

## Work Experience

### **Program Director, Elevance Health, Medicare**

**(April 2023 – present)**

#### ❖ **CAHPS Performance and Execution, Member and Provider Experience and Engagement**

- I work with enterprise teams to optimize member/patient experience by monitoring survey data and managing initiatives that are national/multi-state, multi-function, and multi-year in scope.
  - **Special projects:** Partnered with Press Ganey and Elevance associates to plan and execute a 30-webinar, 10-module "Medical Practice Leader Training Program" with [program evaluations that averaged 4.9 out of 5; 75% of attendees attained CEUs](#). I designed a 2023 - 2024 strategy for employee engagement, succession planning, + leadership and career development within our team.

### **Executive Coach and Strategy Consultant at Barrath Consulting**

**(2013-present)**

Clients: Corporate and individual coaching clients, Sigma Theta Tau International, California Planning Roundtable, Venice Family Clinic, Planned Parenthood, and BTL Health

- [Improved client effectiveness through 200+ hours of executive coaching with health care leaders in Canada, the USA, UK, and South Africa.](#)
- 2018-2022: Seminar Leader with 30-40 Randall Lewis Health Policy Fellows per year (Zoom + in person)
- Keynote speaker at workshops and conferences on leadership development topics.
- Strategic planning, consulting, project management and change management projects with county, state, and national health leaders to address community engagement and determinants of health.
  - Conducted stakeholder analyses to build teams and partnerships.
  - Conducted environmental scans to inform strategic plans for global and local health care organizations.
  - Developed innovative programs and service delivery models.
  - Produced reports and presentations: options analyses, literature reviews, discussion, and white papers.
- Implemented social media strategies to engage stakeholders, curate information, and expand networks.
- Certified by the International Coaching Federation as an Associate Certified Coach (2015-2024).
- Certified by AHRQ as a TeamSTEPPS Master Trainer (2014).
- Leadership in global change management program (NHS Change Day) & Change Day USA.

### **Senior Director, Kaiser Permanente (Kaiser Foundation Hospitals), Baldwin Park Medical Center**

**(2018 – 2023)**

#### ❖ **Service Excellence**

Led hospital-wide care experience and People Pulse strategies. Led medical center Patient Advisory Council. Provide oversight for departments as needed: Volunteer Services; Linguistics, Diversity, Equity + Social Inclusion.

#### **Patient Experience:**

- Planned and implemented program to optimize inpatient care experience. Led strategy development, change management, and communication planning. Collaborated with senior leaders, labor partners, physicians and external Studer consultants to adjust strategy to meet needs of the changing business environment and worked with department managers to operationalize plans. Monitor data locally, regionally and nationally; managed initial resistance to change, and [increased HCAHPS Summary Star from 3.1 in 04/2020 to 4.4 in 04/2021](#).

#### **Patient Advisory Council:**

- Lead patient advisor engagement in decision-making to improve patient- and family-centered care.

#### **Employee Experience:**

- Led strategy to drive excellence in employee engagement. [Doubled employee response rate for Employee Experience surveys \(from 35% in Nov 2020 to 74% in Sept 2022\)](#). Executed action plans hospital wide.
- Provide leadership for psychological safety work within the medical center.

#### **Leadership Development**

- Facilitate leadership and team development + coach training. Provide coaching for leaders to drive excellence in communication, coaching, + improved staff engagement.

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**Director, Kaiser Permanente (Kaiser Foundation Hospitals), South Bay Medical Center (2016 – 2018)**

❖ **Education and Professional Development**

- Led professional development programs for inpatient + ambulatory physicians and staff.
- Created budget-neutral bedside education for leaders, physicians + RNs. Designed and implemented “Role Play Café”, an innovative role play simulation program to improve leader, physician + RN communication (incl SBAR, RN communication + leader coaching). [Within 3 months of implementing Role Play Café to improve RN communication, South Bay Medical Center achieved best-in-region & best-in-nation status for the first time.](#)

**Support Team Lead, Kaiser Permanente Southern California Permanente Medical Group (SCPMG) (2012-2013)**

❖ **System Solutions and Deployment, GenLab Project**

- Led training support teams for Cerner i/GenLab implementation in labs across Southern California.
- Built relationships with clinical laboratory managers and provided consultation to troubleshoot problems.
- Provided career planning and coaching for transitioning staff.

