

**Margaret Kennedy, MSSA, LISW-S, RSW**  
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## Profile

Accomplished public sector executive with a strong track record of service excellence and outcome achievements. Solid talent for envisioning, designing and operationalizing strategies. Strengths include establishing evidence-based service delivery structures within budget and identifying sources of revenue to create new programs. Significant experience in university teaching and administration.

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## Skills

Executive management	Business Transformation
Strategic Leadership	Conflict Management, Mediation
Research, Knowledge Translation	Working with First Nations leadership
Program Budgeting, Fiscal Accountability	Social Work Education and Training

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## Education

MSSA (MSW), Case Western Reserve University, Cleveland, Ohio  
BA, James Madison University, Harrisonburg, VA

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## Employment

**Part-time Lecturer**, University of Southern California School of Social Work, 2016  
Teach MSW course Leadership in the Social Work Profession and in Organizations. Provide individual and group guidance and support to students. Participate in relevant university programs in support of MSW program.

**Senior Project Director**, Vulnerable Populations Strategic Initiative, Health PEI, 2014-2015  
Strategic leadership for ensuring a well-planned, coordinated approach to the delivery of health services to vulnerable populations. Development of a framework to address the needs of vulnerable populations and to related project teams. Leadership/oversight using a best practices focus for a collaborative team-based model of care with consistent application of quality standards.

**Director**, Mental Health and Addictions, Health PEI, 2010-2014  
Administrative leadership for strategic and operational management of provincial community-based, hospital and residential clinical services. Program policy development and evaluation. Responsible for 400+ multi-disciplinary staff, 22 sites and a budget of \$36 million. Successful accomplishment of numerous service delivery improvements. Participation in national research initiatives for program development and improvement. Representation on national committees.

**Provincial Manager**, Community Mental Health and Addictions, PEI Department of Health, 2008-2010

Administrative leadership for strategic and operational management of community-based, institutional and residential clinical services. Program policy development and evaluation. Responsible for 200+ multi-disciplinary staff, 13 sites and a budget of \$17 million. Representation on FPT and other national committees.

**Coordinator**, Community Mental Health and Addictions Central, PEI Department of Health, 2005-2008  
Managerial leadership for operations and supervision of community-based, institutional and residential clinical services. Responsible for 140+ multi-disciplinary staff and a budget of \$8 million.

**Family Services Consultant**, Veteran's Affairs Canada, Government of Canada, 2005  
Expert consultation regarding the needs of families of Veterans with special needs under the New Veterans Charter. Developed a case management model for use nationally by VAC Client Services for Veterans and their families.

**Director**, Family Services Division, East Prince Health, 2002-2003 and 2004-2005  
Responsible for community-based clinical services including Addictions, Community Mental Health and Child & Family Services, Speech-Language Pathology, Obstetrics, Pediatrics, Inpatient Mental Health Unit, Public Health Nursing, and Evangeline Community Health Centre.

**Home Care/Palliative Care Policy Analyst**, PEI Department of Health, 2003-2004  
Policy advice and support to health system planning strategies. Facilitated planning, education and monitored results measurement.

### **Other Previous Roles**

- MSW and BSW University Instructor at Case Western Reserve University/Mandel School of Applied Social Sciences and Memorial University of Newfoundland, Canada - MSW courses: Social Policy; Theories of Oppression and Social Justice; Management and Leadership; Social Work with Groups; Special Topics; BSW course: Social Policy
- University Administration
- Human Resources
- Management Consultant
- Social Worker

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### **Selected Professional Affiliations, Appointments and Awards**

Licensed Independent Social Worker-Supervision, Ohio, current  
Registered Social Worker, PEI, current  
President, PEI Association of Social Workers, 2005-2007  
Canadian Association of Social Workers Board Member, 2007-present, Vice-President 2015  
Canadian Association of Social Workers Representative, National Guidance and Implementation Committee, Pan-Canadian Public Health Guidance on Family Violence, 2015-present  
Issues of Substance National Conferences, Planning and Program Committees, 2009 and 2013  
Director of PEI Mental Health Act (ministerial appointment), 2011-2014  
CASW Distinguished Service Award, 2014

Outstanding Teacher of the Year, Case Western Reserve University, Mandel School of Applied Social Sciences, 1993

Student Association Recognition Award, Case Western Reserve University, Mandel School of Applied Social Sciences, 1994

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References available upon request