main/sites/default/files/rapid_response.pdf)

Environmental Scan: Financial Literacy, United Way Calgary and Area, January 2011

[http://www.calgaryunitedway.org/main/sites/default/files/financial\\_literacy.pdf](http://www.calgaryunitedway.org/main/sites/default/files/financial_literacy.pdf)

Toward Resiliency for Vulnerable Youth, United Way of Calgary and Area, April 2011

[http://www.calgaryunitedway.org/main/sites/default/files/vy\\_fullreport.pdf](http://www.calgaryunitedway.org/main/sites/default/files/vy_fullreport.pdf)

Mapping Poverty in Calgary, United Way of Calgary and Area, Jan 2011

<http://www.calgaryunitedway.org/main/sites/default/files/mapping.pdf>

Towards Resiliency for Vulnerable Youth, United Way of Calgary and Area, April 2011

<http://www.calgaryunitedway.org/vulnerableyouth/>

Rapid Response, United Way of Calgary and Area, Nov 2010

[http://www.calgaryunitedway.org/main/sites/default/files/rapid\\_response.pdf](http://www.calgaryunitedway.org/main/sites/default/files/rapid_response.pdf)

Environmental Scan: extended Age Reference for Youth 15-24, United Way Calgary and Area, Sept 2010

[http://www.calgaryunitedway.org/main/sites/default/files/environmental\\_scan\\_extended\\_age\\_definition.pdf](http://www.calgaryunitedway.org/main/sites/default/files/environmental_scan_extended_age_definition.pdf)

It's Never Too Late, To Go Back For Your Future, United Way of Calgary and Area, May 2010

<http://www.calgaryunitedway.org/main/sites/default/files/intlbrochure.pdf>

Stalled Transitions - Youth talk about life in the wake of the recession, United Way of Calgary and Area, Nov 2009

<http://www.calgaryunitedway.org/main/sites/default/files/Stalled%20Transitions.pdf>

Hope in Hard Times - Youth Edition - A Where-to-Turn Guide for Youth in Calgary; United Way of Calgary and Area; Nov 2009

<http://www.calgaryunitedway.org/main/sites/default/files/Hope%20in%20Hard%20Times%20-%20Youth%20Edition.pdf>

Hope in Hard Times - A Where-to-Turn Guide for Calgarians; United Way of Calgary and Area; Nov 2009

<http://www.calgaryunitedway.org/main/sites/default/files/Hope%20in%20Hard%20Times%20Guide.pdf>

The Resiliency Report - Pathways out of the Economic Storm; United Way of Calgary and Area, June 2009 [http://www.calgaryunitedway.org/main/sites/default/files/Resiliency%20Report\\_0.pdf](http://www.calgaryunitedway.org/main/sites/default/files/Resiliency%20Report_0.pdf)

Thesis address:

<https://dspace.ucalgary.ca/handle/1880/47622>.

#### Academic Presentations

PhD thesis, Canadian Association for Health Services and Policy Research – May 2009, Calgary

### Poster Presentation

PhD thesis, Canadian Association for Health Services and Policy Research – May 2009, Calgary

PhD thesis, Canadian Student Health Research Forum, June 2008, Winnipeg

- Selected amongst the top 2% of Canadian PhD students and fully funded.

PhD thesis, KT08 Knowledge Translation Forum for the Future, June 2008, Banff

- Selected from an international call and fully funded.

### Membership

CIPPH - joined the Calgary Institute for Population & Public Health

Roundtable on Socio-Economic Determinant of Health, Conference Board of Canada