**Program Director at Division of General Internal Medicine/Health Services Research, UCLA (2011- 2012)**

❖ **Community Engagement & Research Program (CERP), UCLA Clinical & Translational Science Institute (CTSI)**

Managed day-to-day operations and key relationships with academic faculty and community partners representing diverse communities with whom we collaborated on community-based projects. Managed proposal process for community-engaged research in Los Angeles County. Organized CEU-eligible webinars for physicians on community-engaged research.

**Director, Alberta Health Services, Alberta, Canada**

**(2007–2011)**

❖ **Primary Care Integration, Community and Rural Portfolio**

(2010-2011)

❖ **Community Health Center Standards, Community and Rural Portfolio**

(2009-2010)

❖ **Professional Practice and Development, Chief Nursing Officer’s Portfolio**

(2007–2009)

- Led professional practice and development, interprofessional collaboration education activities region-wide.
- Co-led province-wide community health services accreditation (through Accreditation Canada).
- Participated as health system partner in School of Nursing Curriculum Development at University of Calgary.
- Led system-wide strategic initiatives. Produced high-level strategic planning documents in collaboration with health system leaders, clinicians, and community advisory boards:
  1. Authored Alberta Primary Care Strategy (integrated, interprofessional, patient-centered medical homes).
  2. Developed Framework for Primary Care Integration for AHS.
  3. Developed Framework for Community Health Centers for the province of Alberta.
  4. Developed Rural Health Strategy for the province of Alberta.
  5. Conducted scoping review of Community and Rural Health Planning Frameworks (for planning community health centers, community and rural hospitals, and urgent care centers).
  6. Implemented the Community and Rural Planning Framework across Alberta. Created community health profiles to support operational leaders in short- and long-term planning of health services.
  7. Developed Specialty Nurse Orientation Strategy for RNs in critical care, ER, + OR in urban and rural hospitals
  8. Facilitated strategic planning for clinical simulation for multidisciplinary healthcare teams.
  9. Led patient-centered Interprofessional Education Design Team to optimize interprofessional teams throughout Calgary Health Region. Delivered report ahead of schedule.
  10. Evaluated utilization of clinical trial research nurses and agency nurses throughout Alberta.

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**Graduate Assistant, Loma Linda University, California (2005–2007)**

- ❖ **Pipeline to Registered Nursing/Workforce Diversity Program:** Provided research assistance for federally funded "Pipeline to Registered Nursing" program.
- ❖ **Guest lecturer: Disaster Management and Community Health (for Nurse Practitioner students).**
- ❖ **Keynote Speaker: Quest for Quality Conference (2006; Kenya, South Africa):** Delivered presentations on African & global research. Facilitated workshops to develop strategies to recruit and retain health professionals. Led formation of 2 regional networks of healthcare administrators.
- ❖ **Healthcare Disparities Conference Planning Group (2007):** Hosted and facilitated a 5-day conference with internationally renowned speakers on healthcare equity. The conference reached capacity,

**Senior Policy Analyst/Nursing Policy Advisor/Acting Chief Nursing Officer, Nova Scotia Dept. of Health (2002–2005)**

- ❖ **Office of the Deputy Minister- Nursing Advisory Services**
- ❖ **Policy, Planning and Legislation Branch - Strategy Planning and Implementation, Quality Management**
- ❖ **Acute Care Branch - Provincial Osteoporosis Program, Provincial Laboratory Program, Cardiac Health Program**
  - ❖ Worked with multi-organizational teams of healthcare leaders representing government (federal and local), regulatory bodies, clinicians, health care and community organizations, unions, and universities to:
    1. Workforce planning to end the nursing shortage in Nova Scotia in 3 years (ahead of schedule + on budget),
    2. Develop a Quality Management Framework for Nova Scotia,
    3. Plan healthcare improvement initiatives to improve chronic disease management + pandemic planning.
    4. Improve business processes, business planning and reporting to improve accountability & sustainability.
    5. Implement health system standards and guidelines to improve quality and safety.
  - ❖ Initiated and completed province-wide strategies for addressing health system priorities:
    1. Rural and remote recruitment and retention of nurses,
    2. Leadership development for thousands of nurses,
    3. Clinical placement of thousands of students in the health professions, and
    4. Implementation of osteoporosis prevention, diagnostic, treatment, and education standards.

