

Professional Qualifications

Virginia MacDonald

Virginia MacDonald and Associates Ltd..

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Virginia MacDonald provides professional services in the following areas:

- ***Health facilities strategic planning including role studies, master programs and functional programming***
- ***Health facilities program development***
- ***Acute and continuing care planning and evaluation***

Background

Virginia MacDonald is the President of Virginia MacDonald & Associates, an Atlantic Canada Health Care consulting firm. Mrs. MacDonald's entire career has been devoted to the health care and social services field in various government positions in Ontario and Nova Scotia and in consulting work in Atlantic Canada and Ontario. She is a retired partner of KPMG with whom she has continued to collaborate over the past several years. Her experience spans over 40 years of dedication to the health field.

Her career began in 1966 when she was hired by the Ontario Hospital Services Commission (which was subsequently merged into the Ontario Ministry of Health) as an economist. In this role she was trained in analysis of health care needs and participated in an evaluation of the Sault St. Marie Group Health Centre which was the subject of research of Dr. John Hastings, author of "The Community Health Centre in Canada", the groundbreaking report that has been the foundation for much of the primary care reform efforts in Canada for the past 35 years. During her 10 years with the Ontario Ministry of Health she assumed a variety of planning roles including becoming a project manager for a district in Ontario that provided a full range of community, secondary and tertiary care facilities. She was involved in development of a prototype community health centre plan for rural Ontario.

In 1976 Virginia relocated to Nova Scotia with her family. She began work as a planning coordinator with the Community Health Division of the Nova Scotia Department of Health in 1979 following a brief time as a stay at home mom. After about a year with Community Health she was reassigned to the Institutions Division where she became the first Planning Coordinator. In this role she assisted the Administrator and

hospitals with all aspects of planning. She authored the first Hospital Planning Manual for the province.

In 1984 Virginia left the Department of Health to join the architectural firm of William Nycum and Associates. For 2 years she led their health planning practice and led several role studies, master programs and functional programs.

In 1986 Virginia was recruited by Ernst and Whinny to start up their Atlantic Canada Health Care practice. She began as a manager and progressed to partner during her 12 years with this firm which, following several mergers is now known as KPMG. During her career with KPMG she developed a reputation for high quality consulting services. She undertook numerous assignments not only in Atlantic Canada but also in Ontario where she led the practice on an interim basis for 2 years. While with KPMG and its predecessors she undertook role studies (eg. Lambton in Ontario, Northumberland in Nova Scotia, Western Newfoundland), facilities planning (eg. Gander and Port au Basques NL) and feasibility studies (eg. A nursing home in Port au Basques, Napanee Ontario) and several hospital operational reviews (eg. Grace Maternity Hospital, Nova Scotia Rehab Centre in Halifax, St. John's Hospital Corporation, Grace Hospital in St. John's NL).

At the end of 1997 Virginia retired as a partner of KPMG to establish her own consultancy. She has continued to work with clients in Atlantic Canada and collaborates with a number of associates. Some of her more recent projects are described below. The quality of Virginia's work is well recognized and she continues to be asked to assist clients with repeat business. Her experience in all aspects of planning health care facilities to support a wide range of client needs.

Education and Professional Development:

- BA York University (political science) 1966
- Courses in hospital administration, University of Toronto, 1976
- Health services planning certificate, University of Michigan, 1970

Work Experience:

1997 - present	President	Virginia MacDonald and Associates Ltd..
1986-1997	Manager, principal, partner	KPMG (and predecessors)
1984-1986	Planning consultant	William Nycum and Associates Ltd.
1979-1984	Planning coordinator	Nova Scotia Department of Health
1966-1976	Project manager	Ontario Ministry of Health

Following is a sample of completed projects that reflect a variety of experience:

Functional Program, new Colchester Regional Hospital. This assignment involved working within a consortium to develop a functional program for the new hospital in Truro. Virginia was responsible for the direct clinical care components including

inpatient care, ambulatory care and emergency services. This facility is under construction.

Role study, master program , Cobequid Community Health Centre This project involved working with a group of stakeholders including the Community Health Board to prepare the groundwork for the centre in Lower Sackville NS.

Role study, master program for North Cumberland Memorial Hospital in Pugwash NS. In this project we developed the case to move to a new model of primary care and identified the requirements for facilities to attract and retain health professionals.

Other examples:

Role study, master program North Haven Manor, Lewisporte NL. In this project we explored how to develop the local health centre on the site of the long term care facility in order to share services and provide improved access to care.

Role study , master program, Captain William Jackman Hospital, Labrador City NL

Clinical Services Plan, Acute Care, South West District Health Authority NS

Clinical Services Plan, South Shore District Health Authority NS

Master Program, Functional Program, Upper River Valley Hospital NB

Role Study, Master Program, Inverness Consolidated Memorial Hospital NS

Role study, master program, functional program and design liaison, Dartmouth General Hospital Emergency Department expansion NS

Several projects for South East Health Authority in NB including functional program for ambulatory care , strategic planning for geriatric services and role studies for all their rural health centres