

PENNY GAGNON



CARF CANADA CHIEF ADVISOR

Penny Gagnon, M.A., chief advisor, accreditation standards, CARF Canada, has more than 17 years of executive leadership experience specializing in nonprofit and health and human services organizations, lending her expertise in the development of person- and family-centred practices and quality framework for those organizations across Canada. Penny is involved in a wide array of standards-development processes, including International Standards Advisory Committees (ISACs) representing Canadian interests, trends, and legislation. She serves on CARF's internal standards development committees on person and family-centred care; health and safety; performance measurement and management; workforce development; cultural competency and diversity; and various program standards in the areas of behavioural health, aging services, child and youth services, and employment and community services. In addition to standards development, Penny possesses many years of experience operationalizing administrative and care standards within organizations, prioritizing the person-centred approach. Penny is highly motivated in collaborating with others to create systems that enhance the lives of persons served and promote a stronger vision for and commitment to the quality of services

What skill and or experience will you bring to the committee?

- I have been working in an executive leadership capacity for almost two decades with a specialization in health and human services related organizations, strategic execution, person centred philosophies, stakeholder relations, quality assurance, and performance based environments.
- Being person centred is not only a core value of mine in terms of the people served by organizations but also the approach I take with staff, colleagues, partners, and other stakeholders.
- I have the transformational leadership qualities, career experience, transactional skills, and personal characteristics to carry out roles that are innovative and high quality initiative.
- I have exceptional skills in the areas of building partnerships, collaborative projects, quality improvement, teaching and mentoring, human resource management, community relations, capital development, fundraising, client engagement, and financial management.
- I am purpose driven with proven and demonstrated passion and values that align with BCCPA and the members.
- Development of learning organizations, collaborative and ethical practice, evidence based, and quality improvement.
- As CARF Canada's national leader, I have developed a clear and consistent model for strategic positioning to be framed as the accreditor of choice in Canada.
- Developed national strategic plans that included frameworks for communication, business development, performance metrics, and growth.
- I have develop planning cycles that have included operational, accessibility, cultural competence and diversity, risk management, financial improvement, technology, outcomes performance, and quality improvement plans. All of these plans correspond with the strategic positioning and priorities set out by the organization.
- In all aspects of my career, I have worked in target-based environments through a variety of key performance indicators. These KPI's are financial and nonfinancial and have included account growth, customer satisfaction, customer complaints, service related such as wait-times to service access, measures of key business functions, staff turnover ratios and other employee related measures, and benchmarking against other businesses/industries. By setting performance measurement systems, I have been able to examine key outcomes, determine areas of success, address any triggers to analyze performance, and make changes/improvements where necessary. Having qualitative and quantitative indicators is a key component to lead responsively and proactively.
- Government and stakeholder relations has been an important part of all of my executive leadership roles. I have engaged government locally, provincially, and nationally through my executive leadership capacity, regional positions, and provincial and national board of director positions
- I am very committed to the wellness and opportunities for our communities and this would be clearly reflected through my engagement with stakeholders, staff, and partners.
- I am a person who enjoys working within the team environment where values align and fun is fostered.

How many BCCPA Conferences have you attended?