**Research Officer, University of Toronto, Canada**

**(2001-2002)**

- ❖ **Nursing Effectiveness, Utilization and Outcomes Research Unit**

Planning, research assistance, writing publications, and presentations for an internationally recognized team of health care leaders, researchers, policy makers and educators involved in health workforce planning. Published a peer-reviewed article. Developed web sites, literature syntheses, and presentations.

**Registered Nurse, Capital District Health Authority, Halifax, Nova Scotia, Canada**

**(2001-2002)**

- ❖ **Short-Stay and Acute Care Psychiatric Units, Abbie J. Lane Psychiatric Hospital, Queen Elizabeth Health Center**

Provided comprehensive nursing care to patients and families.

**Consultant, Project Manager, and Author at Barrath Consulting**

**(1994 - 2002)**

- ❖ **IWK Health Center: Women's Health Program**
- ❖ **Atlantic Health Promotion Research Center / Maritime Center of Excellence in Women's Health**
- ❖ **Schools of Medicine and Nursing, Dalhousie University, Halifax, NS, Canada**
  - Program developer: Developed a service delivery model for a women's midlife health program.
  - Project manager: Managed health services and workforce policy and planning projects.
  - Public speaker, Policy analyst and Writer: Authored proposals, reports, and articles.
  - Consultant: Advised community-based project teams on health promotion, multicultural health policy, immigrant & refugee, and culturally sensitive health care

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**Research Projects/Grant Support:**

1. 2001-2002: **Health Human Resource Planning: An Examination of Relationships among Nursing Service Utilization, an Estimate of Population Health, and Overall Health Status Outcomes in the Province of Ontario:** for Dr. G. Tomblin Murphy & Dr. L. O'Brien-Pallas, Nursing Effectiveness, Utilization & Outcomes Research Unit, University of Toronto.
2. 2001: **CHSRF Policy Synthesis: "Commitment to Care: The Working Environment and Health of the Nursing Workforce"** for Dr L. O'Brien Pallas, Nursing Effectiveness, Utilization & Outcomes Research Unit, University of Toronto
3. 2000: **"Baccalaureate Nursing Students' Attitudes and Beliefs about Poverty"** for Dr. D. Meagher-Stewart, School of Nursing, Dalhousie University
4. 2000: **"Adolescent Health Project"** for Dr J. Hughes & Dr G. Tomblin Murphy, Dalhousie University.
5. 2000 - 2001: **"Proposal Development: Atlantic Metropolis Center of Excellence"** for Dr C. Amaratunga, Maritime Center of Excellence for Women's Health, Dalhousie University.
6. 1999 - 2001: **"Health Human Resources Development"** for Dr. G. Tomblin Murphy, School of Nursing, Dalhousie University
7. 1999: **"Proposal Development: Women's Midlife Health Consortium"** for J. Hockney, Program Director, Women's Health Program, IWK-Grace Health Center
8. 1998 - 1999: **"Telephone Support for Nurses in HIV/AIDS Care"** for Dr. G. Tomblin Murphy, School of Nursing, Dalhousie University
9. 1997- 1998: **"Health Human Resources Development"** for Dr. J. Hughes, Dr. G. Tomblin Murphy, School of Nursing, Dalhousie University
10. 1997: **"Faculty Research Development"** for School of Nursing Research Committee, Dalhousie University
11. 1997: **"Telephone Support for Parents of Children with a Chronic Illness"** for Dr. M. Stewart, Social Support Research Program/School of Nursing, Dalhousie University
12. 1995 - 1996: **"Seniors' Self Help/Mutual Aid Research Program"** for Dr M. Stewart, Atlantic Health Promotion Research Center/School of Nursing, Dalhousie University
13. 1995 - 1997: **"Parents and Children in Partnership Program"** for Dr. J. Hughes, School of Nursing, Dalhousie University
14. 1994 – 1996: **Interviewing Skills in Problem-Based Medical Interviews:** Dr D. Kauffman, Dr K. Mann, and B. Prime-Walker, School of Medicine, Dalhousie University.

**Lecturer and Teaching Assistant, Dalhousie University, Halifax, Nova Scotia, Canada (1994 - 2002)**

- ❖ Lecturer in leadership and health policy, nursing ethics, multicultural health, communication (advanced), teaching and learning, human development, and nutrition.
- ❖ Effective in inspiring students to become health leaders and excellent writers.

