

Hospice Care Ottawa's 2026 Board of Directors Nominees

ROBERT F. BOURGEOIS

Robert Bourgeois has held senior positions at the vice-president level in finance and administration and external relations at University of Ottawa between 2019 and 2024 where he was responsible for major corporate functions including finance, human resources, information technology, facilities, pension fund and investment management, risk management, protection services, and advocacy.

From 2011 to 2019, Mr. Bourgeois was President of Stonecliffe Consulting Group in Ottawa, specializing in management consulting services to a number of Canada's largest universities.

From 2007 to 2011, Mr. Bourgeois was Vice President, Administration at Laurentian University in Sudbury where he was responsible for all corporate business functions including finance, human resources, information technology, infrastructure, ancillary services, risk management and security. During that period, he was acting President for the period required to recruit the permanent President.

From 2002 to 2006, Mr. Bourgeois occupied the position of Deputy Secretary, Intergovernmental Operations at the Privy Council Office (PCO) in Ottawa. In this position, he was responsible for policy and operational support to the Prime Minister, Cabinet and the Minister of Intergovernmental Affairs, including key meetings such as First Ministers conferences and meetings with Premiers.

Prior to joining PCO, Mr. Bourgeois was the Assistant Deputy Minister, Corporate Services, at the Department of Justice in Ottawa, from 1999 to 2002.

From 1998 to 1999, Mr. Bourgeois was Assistant Deputy Minister, Canada Millennium Scholarship Transition Secretariat, where he was responsible for providing executive leadership within the federal public service for laying the groundwork for the establishment and efficient startup of the Canada Millennium Scholarship Foundation. This foundation had a mandate to manage a \$2.5 billion endowment fund created by the federal government to award 100,000 scholarships per year to post-secondary students.

Prior to 1998, Mr. Bourgeois held several senior executive positions within the federal public service, both in Ottawa and in several provinces. During his diversified career, he has successfully led organizations of up to 800 people, managed the business affairs of a 50,000 student university and administered an annual grants and contributions budget in excess of \$470 million.

Mr. Bourgeois holds a Bachelor of Commerce degree from the University of Moncton and a Master of Business Administration (MBA) from Dalhousie University. He is fluently bilingual, both written and oral, in English and French.

A detailed Curriculum vitae is available upon request.

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CATHY FREDERICK



Cathy has extensive experience as an executive leader in complex multi-union organizations undergoing business transformation, with a focus on the employee and the client experience. She has expertise in organization development, human resources and labour relations, governance, risk management, and performance measurement.

A Certified Human Resources Leader (ret'd), Cathy has worked in both the public and private sector in multiple industries including nuclear energy, policing, management consulting, municipalities, health care and higher education.

Cathy has served on a number of not-for-profit boards. Most recently she was Vice-Chair and member of the Board of Directors of Bruyere Health, and previously served as Vice-Chair and member of the Board of Directors at the Queensway Carleton Hospital. She is a Member of the People and Culture sub-Committee and outside Advisor to the National Arts Center Board of Trustees. Cathy is a graduate of Carleton University.

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DWAYNE MARTINS

Dwayne Martins is a strategic health sector executive (MHSc/MHA and MSW) and Board Director with over 25 years of experience in corporate services leadership, operations, conflict of interest (COI), business transformation, crisis management, governance, risk and strategic planning in academic, research, government and hospital settings.

He has served as Associate Deputy Minister/ Chief Enterprise Corporate Priorities and Chief Conflict of Interest Officer in the Federal Government and Chief Operating Officer for a leading Canadian School of Medicine and Dentistry, where he oversaw diverse corporate portfolios, including Operations, Risk/COI, Legal/Compliance, Finance, IT, Human Resources, Facilities and Security. He has overseen high-risk and strategic priority files, including the establishment of COI programs and business continuity plans, and he has successfully led complex organizational change initiatives involving strategic planning, operational transformation, and technology integration, with extensive expertise spanning academic health, research, and education sectors. Within academic healthcare environments, Dwayne has directed regional integration initiatives across universities, medical schools, and teaching hospitals, while also advising on research and education strategy, funding models, and public-private partnerships.

Dwayne has vast experience developing strong collaborative relationships with Boards, all levels of government, medical and administrative leaders, physicians, nurses, volunteers, the professoriate and community partners. His broad experience as a seasoned senior health executive supports successful health delivery through governance, transparency, effective communication, and informed data-driven decision-making processes.

Dwayne has been married for 39 years, he has 2 children and 2 grandchildren and resides in Kanata where he has been a HCO volunteer for the past year.

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JEFF MOAT

Jeffrey B. Moat is the Chief Executive Officer of Pallium Canada, where he has led the organization since 2017. Under his leadership, Pallium has expanded its national reach in palliative care education, research, and partnership, while evolving into a more sustainable mission-driven social enterprise. He has built a reputation for helping organizations align social impact with financial sustainability, and for bringing a strategic lens to growth, partnership, and systems change. He has also represented Pallium in national health policy and advocacy discussions, contributing to efforts to strengthen palliative care capacity, access, and system readiness across Canada.

Jeff brings more than three decades of leadership experience spanning the private, public, and nonprofit sectors. He spent the first half of his career in senior marketing and leadership roles in the private sector, including with Petro-Canada, Citibank Canada, Viacom, Bank One International, and Bell Canada.

Jeff began his career in the health sector at Canadian Blood Services, where he held senior leadership responsibilities, and later served as President of Partners for Mental Health. Across his career, he has led extensive fundraising, partnership, and stakeholder engagement efforts, helping secure and steward support from corporate, foundation, and public-sector funders in service of large-scale social impact. His leadership has also included coalition-building, national advocacy, and sector engagement in palliative care and mental health.

Jeff holds a Bachelor of Commerce from McGill University and a professional Chartered Marketer designation.