**Registered Nurse, Capital Health, Halifax, Nova Scotia, Canada (1993-1994)**

- ❖ **Psychiatry Clinics, Day Hospital, + Inpatient Units, Abbie J. Lane Psychiatric Hospital and Nova Scotia Hospital**
- ❖ Worked as therapist in psychiatric-mental health day treatment programs + clinics. Provided brief solution-focused + cognitive-behavioral therapy to patients diagnosed with anxiety, depression + bipolar disorder.

**Registered Nurse, Clinical Instructor, Preceptor & Student, Addington Hospital, Durban, South Africa (1987-1991)**

- ❖ **Community-based Care** (incl. community health centers, community-based organizations, home visits and clinics)
- ❖ **Acute Care** (medicine, surgery, orthopedics, pediatrics, obstetrics, gynecology, OR, ER, psychiatry & oncology).
- ❖ Provided comprehensive nursing care to a range of populations (from neonates to geriatrics). Practiced predominantly in oncology and neonatal ICU. Practiced midwifery.

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**Education and Professional Development**

**PhD courses (Health Policy and Management, Nursing) (2005-2007)**

Loma Linda University, Loma Linda, California, USA

**Masters in Nursing (1992-2000)**

Dalhousie University, Halifax, Nova Scotia, Canada

Thesis: Refugee Mothers' Perceptions of Stress Related to the War in the Former Yugoslavia

Clinical Specialty: Psychiatric/Mental Health Nursing

**Bachelor of Social Science (Nursing) (1987-1990)**

University of Natal, Durban, South Africa

Majors: \* Nursing (General, Psychiatric, & Community Health Nursing, Midwifery)

\* Industrial Sociology and Labor Relations

**Certifications and Courses**

**Associate Certified Coach (ACC): 2015-2024**, International Coach Federation

**Certified Lean Healthcare Professional (CLHP): 2022**, Six Sigma Global Institute.

**Executive Coach Certification, Marshall Goldsmith Stakeholder Centered Coaching**, Accredited by ICF (2019);

**Team Stakeholder Centered Coaching Certification (2019)**; Global Leadership Assessment/GLA 360 (2019), Marshall Goldsmith Stakeholder Centered Coaching

**TeamSTEPPS Master Trainer, TeamSTEPPS National Implementation (2014)**, Agency for Healthcare Research and Quality, Minneapolis, USA

**Coaching High Performing Teams; Masterminding as Group Coaching; Resolutionizing Conflict; Coaching for Emotional and Psychological Safety**, Accredited by International Coach Federation (2019), Elevar Group

**Middle Management Program (MMP). (2018)**. Kaiser Permanente, Southern California.

**Executive Coach Training Program**, Accredited by International Coach Federation (2014), Center for Nonprofit Management/Dr. Damian Goldvarg, Goldvarg Consulting Group, Los Angeles, California

**Change Agent, School for Health and Care Radicals and NHS Change Day (2014-2016)**, NHS Improving Quality (Horizons Team)

**Professional Trainer, Train-the-Trainer Program (2013)**, Kaiser Permanente, Facilitated by former ASTD-LA President, Debbie Newman, Pasadena, California

**Nursing Leadership, Dorothy M. Wylie Nursing Leadership Institute (2003-04)**, University of Toronto, Canada

**Crisis Management, Nonviolent Crisis Intervention (2001)**, Capital District Health Authority, Halifax, Nova Scotia, Canada

**Facilitator Training, Clearing their Path: National Play Program for At-risk Refugee Children (1999)** YWCA - Canada, Halifax, Nova Scotia, Canada

**Disaster Management, Disaster Response Certification (1997-1998)**, Adventist Development and Relief Agency (ADRA Canada), Oshawa, Ontario, Canada

**Facilitator Training, Family Violence Awareness Certification (1997)** Metropolitan Immigrant Settlement Association, Halifax, Nova Scotia, Canada

**Nonprofit Board Leadership, Executive Skills for Nonprofit Boards (1993)** Canadian Federation of Students, Halifax, Nova Scotia, Canada

**Critical Care Nursing, Critical Care Refresher Certificate (1990)** University of Cape Town, South Africa

**Basic Ambulance and Emergency Response Certification (1989) (Passed with Distinction)** Natal Technikon/Natal Provincial Administration, South Africa

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### Community Leadership/Volunteer Experience

- **Refugee Jumpstart** – Career coach to refugees (2022 – present)
- **Toastmasters International: KP South Bay Toastmasters** – Founder, President (2016-2018)
- **Sigma Theta Tau International Nursing Honor Society** - Advisory Council on Policy (2014-2017)
- **California Planning Roundtable** - Healthy Communities Workgroup (2014 –2015)
- **Taproot Foundation** – Healthcare Strategy Consultant (2014-2015)
- **Metropolitan Immigrant Settlement Association**, Board of Directors, Advisory Committee (2000-2005)
- **Nova Scotia Council on Multicultural Health**, President, Treasurer (1995- 2005)
- **Chebucto West Community Health Board**, Vice Chair (2000-2002)
- **IWK Health Center Multicultural Health Committee**, Board of Directors (2000-2002)
- **Community Care Network Society/Parker Street Food and Furniture Bank**, Board of Directors (1998-2000).

### Awards & Honors

- ❖ 2007 Inducted into Sigma Theta Tau International Nursing Honor Society
- ❖ 2005-07 Karen Radke Scholarship, Loma Linda University School of Nursing Scholarship
- ❖ 1996 Margaret Cragg Award for Research on Women and Violence
- ❖ 1996 Dalhousie University Faculty of Graduate Studies Research Development Fund Award
- ❖ 1991 - 1994 Southern Africa Education Trust Fund/Canadian International Development Agency Scholarship
- ❖ 1987 - 1990 Barclays Bank of South Africa University Scholarship

### Publications & Presentations

#### Chapters in Edited Books

- ❖ Atlantic Health Promotion Research Center and Maritime Center of Excellence for Women’s Health. (1999). **“Challenges in Multicultural Health Research”**. In Guidelines for Preparing Research Proposals: Navigating the Road to Success. Halifax, NS: AHPRC and MCEWH.
- ❖ Barrath, D. (1995). **"Race and Racism"**. Naomi Zack (Ed.), In American Mixed Race: The Culture of Microdiversity. Lanham, MD: Rowman and Littlefield.

#### Article in Peer-reviewed Journal

- ❖ Tomblin Murphy, G. & Barrath, D. (2002). **A Survey of Web-Based Health Human Resource Planning Activities in Canada**. Canadian Journal of Nursing Research, 33(4),123-137

#### Newsletter Article

- ❖ Barrath, D. (1997). **Multicultural Health Policy in Nova Scotia**. Cultural Connections,4(2),4-10

#### Published Reports

- ❖ For the California Planning Roundtable. (2016). **The Social Determinants of Health for Planners: Live, Work, Play, Learn!** Sacramento, California.
- ❖ For Alberta Health Services. (2011). **Primary Care Integration: Creating a Framework for Continuous and Coordinated Care**. Alberta, Canada.
- ❖ For Alberta Health Services. (2011). **Enhancing Primary Care: A Model for Alberta**. Alberta, Canada.
- ❖ For Alberta Health Services. (2010). **A Framework for Community Health Centers throughout Alberta**. Alberta, Canada.
- ❖ For Alberta Health Services. (2010). **Strengthening Communities: A Rural Health Strategy for Alberta 2010-2040**. Alberta, Canada.
- ❖ For Alberta Health Services. (2009). **Alberta Health Services Community and Rural Planning Framework: Literature Synthesis**. Alberta, Canada.

- ❖ For Alberta Health Services. (2009). **Specialty Orientation Programs in Alberta: Phase One: Review of Emergency Room, Operating Room and Critical Care Specialty Orientation Programs**. Calgary, Alberta.
- ❖ For the Calgary Health Region. (2008). **Workforce Optimization Initiative: Final Report of the Interprofessional Education (IPE) Design Team**. Calgary, Alberta.
- ❖ For the Nova Scotia Department of Health (2006). **Nursing Leadership Development for Nova Scotia**. Halifax, Nova Scotia.
- ❖ For the Nova Scotia Department of Health (2005). **Rural and Remote Nursing Recruitment in Nova Scotia**. Halifax, Nova Scotia.
- ❖ For the Maritime Center of Excellence in Women's Health. (2000). **Feasibility Study for an Atlantic Region Metropolis Center of Excellence**. Halifax, NS.
- ❖ Barrath, D. (2000). **Refugee Mothers' Perceptions of Stress Related to the War in the Former Yugoslavia**. In partial fulfillment of the requirements for the degree of Master of Nursing at Dalhousie University, Halifax, NS.
- ❖ For the Nova Scotia Council on Multicultural Health/Maritime Center of Excellence in Women's Health. (2000). **Keeping Canadian Values in Health Care. Inclusion, Diversity and Social Justice in Health: Newcomers from Kosovo**, Halifax, NS.
- ❖ For the Midlife Workshop Planning Group (1999). **Comprehensive Midlife Health Programs for Women**, IWK-Grace Health Center, Halifax, NS.
- ❖ For the Health Human Resources Development Committee (1998). **Health Human Resources Development Report**, School of Nursing, Dalhousie University.
- ❖ For the Research Committee, School of Nursing, Dalhousie University. (1997). **Faculty Research Development Report**, Halifax, NS.
- ❖ For the International Students' Association, Dalhousie University. (1993). **Differential Fee Increases**, Halifax, NS.

#### Research Proposals

- ❖ Barrath, D. (1996). **Mothers' Perceptions of Their Young Children's Coping with Political Violence and the Maternal Strategies Used to Facilitate Coping**. For Master of Nursing degree at Dalhousie University, Halifax, NS.
- ❖ For Seniors' Self Help/Mutual Aid Research Program (1996). **Face to Face Self-help Groups for Widowed Seniors**. Atlantic Health Promotion Research Center, Dalhousie University.
- ❖ For Seniors' Self Help/Mutual Aid Research Program (1996). **Telephone Support Groups for Seniors with Limited Mobility**. Atlantic Health Promotion Research Center, Dalhousie University.

#### Conference and Workshop Presentations (Invited)

- ❖ 2018-2022. **"Leadership Presence", "Career Planning", "Resilience", "Emotional Intelligence", "Leadership That Gets Results", and "Strengths-Based Leadership"**. Delivered seminars annually, in person and via Zoom, to Randall Lewis Health Policy Fellows from graduate schools throughout Southern California.
- ❖ August 2006. **"Nursing Professional Practice Challenges in Sub-Saharan Africa"**. Delivered in Nairobi, Kenya and Bloemfontein, South Africa for "Quest for Quality", East Africa and Southern Africa-Indian Ocean Divisions of the General Conference of Seventh-day Adventists.
- ❖ April 2006 **"Concept Analysis: Vulnerable Populations"**. Poster, Western Institute of Nursing Annual Conference.
- ❖ Nov 2004 **"Nova Scotia's Nursing Strategy"**. For the Annual NSAHO Leadership Conference
- ❖ April 2002 **"Population-based Health Human Resource Planning"**. For the First Nations and Inuit Health Branch National Nursing Meeting, Health Canada.
- ❖ July 2001 **"Refugee Mothers' Perceptions of Stress Related to the War in the Former Yugoslavia"**. For "Refugee Mental Health", World Assembly on Mental Health.

- ❖ April 2001 **“Nova Scotian Response to the Arrival of the Kosovar Refugees”**. For **“Women’s Health & Diversity”**, Centers of Excellence for Women’s Health.
- ❖ June 2000 **“Recognizing the Impact of Cultural Values and Beliefs on Death and Dying”**. For **“Perspectives on Death & Dying: A Workshop for Nurses”**, Canadian Association of Nurses in Oncology.
- ❖ July 1998 **“Families and the Effects of the War in the Former Yugoslavia: Cross Cultural Mental Health Panel”**, Cross Cultural Mental Health Project, Canadian Mental Health Assoc.
- ❖ May 1998 **“Cross-cultural Health and Communication”**, Multicultural Association of Nova Scotia
- ❖ Sept 1997 **“Multicultural Health Policy Development”**, Nova Scotia Council on Multicultural Health
- ❖ April 1997 **“Multicultural Health Policy Development”**, Nova Scotia Advisory Council on the Status of Women

Consultations with Federal Government (Invited)

- ❖ March 2003 Health Canada: Ottawa - **National Symposium on Immigrant Health in Canada**. -Ottawa.
- ❖ Sept 2000 Health Canada: Atlantic Region - **Consultation on a Sustainable Development Strategy**. - Halifax.
- ❖ April 1999 Health Canada: Health Minister's Office/ Health Protection Branch -**Consultations on Office of Consumer Affairs and Public Involvement** -Ottawa.
- ❖ Sept 1998 Health Canada: Health Protection Branch - **Consultations on Renewal of Federal Health Protection Legislation** - Halifax.